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Kanematsu Corporation
(Securities code: 8020)

NOTICE OF THE 132ND ORDINARY GENERAL MEETING OF SHAREHOLDERS

Date and time:

June 25, 2026 (Thursday) at 10:00 a.m.

Venue: Tosho Shibusawa Hall, The Tokyo
Chamber of Commerce and Industry
(5th Floor)
Marunouchi Nijubashi Building
3-2-2 Marunouchi, Chiyoda-ku, Tokyo

■ Items to Be Resolved:

Item 1: Election of Seven (7) Directors

Item 2: Election of One (1) Substitute Audit &
Supervisory Board Member

Deadline for exercising voting rights in
writing or via the Internet, etc.:

No later than 5:15 p.m. on June 24, 2026
(Wednesday)

No souvenir gifts will be provided.

CORPORATE PRINCIPLE

“Let us sow and nurture the seeds of global prosperity”

“Sow a seed now,” and take action to benefit people around the globe, bade our founder, Fusajiro Kanematsu, setting standard of public duty that we at Kanematsu continue to uphold through a commitment to ethical business principles and corporate responsibility.

The beliefs and philosophies that inspired Fusajiro Kanematsu in the late nineteenth century Meiji period, a time when Japan was striving to build national economy, were encapsulated in the document *Our Beliefs: Kanematsu’s Guiding Principles* in 1967, on the occasion of our merger with The Goshō Company.

Our Beliefs: Kanematsu’s Guiding Principles

1. Reflecting the pioneering spirit of our predecessors, we believe that fairness and justice should guide our business dealings and the wise use of creative imagination and ingenuity will bring prosperity.
2. Our purpose as a Company is not only to build a sound and flourishing business, but to fulfill our responsibilities as a corporate citizen, contributing to society and the security and well-being prosperity.
3. As members of a corporation, we act not as individuals but as representatives of that organization and as such we are bound by Company rules and attendant loyalties and must work together with a spirit of cooperation while cultivating mutual understanding and respect for fellow members.

To Our Shareholders

I would like to express my sincere gratitude to you, our shareholders, for your continued support.

During the fiscal year under review, although a moderate recovery trend was maintained, global economic conditions remained uncertain overall primarily due to uncertainty surrounding U.S. trade policy, prolonged geopolitical risks including heightened tensions in the Middle East, and uncertainty over the conduct of monetary policy across countries.

In this challenging business environment, as the Group entered the second year of its Medium-Term Management Plan, “integration 1.0,” in the fiscal year under review, we formulated Mission, Vision, and Values (MVV), which articulates our guiding principles and values, and updated the Medium-Term Management Plan to “integration 1.1.” Guided by our Corporate Principle (Founder’s Words and Our Beliefs), MVV will serve as the foundation for our management, organization, and business activities, and embodies our corporate purpose.

Furthermore, during the fiscal year under review, the Company further expanded the value it provides through DX, GX, and innovation in pursuit of sustainable growth. As a result, profit for the year attributable to owners of the parent reached a record high. At the same time, we recognize business investments and M&A initiatives aimed at achieving the next stage of growth as important issues going forward.

As the Company enters the final year of its Medium-Term Management Plan, it will continue to make steady investments for growth. Over the medium to long term, the Company will strengthen the foundation for sustainable growth by establishing a business model integrating trading company and system integrator functions, while enhancing management agility and advancing strategic capabilities. At the same time, with MVV serving as its compass, the Company will further enhance corporate value by promoting the integrated execution of its human resource and management strategies.

The Company will continue to work as one team to further enhance shareholder value. I would like to take this opportunity to ask our shareholders for your continued understanding and support.



Yoshiya Miyabe
President

(Securities code: 8020)

June 9, 2026

**NOTICE OF
THE 132ND ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholder:

We cordially notify you of the 132nd Ordinary General Meeting of Shareholders of Kanematsu Corporation (hereinafter “the Company”), to be held as indicated below.

In convening this General Meeting of Shareholders, we have taken measures for providing information that constitutes the content of Reference Documents for the General Meeting of Shareholders, etc. in electronic format (matters subject to measures for electronic provision), which are posted on each of the following websites. Please access any of these websites to confirm the information.

[The Company’s website]

https://www.kanematsu.co.jp/en/ir/shareholder_stock/shareholder_general

[Tokyo Stock Exchange website (Listed Company Search)]

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Please access the TSE website above, enter “Kanematsu” in “Issue name (company name)” or our securities code “8020” in “Code” and search, select “Basic information” and “Documents for public inspection/PR information,” and check “Notice of General Shareholders Meeting/Informational Materials for a General Shareholders Meeting” section under “Filed information available for public inspection.”)

Instead of attending the meeting in person, you may exercise your voting rights by one of the following methods. After reviewing the enclosed Reference Documents for the General Meeting of Shareholders, please exercise your voting rights no later than 5:15 p.m. on Wednesday, June 24, 2026 (JST).

Sincerely,

Yoshiya Miyabe, President
Kanematsu Corporation
119 Ito-machi, Chuo-ku, Kobe

[Exercising voting rights by electromagnetic means (via the Internet, etc.)]

Please indicate “for” or “against” for each item by the above mentioned exercise deadline.

[Exercising voting rights in writing]

Please indicate “for” or “against” for each item listed in the Ballot Form, and return it to the Company no later than the above mentioned exercise deadline.

Meeting Details

1. Date and time: June 25, 2026 (Thursday) at 10:00 a.m.

2. Venue: Tosho Shibusawa Hall, The Tokyo Chamber of Commerce and Industry (5th Floor)
Marunouchi Nijubashi Building, 3-2-2 Marunouchi, Chiyoda-ku, Tokyo

3. Agenda

Items to Be Reported:

1. Business Report, Consolidated Financial Statements and Audit Reports of Consolidated Financial Statements by the Accounting Auditor and the Audit & Supervisory Board, for the 132nd fiscal year (April 1, 2025 to March 31, 2026)
2. Non-consolidated Financial Statements for the 132nd fiscal year (April 1, 2025 to March 31, 2026)

Items to Be Resolved:

Item 1: Election of Seven (7) Directors

Item 2: Election of One (1) Substitute Audit & Supervisory Board Member

If there are any amendments to the matters subject to measures for electronic provision, a statement to that effect and the matters both before and after the amendments will be posted on each of the aforementioned websites.

The Company will also send to shareholders who have requested delivery of paper-based documents a document containing matters subject to measures for electronic provision. However, pursuant to applicable laws and regulations and Article 15 of the Company's Articles of Incorporation, the following matters are not included in the document.

- Business Report: "Status of Accounting Auditor" and "Systems for Ensuring Appropriate Business Operations and Operation Status of the System"
- Consolidated Financial Statements: "Consolidated Statement of Changes in Equity" and "Notes to the Consolidated Financial Statements"
- Non-consolidated Financial Statements: "Non-Consolidated Statement of Changes in Equity" and "Notes to the Non-consolidated Financial Statements"

Accordingly, the Business Report, Consolidated Financial Statements, and Non-consolidated Financial Statements included in this document are a part of the documents audited by the Accounting Auditor and the Audit & Supervisory Board Members during preparation for the Independent Auditors' Audit Reports and the Audit report, respectively.

[Information on Live Streaming]

For shareholders who are unable to attend the general meeting of shareholders, the Company plans to provide live video and audio streaming via the Internet.








Please note that you will not be able to ask questions or exercise voting rights through the live streaming. For details, please refer to the enclosed "Guide to the Live Streaming of the General Meeting of Shareholders (in Japanese)."

Reference Documents for the General Meeting of Shareholders

Item 1: Election of Seven (7) Directors

The terms of office for all seven (7) Directors will expire at the conclusion of this General Meeting of Shareholders. Accordingly, the Company proposes to elect seven (7) Directors.

The candidates for Director are as follows.

Candidate No.	Name	Current Positions and Responsibilities in the Company	Date of Birth (Gender)	Years Served as Director
1	 Kaoru Tanigawa Re-election	Chairman, Chief Officer, Internal Auditing	September 24, 1958 (Male)	11 years
2	 Yoshiya Miyabe Re-election	President Chief Officer, Growth Strategy	January 21, 1959 (Male)	8 years
3	 Taro Unno Re-election	Director, Executive Officer Chief Officer, Finance, Accounting, Business Accounting	June 29, 1970 (Male)	1 year
4	 Kazuo Kondo Re-election	Director, Executive Officer Chief Officer, Corporate Planning	October 27, 1970 (Male)	1 year
5	 Yuko Tahara Re-election Outside Director Independent Director	Director	October 9, 1959 (Female)	7 years
6	 Kazuhiro Tanaka Re-election Outside Director Independent Director	Director	August 31, 1966 (Male)	6 years
7	 Hiroyuki Sasa Re-election Outside Director Independent Director	Director	September 14, 1955 (Male)	4 years

Note: The years served as Director are stated as of the conclusion of this General Meeting of Shareholders and reflect the most recent consecutive period of service as Director.

Candidate No. 1 **Kaoru Tanigawa**

Re-election	Date of Birth	Number of the Company's shares held
	September 24, 1958	83,300 shares



○ **Career Summary, Positions and Responsibilities in the Company**
(Significant Concurrent Positions)

Apr. 1981 Joined the Company
Jun. 2010 Temporary transferred to Kanematsu Communications Ltd.
Director, Kanematsu Communications Ltd.
Jun. 2013 Director, the Company
Jun. 2014 Retired from office of Director of the Company according to revision for improvement of executive officer system
Managing Executive Officer, the Company
Jun. 2015 Director, Senior Managing Executive Officer, the Company
Jun. 2017 President, the Company
Jun. 2021 Chairman, the Company (current)
(Current responsibilities) Chief Officer, Internal Auditing

○ **Reasons for Nomination as Candidate for Director**

While serving as President from 2017, Mr. Kaoru Tanigawa was responsible for making decisions on important matters in the management and supervision of the execution of operations, with a wealth of experience, track record, and knowledge as a manager. Since being appointed as Chairman in 2021, he has contributed to supervising the management of the Kanematsu Group and enhancing corporate governance, and is thus re-nominated as a candidate for Director.

Candidate No. 2 **Yoshiya Miyabe**

Re-election	Date of Birth	Number of the Company's shares held
	January 21, 1959	73,100 shares



○ **Career Summary, Positions and Responsibilities in the Company**
(Significant Concurrent Positions)

Apr. 1983 Joined the Company
Jun. 2012 Director, the Company
Jun. 2014 Retired from office of Director of the Company according to revision for improvement of executive officer system
Managing Executive Officer, the Company
Jun. 2018 Director, Senior Managing Executive Officer, the Company
Jun. 2021 President, the Company (current)
(Current responsibilities) Chief Officer, Growth Strategy

○ **Reasons for Nomination as Candidate for Director**

Since joining the Company, Mr. Yoshiya Miyabe has been engaged primarily in the motor vehicles and parts and industrial electronics businesses. He was appointed as a Director in 2012 and has contributed to strengthening revenue base such as through development of overseas supply chains. He has wealth of experience and broad knowledge. Since being appointed as President in 2021, he has demonstrated leadership in promoting the Group's management, and is thus re-nominated as a candidate for Director.

Candidate No. 3 Taro Unno

Re-election	Date of Birth	Number of the Company's shares held
	June 29, 1970	5,600 shares



○ Career Summary, Positions and Responsibilities in the Company
(Significant Concurrent Positions)

Apr. 1993 Joined the Company

Jun. 2023 Temporarily transferred to Kanematsu Communications Ltd.
Director, Senior Executive Officer, Kanematsu Communications Ltd.

Jun. 2025 Director, the Company (current)

(Current responsibilities) Chief Officer, Finance, Accounting, Business Accounting

○ Reasons for Nomination as Candidate for Director

Since joining the Company, Mr. Taro Unno has been engaged primarily in finance, accounting and investor relations and has wealth of experience in operations and broad knowledge. He also has served as Director of a Group company and thus has expertise in the Group's management. Since his appointment as Director, he has leveraged his many years of experience in finance and accounting to contribute to the Group's sustainable growth and to maintaining and improving its sound financial position. Accordingly, he is re-nominated as a candidate for Director.

Candidate No. 4 Kazuo Kondo

Re-election	Date of Birth	Number of the Company's shares held
	October 27, 1970	6,000 shares



○ Career Summary, Positions and Responsibilities in the Company
(Significant Concurrent Positions)

Apr. 1994 Joined the Company

Apr. 2016 Temporarily transferred to Diamond Telecom, Inc.
Director, Diamond Telecom, Inc.

Apr. 2017 Temporarily transferred to Kanematsu Communications Ltd.
Director, Executive Officer, Kanematsu Communications Ltd.

Jun. 2025 Director, the Company (current)

(Current responsibilities) Chief Officer, Corporate Planning

○ Reasons for Nomination as Candidate for Director

Since joining the Company, Mr. Kazuo Kondo has been engaged in food business and corporate planning and has wealth of experience in operations and broad knowledge. He also has served as Director of a Group company and thus has expertise in the Group's management. Since his appointment as Director, he has leveraged his experience in business operations and corporate planning to contribute to implementing the Group's management strategies, expanding its business, and promoting sustainability. Accordingly, he is re-nominated as a candidate for Director.

Candidate No. 5 Yuko Tahara

Re-election	Outside Director	Independent Director	Date of Birth	Number of the Company's shares held
			October 9, 1959	0 shares



○ **Career Summary, Positions and Responsibilities in the Company**

- Apr. 1991 Joined MANPOWER JAPAN Co., Ltd.
- Aug. 1993 Joined RIC Co., Ltd
- Jul. 1998 President and CEO, Basic Inc. (current)
- Jun. 2012 Representative Director, Frame & Work Module Promotion Association (present Knowledge Management Lab) (current)
- Jun. 2018 Outside Director (Audit and Supervisory Committee Member), Sanyo Homes Corporation (current)
- Jun. 2019 Outside Director, the Company (current)
- Apr. 2020 Visiting Professor, Research Institute of Advanced Education, The graduate school of Information & Communication (present The Graduate School of Social Design)
- Apr. 2021 Professor, School of Professional Education, The graduate school of Information & Communication (present The Graduate School of Social Design) (current)
- Jun. 2024 Outside Director, The Nanto Bank, Ltd. (current)

○ **Significant Concurrent Positions**

- President and CEO, Basic Inc.
- Representative Director, Knowledge Management Lab
- Outside Director (Audit and Supervisory Committee Member), Sanyo Homes Corporation
- Outside Director, The Nanto Bank, Ltd.

○ **Reasons for Nomination as Candidate for Outside Director and Outline of Expected Roles**

Ms. Yuko Tahara possesses a wealth of experience in corporate management and deep insight gained through experiences in human resources and organizational consulting businesses. The Company expects that based on such qualities, she will be continuously committed to management advisory and appropriate supervision of the execution of operations. Thus, she is re-nominated as a candidate for Outside Director. If she is elected, she will be involved in the determination of officer compensation and the selection of candidates for officers of the Company, etc. from an objective and impartial standpoint as the committee chair of the Compensation Committee and a member of the Nominating Committee.

Candidate No. 6 Kazuhiro Tanaka

Re-election	Outside Director	Independent Director	Date of Birth	Number of the Company's shares held
			August 31, 1966	0 shares



○ **Career Summary, Positions and Responsibilities in the Company**

- Apr. 1990 Joined The Industrial Bank of Japan, Limited
- Apr. 1999 Assistant Professor, Graduate School of Business Administration, Kobe University
- Apr. 2003 Assistant Professor, Graduate School of Commerce and Management, Hitotsubashi University
- Apr. 2007 Associate Professor, Graduate School of Commerce and Management, Hitotsubashi University
- Apr. 2010 Professor, Graduate School of Commerce and Management, Hitotsubashi University
- Apr. 2018 Professor, Graduate School of Business Administration, Hitotsubashi University (current)
- Jan. 2019 Dean, Graduate School of Business Administration, Hitotsubashi University
Dean, Faculty of Commerce and Management, Hitotsubashi University
- Jun. 2020 Outside Director, the Company (current)

○ **Significant Concurrent Positions**

Professor, Graduate School of Business Administration, Hitotsubashi University

○ **Reasons for Nomination as Candidate for Outside Director and Outline of Expected Roles**

Mr. Kazuhiro Tanaka is a university professor specializing in business administration and has extensive expertise and deep insight regarding corporate management. The Company expects that based on such qualities, he will be continuously committed to management advisory and appropriate supervision of the execution of operations. Thus, he is re-nominated as a candidate for Outside Director. If he is elected, he will be involved in the selection of candidates for officers of the Company and the determination of officer compensation, etc. from an objective and impartial standpoint as the committee chair of the Nominating Committee and a member of the Compensation Committee.

Although Mr. Kazuhiro Tanaka has not been involved in corporate management in ways other than being an outside corporate officer, the Company judges he will appropriately fulfill his duties as an Outside Director based on the above reasons.

Candidate No. 7 **Hiroyuki Sasa**

Re-election	Outside Director	Independent Director	Date of Birth	Number of the Company's shares held
			September 14, 1955	0 shares



○ Career Summary, Positions and Responsibilities in the Company

Apr. 1982 Joined Olympus Optical Co., Ltd. (present Olympus Corporation)
 Jun. 2007 Executive Officer, Olympus Corporation,
 Director, Olympus Medical Systems Corp.
 Apr. 2012 Director, Representative Executive Officer, President, Olympus Corporation
 Apr. 2019 Director, Olympus Corporation
 Jun. 2020 Outside Director, Kyosan Electric Manufacturing Co., Ltd. (current)
 Jun. 2022 Outside Director, the Company (current)
 Jun. 2023 Outside Director, AMADA CO., LTD. (current)
 Nov. 2025 Outside Director, MANI, INC. (current)

○ Significant Concurrent Positions

Outside Director, Kyosan Electric Manufacturing Co., Ltd.
 Outside Director, AMADA CO., LTD.
 Outside Director, MANI, INC.

○ Reasons for Nomination as Candidate for Outside Director and Outline of Expected Roles

Mr. Hiroyuki Sasa has served as Director, Representative Executive Officer, and President of Olympus Corporation and possesses a wealth of experience in corporate management and deep insight. The Company expects that based on such qualities, he will be continuously committed to management advisory and appropriate supervision of the execution of operations. Thus, he is re-nominated as a candidate for Outside Director. If he is elected, he will be involved in the selection of candidates for officers of the Company and the determination of officer compensation, etc. from an objective and impartial standpoint as a member of the Nominating Committee and the Compensation Committee.

- (Notes)
1. There is no special interest between any of the candidates and the Company.
 2. Ms. Yuko Tahara, Mr. Kazuhiro Tanaka and Mr. Hiroyuki Sasa are candidates for Outside Director.
 3. At the conclusion of this meeting, the tenure as Outside Director for Ms. Yuko Tahara, Mr. Kazuhiro Tanaka, and Mr. Hiroyuki Sasa will have been seven years, six years, and four years, respectively.
 4. The Company has entered into agreements with Ms. Yuko Tahara, Mr. Kazuhiro Tanaka and Mr. Hiroyuki Sasa with regard to limitation of liability for damages stipulated in Article 423, paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, paragraph 1 of the said act. If their re-election is approved and adopted, the Company plans to renew these agreements with them. The maximum amount of liability for damages under these agreements is the minimum liability amount provided for in Article 425, paragraph 1 of the Companies Act.
 5. The Company has entered into an indemnification agreement with its current Directors as stipulated in Article 430-2, paragraph 1 of the Companies Act, under which the Company will cover the expenses set forth in Article 430-2, paragraph 1, item 1 of the Companies Act and the loss set forth in item 2 of the same paragraph within the extent stipulated by laws and regulations. If their re-election is approved, the Company plans to renew the agreement with them.
 6. The Company has entered into a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act, and bears the full amount of the insurance premiums. The insurance policy covers losses that may arise due to an insured's assumption of liability incurred in the course of performance of duties, or receipt of claims pertaining to the pursuit of such liability. The insurance policy also provides for certain exclusions of liability, such as not cover damages caused by factors such as legal violations or personal benefits. If each candidate is elected and appointed as Director, each of them will be insured under the insurance policy. The Company plans to renew the insurance policy with the same contents at the next renewal.
 7. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Ms. Yuko Tahara, Mr. Kazuhiro Tanaka and Mr. Hiroyuki Sasa have been appointed as Independent Directors as provided for by the aforementioned exchange.

Item 2: Election of One (1) Substitute Audit & Supervisory Board Member

In order to prepare for the event that the number of Audit & Supervisory Board Members falls below the required number stipulated by laws and regulations, the Company proposes to elect one (1) substitute Audit & Supervisory Board Member.

The candidate for substitute Audit & Supervisory Board Member is as follows.

Prior to our proposal of this item, we have already obtained the consent of the Audit & Supervisory Board.

Noriko Ichiba



Outside Audit & Supervisory Board Member	Independent Audit & Supervisory Board Member	Date of Birth	Number of the Company's shares held
		May 15, 1971	0 shares

○ Career Summary and Positions in the Company

- Oct. 1992 Joined Tohmatsu & Co. (present Deloitte Touche Tohmatsu LLC)
- Jul. 1997 Joined Tadao Kato Accounting Office
- Aug. 1999 Joined Taiyo Audit Corporation (present Grant Thornton Taiyo LLC)
- May 2000 Registered as a Certified Public Accountant in Japan
- Nov. 2002 Representative, Ichiba Certified Public Accountant Office (current)
- Aug. 2006 Joined COMPASS Co., Ltd. (current)
- Aug. 2008 Registered as a Licensed Tax Accountant in Japan
- Oct. 2008 Representative, UPRISE Certified Tax Accountant's Co. (current)
- Jun. 2021 External Corporate Auditor, Daiho Corporation (current)
- Jul. 2022 Supervisory Director, Ichigo Office REIT Investment Corporation (current)
- Mar. 2023 Outside Audit & Supervisory Board Member, Nisshinbo Holdings Inc. (current)

○ Significant Concurrent Positions

- Representative, Ichiba Certified Public Accountant Office
- Representative, UPRISE Certified Tax Accountant's Co.
- External Corporate Auditor, Daiho Corporation
- Supervisory Director, Ichigo Office REIT Investment Corporation
- Outside Audit & Supervisory Board Member, Nisshinbo Holdings Inc.

○ Reasons for Nomination as Candidate for Substitute Outside Audit & Supervisory Board Member

The Company expects that Ms. Noriko Ichiba's specialist knowledge and experience relating to accounting and tax affairs, which she accumulated as a Certified Public Accountant and as a Licensed Tax Accountant, can be of benefit to the auditing of the Company. Thus, she is nominated as a substitute Outside Audit & Supervisory Board Member. Although Ms. Noriko Ichiba has not been involved in corporate management in ways other than being an outside corporate officer, the Company judges she will appropriately fulfill her duties as an Outside Audit & Supervisory Board Member based on the above reasons.

- (Notes)
1. There is no special interest between Ms. Noriko Ichiba and the Company.
 2. Ms. Noriko Ichiba is a candidate for substitute Outside Audit & Supervisory Board Member.
 3. If Ms. Noriko Ichiba is appointed as Audit & Supervisory Board Member, the Company plans to enter into an agreement with her with regard to limitation of liability for damages stipulated in Article 423, paragraph 1 of the Companies Act, pursuant to the provisions of Article 427, paragraph 1 of the said act. The maximum amount of liability for damages under this agreement is the minimum liability amount provided for in Article 425, paragraph 1 of the Companies Act.
 4. If Ms. Noriko Ichiba is appointed as Audit & Supervisory Board Member, the Company plans to enter into an agreement based on the provisions in Article 430-2, paragraph 1 of the Companies Act with her, under which the Company will cover the expenses set forth in Article 430-2, paragraph 1, item 1 of the Companies Act and the loss set forth in item 2 of the same paragraph within the extent stipulated by laws and regulations.
 5. The Company has entered into a directors and officers liability insurance policy with an insurance company as stipulated in Article 430-3, paragraph 1 of the Companies Act, and bears the full amount of the insurance premiums. The insurance policy covers losses that may arise due to an insured's assumption of liability incurred in the course of the performance of their duties, or receipt of claims pertaining to the pursuit of such liability. The insurance policy also provides for certain exclusions of liability, such as not cover damages caused by factors such as legal violations or personal benefits. If Ms. Noriko Ichiba is appointed as Audit & Supervisory Board Member, she will be insured under the insurance policy. The Company plans to renew the insurance policy with the same contents at the next renewal.
 6. If Ms. Noriko Ichiba is appointed as Audit & Supervisory Board Member, the Company plans to submit notification to Tokyo Stock Exchange, Inc. that she is appointed as an Independent Audit & Supervisory Board Member as provided for by the aforementioned exchange.

(Reference) Skill Matrix

The Company formulated its Medium-Term Management Plan “integration 1.0” for the period from April 2024 through March 2027, and set forth six basic policies: (1) promotion of Groupwide management, (2) expansion of value proposition, (3) strengthening organizational capabilities, (4) strengthening human capital, (5) enhancement of management functions, and (6) maximizing shareholder value. By combining maximally the business acumen cultivated through its trading business with the intangible assets that are the strength of the entire Group in DX and GX, including the ICT solution business, and positioning “a solution provider leading the transformation of efficient and sustainable supply chain” as our goal in the medium- to long-term, the Company will take initiatives that are not limited to an extension of its previous business approaches.

In order to make headway with the initiatives based on these basic policies, the Board of Directors has positioned it as important responsibility to provide effective advice and supervision from a strategic and holistic perspective on enhancement of shareholder value over the medium- to long-term, and has designated nine areas as the skills that the Board of Directors ought to possess.

“○” in the table indicates the areas of expertise and experiences possessed, and “◎” indicates the areas where particular contributions can be expected.

		Medium- and long-term management strategies and skills that the Board of Directors need to have									Professional background								
		Medium- to long-term enhancement of corporate value				Business investment		Sustainability, DX, and GX promotion			History of corporate officer/chief officer in the Company (yr[s].)	History of corporate officer outside the Company (including subsidiaries and affiliates)		Global (overseas job experience) (yr[s].)					
		Corporate management	Business strategy planning	Human resource management	Governance	Investment judgment	Finance	Managerial idea of SDGs (ESG)	Technology/DX	Innovation		Business segment	Company name/title						
Director	Kaoru Tanigawa Chairman	◎	○	○	◎	○	○	○	○	○	○	Chief Officer, Electronics & Devices Division Divisional Chief Officer, Electronics & Devices Chief Officer, Corporate Planning Chief Officer, Internal Auditing (current) President Chairman (current)	1 3 2 5 4 5	Electronics & devices (mobile) Electronics & devices (semiconductor components and manufacturing equipment) Electronics & devices (electronic devices and materials) Electronics & devices (electronic devices and materials) Electronics & devices (ICT solution)	Director, Kanematsu Communications Ltd. Director, Kanematsu Semiconductor Taiwan Ltd. Member of the Board, Kantatsu Co., Ltd. Director, Kanematsu Industrial and Trading (Dalian F.T.Z) Co., Ltd. Director, Kanematsu Electronics Ltd.	U.S.A. 15			
	Yoshiya Miyabe President	◎	◎	○	○	◎	○	○	◎	◎	◎	Deputy Chief Officer, Electronics & IT Division Chief Officer, Motor Vehicles & Aerospace Division Divisional Chief Officer, Motor Vehicles & Aerospace Division President (current)	1 1 7 5	Motor vehicles & aerospace (aerospace) Motor vehicles & aerospace (motor vehicles and parts) Motor vehicles & aerospace (motor vehicles and parts) Electronics & devices (electronic devices and materials, environment-related business)	Director, Shintoa Corp. Director, Kanematsu Mexico S. de R.L. de C.V. Director, Kaneyo Co., Ltd. Director, Kanematsu Sustech Corporation	U.S.A. 10			
	Taro Unno Director		○		○	◎	◎	○			○	Chief Officer, Finance, Accounting, Business Accounting (current)	1	Other (investment judgment, fund management) Electronics & devices (mobile)	Director, AZ-Star Co., Ltd. Director, Senior Executive Officer, Kanematsu Communications Ltd.	U.K. 4 U.S.A. 3			
	Kazuo Kondo Director		◎		○	◎	○	◎	○		○	Chief Officer, Corporate Planning (current)	1	Electronics & devices (mobile) Electronics & devices (mobile)	Director, Diamond Telecom, Inc. Director, Executive Officer, Kanematsu Communications Ltd.	U.S.A. 3			
	Yuko Tahara Director (outside)	○			◎							◎	◎	Outside Director (current)	7		President and CEO, Basic Inc. (current) Representative Director, Knowledge Management Lab (current) Outside Director (Audit and Supervisory Committee Member), Sanyo Homes Corporation (current) Professor, School of Professional Education, The Graduate School of Social Design (current) Outside Director, The Nanto Bank, Ltd. (current)		
	Kazuhiro Tanaka Director (outside)												◎		Outside Director (current)	6		Worked at The Industrial Bank of Japan, Limited Professor, Graduate School of Business Administration, Hitotsubashi University (current) Dean, Faculty of Commerce and Management, Hitotsubashi University	
	Hiroyuki Sasa Director (outside)	◎	◎	○	◎	◎								○	Outside Director (current)	4		Executive Officer, Olympus Corporation Director, Olympus Medical Systems Corp. Director, Representative Executive Officer, President, Olympus Corporation Outside Director, Kyosan Electric Manufacturing Co., Ltd. (current) Outside Director, AMADA CO., LTD. (current) Outside Director, MANI, INC. (current)	U.S.A. 5
Audit & Supervisory Board Member	Yoshio Tajima Audit & Supervisory Board Member (full-time)				◎							Audit & Supervisory Board Member (current)	3	Other (supplies) Steel, materials & plant (chemicals) Electronics & devices (mobile)	Yokohama Tyre Australia Pty., Ltd. Kanematsu Chemicals Corporation Director, Managing Executive Officer, Kanematsu Communications Ltd.	Australia 4 U.S.A. 5			
	Yoichiro Muramatsu Audit & Supervisory Board Member (full-time)		◎		◎							Chief Officer, Corporate Planning Chief Officer, IT Planning Audit & Supervisory Board Member (current)	2 2 2	Electronics & devices (electronic components and semiconductors)	Director & Member of the Audit and Supervisory Committee (outside), Hokushin Co., Ltd.	U.S.A. 11 Germany 3			
	Yusaku Kurahashi Audit & Supervisory Board Member				◎							Outside Audit & Supervisory Board Member (current)	7		Registered as attorney-at-law in Japan and Partner of NAKAMURA, TSUNODA & MATSUMOTO Outside Director (Audit and Supervisory Committee member), UNITED ARROWS LTD. (current) Independent Audit and Supervisory Board Member, Nissha Co., Ltd. (current) Representative Partner, Kurahashi Law Office (current) Outside Audit & Supervisory Board Member, Mitsubishi Logistics Corporation (current)				
	Nobuko Inaba Audit & Supervisory Board Member	○			◎							Outside Audit & Supervisory Board Member (current)	5		President, Inaba C.P.A. Office (current) Representative Director, Hayabusa Consulting Corporation (current) Senior Partner, Hayabusa Tax Corporation (current) Senior Partner, Yasumori Audit Corporation (current) Outside Audit & Supervisory Board Member, Tokyo Kiraboshi Financial Group, Inc. (current) Outside Corporate Auditor, DeNA Co., Ltd. (current)				

(Reference) Cross-Shareholdings

1. Policy on cross-shareholdings

The Company's Board of Directors evaluates investments comprehensively, focusing on the following points including whether maintaining and expanding relationships with investee companies will lead to medium- to long-term revenue growth.

- (1) Economic rationale based on investment necessity, objectives and profitability
- (2) Evaluation and intentions of other investors
- (3) Exit strategy for cross-shareholdings

2. Efforts to reduce cross-shareholdings*¹

During the period of the Medium-Term Management Plan ending at the end of March 2027, the Company aims to reduce cross-shareholdings by approximately ¥10.0 billion and decrease the ratio of cross-shareholdings*² to our total consolidated equity to 10% or less by the end of March 2027.

Based on the above policy, the Company sold approximately ¥13.0 billion of cross-shareholdings over the two-year period that covered fiscal years ended March 31, 2025 and 2026, reducing the ratio of cross-shareholdings to its total consolidated equity to 8.2% as of March 31, 2026. The Company will continue to evaluate the economic rationale and significance of our cross-shareholdings, making comprehensive decisions on reducing such holdings.

*1. Reduction through sale

*2. The above policy defines cross-shareholdings as the "total amount registered in the balance sheet" under the "investment shares held for purposes other than pure investment" in the Annual Securities Report, excluding shares held for innovation investment purposes, and investments in overseas strategic business partners such as PT. CISARUA MOUNTAIN DAIRY TBK.

3. Status of cross-shareholdings

Investment shares held for purposes other than pure investment	As of March 31, 2024	As of March 31, 2025	As of March 31, 2026
Number of issues	97	91	79
Total amount recorded on the balance sheet (million yen)	35,557	27,214	28,745
Ratio of cross-shareholdings to total consolidated equity (total equity) (%) ^{*3}	13.9	8.9	8.2
Ratio of cross-shareholdings to total consolidated equity (total equity) (%) ^{*4}	20.2	14.5	12.9

*3. Value excluding shares held for innovation investment purposes (9 issues, totaling ¥5,937 million as of March 31, 2026) and investments in overseas strategic business partners such as PT. CISARUA MOUNTAIN DAIRY TBK (¥4,566 million as of March 31, 2026)

*4. Value obtained by deducting "deemed holdings" from "investment shares held for purposes other than pure investment" in the Annual Securities Report, divided by total consolidated equity. As of March 31, 2026, the Company does not have any deemed holdings.

(Attached documents)

BUSINESS REPORT (from April 1, 2025 to March 31, 2026)

1. Items Regarding Status of Group Operations

(1) Overview of Operations

During the fiscal year under review (from April 1, 2025 to March 31, 2026), although a moderate recovery trend was maintained, global economic conditions remained uncertain overall primarily due to uncertainty surrounding U.S. trade policy, prolonged geopolitical risks including heightened tensions in the Middle East, and uncertainty over the conduct of monetary policy across countries.

In the U.S., personal consumption remained firm amid continued upward pressure on prices stemming from expansion of the tariff policy. Meanwhile, against the backdrop of policy environment uncertainty and persistent high interest rates, companies adopted a cautious stance on capital and inventory investments, leading to a gradual economic slowdown.

In Europe, although personal consumption maintained a certain degree of firmness against the backdrop of an improvement in the employment environment, sluggish growth in foreign demand and instability in political situation within the region exerted downward pressure on the economy, resulting in a lack of strong momentum.

In China, amid prolonged adjustments in the real estate market, despite policy-backed support, the economy remained generally sluggish due to slowing external demand and continued caution among businesses and households.

The Japanese economy saw a pickup in personal consumption against the backdrop of sustained wage increases and an improvement in the employment environment. However, the economic recovery remained gradual, affected by rises in costs due to interest rate hikes, the depreciation of the yen and high energy prices as well as the impact of the slowdown in overseas economies and U.S. trade policy.

In this environment, the results of the Kanematsu Group (hereinafter “the Group”) in the fiscal year under review are as shown below.

Revenue increased as strong transactions in the Mobile, ICT Solutions business, and Meat Products business offset weak performance in the Energy business and the sale of a domestic steel subsidiary. Profit also increased, reflecting improved earnings in the Electronic Devices and Electronic Materials business and the Steel Tubing business, which had recorded impairment losses on goodwill in the previous fiscal year.

As a result, revenue increased by ¥16,729 million (1.6%) year on year, to ¥1,067,665 million. Gross profit increased by ¥13,907 million (9.0%), year on year, to ¥168,914 million. Operating profit increased by ¥6,612 million (15.7%), year on year, to ¥48,663 million, as the increase in gross profit more than offset higher selling, general and administrative expenses. Profit before tax increased by ¥8,924 million (23.3%), year on year, to ¥47,157 million, mainly due to an improvement in the share of profit (loss) of investments accounted for using the equity method. Profit for the year attributable to owners of the parent increased by ¥5,054 million (18.4%), year on year, to ¥32,523 million.

As for the financial position, total assets increased by ¥43,672 million from the end of the previous fiscal year, to ¥733,009 million. Interest-bearing debt decreased by ¥24,054 million from the end of the previous fiscal year, to ¥154,847 million. Net interest-bearing debt after deducting cash and deposits fell by ¥25,723 million from the end of the previous fiscal year, to ¥94,613 million mainly due to the reduction in working capital and the repayment of borrowings from the sale of cross-shareholdings. Interest-bearing debt does not include lease liabilities. In terms of equity, equity attributable to owners of the parent rose by ¥34,449 million from the end of the previous fiscal year, to ¥208,391 million, mainly due to the accumulation of profit for the year attributable to owners of the parent. As a result, the ratio of equity attributable to owners of the parent came to 28.4%. The net debt-equity ratio (“net DER”) was 0.45 times.

Overview of performance by business segment

ICT Solution

Profit ¥10,293 million (up 3.2% year on year)

The ICT solutions business saw strong performance of storage and servers for the manufacturing industry, including the defense and semiconductor sectors, as well as robust demand for networks for the distribution industry and steady growth in demand for services and security. As a result, overall segment revenue and profit increased year on year.



31.7%

Electronics & Devices

Profit ¥10,916 million (up 55.2% year on year)

The mobile business performed well due to higher sales volume, due in part to the expansion of sales channels, and growth in corporate services. The electronic devices and materials business performed strongly in comparison to the previous year, when it recorded impairment losses on goodwill, due to factors such as the effects of M&As. For the semiconductor parts and manufacturing equipment business, domestic semiconductor parts business performed well. As a result, overall segment revenue and profit increased year on year.



33.6%

Foods, Meat & Grain

Profit ¥5,374 million (up 75.4% year on year)

The meat products business performed well due to steady poultry business driven by the shift in demand away from pork and beef, along with improvements in equity method investment income. The grain business saw strong performance in imported rice, soybeans, and other products. The foods business maintained steady primarily for beverage ingredients transactions. As a result, overall segment revenue and profit increased year on year.



16.5%

Steel, Materials & Plant

Profit ¥2,545 million (down 36.6% year on year)

The steel and steel tubing business performed strongly in comparison to the previous year, when it recorded impairment losses on goodwill, due to factors such as gains associated with the divestment of a domestic steel subsidiary. The plant business performed poorly due to a year-on-year decline in ODA projects. The energy business performed poorly, due to the valuation losses and other items related to futures transactions amid a surge in crude oil prices. As a result, overall segment revenue and profit decreased year on year.



7.8%

Motor Vehicles & Aerospace

Profit ¥3,548 million (up 11.4% year on year)

In the aerospace business, although there was a decline following the strong performance of the transactions related to engine parts for aircraft and vessels in the previous year, transactions in aircraft airframe components remained strong. The motor vehicles and parts business stood stable. The machine tools and industrial machinery business was also stable as a result of increased demand toward the end of the fiscal year under review, primarily defense and



10.9%

semiconductor-related demand. As a result, overall segment revenue fell, while profit for the year attributable to owners of the parent increased year on year.

- (Notes) 1. In the other business segment (including adjustments), revenue and profit decreased, with the segment recording a loss of ¥155 million (share of total profit: (0.5%)).
2. Profit (loss) represents the profit (loss) for the year attributable to owners of the parent.

(Profit or loss by business segment)

Business Segment	Amount (million yen)	Share of Total Profit (%)	Year-on-year Change (%)
ICT Solution	10,293	31.7	3.2
Electronics & Devices	10,916	33.6	55.2
Foods, Meat & Grain	5,374	16.5	75.4
Steel, Materials & Plant	2,545	7.8	(36.6)
Motor Vehicles & Aerospace	3,548	10.9	11.4
Other (including adjustments)	(155)	(0.5)	–
Total	32,523	100.0	18.4

- (Notes) 1. Profit or loss represents the profit or loss for the year attributable to owners of the parent.
2. Inter-segment transactions have been eliminated.

(2) Capital Investment

No items to report.

(3) Financing Activities

In its financing activities, the Group follows a basic principle of low-cost and stable financing, which is essential to achieve “enhancement of shareholder value,” one of the basic policies of our three-year Medium-Term Management Plan “integration 1.1.”

The Group mainly procured funds using indirect financing thanks to good relations with banks, insurance companies and other financial institutions. The Group also procured funds from capital markets by issuing straight corporate bonds as a means of raising long-term capital.

As a result, at the end of fiscal year under review, the balance of net interest-bearing debt stood at ¥94,613 million, a year-on-year decrease of ¥25,723 million from the end of the previous fiscal year.

(4) Status of Significant Business Realignment

The Company sold Kanematsu Trading Corp. (present HKG TRADING CO., LTD.) to Hanwa Co., Ltd. on April 1, 2025. The company is no longer a subsidiary of the Company.

(5) Issues to Be Addressed

The Group launched the three-year Medium-Term Management Plan “integration 1.0” in April 2024. During the fiscal year under review, the second year of the Plan, the Group formulated its Mission, Vision, and Values (MVV) as the guiding principles for promoting its business activities and updated the Plan to “integration 1.1.” This update will guide the Group in powerfully implementing the initiatives for achieving the Vision of “a solutions provider leading the transformation of efficient and sustainable supply chains” that was presented in “integration 1.1.” Through this update, the Group will accelerate its growth and push further ahead with tackling the challenges of the business environment.

In the “integration 1.1,” we recognize three key issues to address: the “labor shortage,” resulting from a shrinking and aging population; the “need to address sustainability” to meet social demands regarding ethics and the environment, exemplified by ESG and the SDGs; and the “need to expedite management” to discern and promptly respond to subtle changes in the rapidly evolving environment. By tackling these three issues, the Group aims to achieve its Vision, laid out in “integration 1.1” of becoming “a solutions provider leading the transformation of efficient and sustainable supply chains.”

(1) Basic Policies and progress at the end of the fiscal year under review

To accelerate the addressing of these issues, “integration 1.1” redesigns the integration between the Basic Policies and focuses on establishing a cycle of value creation. Specifically, it positions “expansion of value proposition” as the core basic policy, and links this with the “promotion of Groupwide management” as its driving force and with the “strengthening organizational capabilities” as its foundation.

(i) Expansion of value proposition

“Expansion of value proposition” focuses on reinforcing the value provided by digital transformation (DX), green transformation (GX), and innovation. Through these three value propositions, the Group will address the labor shortage and work to achieve sustainability. The Group’s main achievements in the fiscal year under review were as follows.

- **DX**
Through the Nippon Cyber Security Fund 1 (NCSF), which was established with the aim of driving innovative technology in the field of cybersecurity and strengthening the industrial base in Japan, the Group invested in two security-related companies. Furthermore, through Group company Kanematsu Electronics Ltd., the Group acquired shares in Root Riff Systems, Inc., which has many engineers with a high level of expertise in the ICT field, and made it a subsidiary of Kanematsu Electronics Ltd. The Group also established Kanematsu Seed Port Ltd., a strategic IT subsidiary responsible for promoting DX within the Group and updating its core systems, and is striving to strengthen the Group’s ability to provide high value-added solutions that fuse business and technology.
- **GX**
The Group invested in a company that develops “Soratan,” next-generation biochar that amends soil while reducing CO₂ emissions. It has also developed a GX model for supplying domestically grown rice together with environmental value (credits) that quantify and certify greenhouse gas emissions reductions. Through initiatives such as these, the Group achieved its 2025 carbon neutrality target and its 1,000,000 t-CO₂ carbon negative target for 2030 and 2050 ahead of schedule, so it raised its emissions reduction target from 1,000,000 t-CO₂ to 1,500,000 t-CO₂. In addition to these GX initiatives, the Group also disclosed information related to sustainability measures and environmental, social, and governance (ESG) information via the Group’s website, integrated reports, etc.
- **Innovation**
The Group is driving new business led by pioneering technologies related to space and mobility. In the aerospace field, the Group is creating new business opportunities in the next-generation space infrastructure domain through partnerships with US space development companies, Japanese companies, and local governments. In the mobility field, it is conducting initiatives with an eye toward the social implementation of flying cars, and it is engaging in deliberations regarding the creation of new means of mobility through efforts such as operation verification testing of takeoff and landing sites in conjunction with prefectural governments.

(ii) Promotion of Groupwide management

In its efforts to promote Groupwide management, the Group is sharing its management resources, such as the knowledge and customer bases of the Group and of its divisions, and creating synergy in order to generate new value propositions and solutions for stakeholders while also accelerating management.

During the fiscal year under review, the Group Growth Strategy Office, a body that promotes integrated Group management under the direct control of the President, led the development of businesses in which individual Group companies are strong across the Group's network of business partners. Personnel were brought together from different sales divisions and major Group companies to work in the Office, strengthening the Group's framework for deliberations aimed at creating synergy, while at the same time the Office engaged in ongoing dialogues with actual sales sites and conducted periodic meetings, steadily reinforcing coordination between divisions and Group companies. With respect to creating new businesses, the Group promoted investments in future growth fields and deepened discussions through its collaboration with Silicon Valley-based Kanematsu Ventures Inc.

(iii) Strengthening organizational capabilities

To strengthen its organizational capabilities, the Group conducted personnel development activities and worked to establish a more deeply shared organizational culture, values, and action guidelines. The experience and know-how of individual employees are the Group's greatest assets, yet at the same time tend to be locked up within individuals, so the Group is building a framework that makes it possible to leverage these assets throughout the organization. This framework aims to clarify judgment criteria and priorities within the organization, accelerating decision-making and operations while also improving the Group's solution provision capabilities.

During the fiscal year under review, the Group established its MVV as a compass that would ensure that the entire organization works toward the same objectives and creates major value propositions far into the future. The MVV is a symbol of our future-oriented outlook and will orient the Group in the same direction, led by our Corporate Principle (Founder's Words and Our Beliefs). It clearly states the guiding principles and values behind our business activities, through which we meet the expectations of our stakeholders and society. We will strive to sustainably enhance corporate value through our reason for existence (our Mission), our ideals for the future (our Vision), and the values and action guidelines shared by all employees (our Values), and through the initiatives we carry out based on this MVV.

(iv) Strengthening human capital and enhancement of management functions

In its efforts to strengthen human capital and to enhance management functions, the Group is working to align human resource strategy with management strategy to develop a system for reliably achieving its management objective through the power of its people. To strengthen human capital, the Group is working to improve its human resources (human capital) capable of generating added value through their knowledge, skills, experience, etc. To enhance management functions, the Group is accelerating and refining its management decision-making and strengthening its governance. Furthermore, it is also optimizing the allocation of the Group's management resources.

During the fiscal year under review, the Group conducted an engagement survey with the aim of visualizing how much the Company resonates with employees and their levels of motivation (engagement). Following this engagement survey, the Group assessed the current situation and deliberated regarding potential improvements. Based on the survey results, the Group has introduced what is known as "constructive feedback" that uses interactive AI to draw out latent issues that affect employees, visualizes the organization's strengths and challenges, and helps employees arrive at solutions, aiming to promote constructive dialogue between employees and management. The Group has worked to strengthen its human resources and optimize their allocation through measures such as DX training aimed at promoting DX, a core management initiative, implementing a system to promote the acquisition of IT passports, and implementing a career

matching system. In addition to these, it is also creating a comfortable working environment that enhances the capabilities of employees, for which it was recognized in 2026 for the second consecutive year as a Certified Health & Productivity Management Outstanding Organization (large enterprise category (White 500)). The Group is also striving to operate the organization more efficiently by promoting constructive discussion in Board of Directors meetings.

Along with these initiatives, the Group has also conducted a stock split as part of its efforts to increase shareholder value over the medium and long term. The goals of this initiative are to create an environment more conducive to investment by lowering investment unit prices, to improve stock liquidity, and to grow the investor base. Through these capital policy measures, the Group seeks to improve its valuation in the capital market, and will aim to further increase medium- and long-term shareholder value.

As a result of proceeding with the initiatives and measures described above, profit for the year attributable to owners of the parent came to ¥32,523 million. Furthermore, return on equity attributable to owners of the parent (ROE) came to 17.0%, with Return on Invested Capital (ROIC) reaching 9.1%.

As for the year-end dividend, there has been no change from the revised forecast announced on May 8, 2026, of ¥34.25 per share. An interim dividend of ¥57.50 per share (before the stock split) was already paid. After reflecting the stock split, the annual dividend comes to ¥63 per share, for a dividend payout ratio of 32.2%.

(Note) The Company conducted a 2-for-1 stock split of its common shares on January 1, 2026.

(2) Quantitative targets

	Final Year Target (the fiscal year ending March 31, 2027)	Results for the fiscal year ended March 31, 2026
Consolidated net profit	¥35.0 billion	¥32.5 billion
ROE	Around 16%–18%	17.0%
ROIC	Over 8%	9.1%
Net DER	Approximately 1.0 times	0.45 times

(Note) Consolidated net profit is profit for the year attributable to owners of the parent, rounded down to the nearest hundred million yen.

(3) Forecast for the next fiscal year

In the next consolidated fiscal year, the outlook is expected to remain uncertain mainly due to U.S. trade policy and the responses of countries and regions around the world as well as continued geopolitical risks and uncertainty over the conduct of monetary policy across countries.

The Japanese economy is expected to see only a moderate recovery, given the possibility that the slowdown in overseas economies, exchange rate trends, interest rate hike trends, and fluctuating resource and energy prices could exert downward pressure. Meanwhile, domestic demand centered on personal consumption is anticipated to remain firm, supported by continued wage increases and an improvement in the employment environment.

In this environment, the Group aims to achieve further growth by promoting Groupwide management and expanding value propositions, and it forecasts profit for the year attributable to owners of the parent of ¥35.0 billion, which is the target for the final year of the Medium-Term Management Plan.

As for the forecast for the dividend in the next fiscal year, the basic policy is to pay stable and continuous dividends, and in accordance with the shareholder returns policy set forth in the Medium-Term Management Plan, the Company plans to pay ¥70 per share. The payout ratio is expected to be 33.3%.

***Note on earnings forecasts**

The earnings forecasts and other forward-looking statements contained in this material are based on information currently available to the Company and certain assumptions that the Company considers reasonable. The Company makes no guarantees with respect to the achievement of its earnings forecasts or forward-looking statements. Actual earnings and other results may differ significantly from the forecasts due to various factors.

(6) Trend in Assets and Profit/Loss

Category		129th fiscal year (FY2023)	130th fiscal year (FY2024)	131st fiscal year (FY2025)	132nd fiscal year (Fiscal year under review) (FY2026)
Revenue	million yen	911,408	985,993	1,050,936	1,067,665
Profit for the year attributable to owners of the parent	million yen	18,575	23,218	27,469	32,523
Basic earnings per share	yen	111.19	138.95	164.48	195.52
Total assets	million yen	677,588	725,347	689,337	733,009
Total equity	million yen	143,423	176,000	188,128	223,474

- (Notes) 1. Pursuant to Article 120, paragraph 1 of the Regulations on Corporate Accounting, the Company has been preparing its consolidated financial statements in accordance with the International Financial Reporting Standards (IFRSs).
2. Basic earnings per share is calculated based on the average number of shares during the period after the shares of the Company owned by the stock issuance trust for officers are deducted.
3. The Company conducted a 2-for-1 stock split of its common shares on January 1, 2026. Basic earnings per share are calculated on the assumption that the stock split occurred at the start of the 129th fiscal year (the year ended March 31, 2023).

(7) Significant Subsidiaries

Company Name	Capital (million yen)	Equity Share (%)	Major Areas of Operation
Kanematsu Electronics Ltd.	9,031	100.00	System integration of ICT equipment and services therefor
Kanematsu Communications Ltd.	1,425	100.00	Sales of mobile communications devices; mobile internet systems and services
Kanematsu Sustech Corporation	3,325	100.00	Manufacture and sales of preservative-treated wood products; ground inspection services and improvement work; installation and sales of security cameras
Kanematsu KGK Corp.	706	100.00	Sales of machine tools and industrial machinery
Kanematsu Petroleum Corp.	1,000	100.00	Sales of petroleum products and liquid petroleum gas
Shintoa Corp.	500	100.00	Export/import and sales of pet supplies, soft drinks for vending machines, aero-engines, feed materials, and metal products
Kanematsu USA Inc.	(thousand USD) 100,000	100.00	Export/import and sales of merchandise

(8) Major Areas of Operation (as of March 31, 2026)

The Group provides a broad array of products and services in diverse fields such as ICT solution, electronics and devices, foods, meat and grain, steel, materials and plant, and motor vehicles and aerospace through the organic integration of domestic and international business networks, expertise acquired in each business area, and the functions of a trading company, including commodities trading, information gathering, market exploration, business development and organization, risk management, and logistics.

(9) Major Business Locations (as of March 31, 2026)

(i) The Company's Major Offices

Japan: Kobe Head Office (Chuo-ku, Kobe)
Tokyo Head Office (Chiyoda-ku, Tokyo)
Osaka Branch (Chuo-ku, Osaka)

Overseas: Manila Branch

(ii) Major Subsidiaries' Offices

Japan: Kanematsu Electronics Ltd. (Chuo-ku, Tokyo)
Kanematsu Communications Ltd. (Shibuya-ku, Tokyo)
Kanematsu Sustech Corporation (Chuo-ku, Tokyo)
Kanematsu KGK Corp. (Chuo-ku, Tokyo)
Kanematsu Petroleum Corp. (Chiyoda-ku, Tokyo)
Shintoa Corp. (Chiyoda-ku, Tokyo)

Overseas: Kanematsu USA Inc. (U.S.A.)

(10) Employees (as of March 31, 2026)

Business Segment	Number of Employees (persons)
ICT Solution	1,652
Electronics & Devices	3,857
Foods, Meat & Grain	809
Steel, Materials & Plant	982
Motor Vehicles & Aerospace	771
Other	78
Corporate (Common)	455
Total	8,604
(Change from the end of the previous fiscal year)	(-40)

(Note) The number of employees is the number of workers.

(11) Major Lenders (as of March 31, 2026)

Lender	Loan Balance at End of Fiscal Year (million yen)
MUFG Bank, Ltd.	22,141
Mizuho Bank, Ltd.	15,940
The Norinchukin Bank	10,945
Sumitomo Mitsui Trust Bank, Limited	10,909
Aozora Bank, Ltd.	9,300

(Note) The above balance does not include the syndicated loan with MUFG Bank, Ltd. as the agent.

(12) Other Significant Matters

No items to report.

2. Items Regarding Shares of the Company (as of March 31, 2026)

(1) Number of Shares Authorized to Be Issued 400,000,000 shares

(Note) In accordance with the resolution passed at the Board of Directors meeting held on November 25, 2025, the Articles of Incorporation were amended in conjunction with the stock split (2-for-1 stock split) on January 1, 2026, and the number of shares authorized to be issued was raised by 200,000,000 shares.

(2) Number of Issued Shares 169,000,404 shares
(including 534,348 shares of treasury stock)

(Note) The total number of issued shares rose by 84,500,202 shares as a result of the stock split (2-for-1 stock split) carried out on January 1, 2026.

(3) Number of Shareholders 53,794

(4) Principal Shareholders (top 10 shareholders)

Shareholder Name	Number of Shares Held (thousand shares)	Shareholding Ratio (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	26,222	15.56
Custody Bank of Japan, Ltd. (Trust account)	12,860	7.63
STATE STREET BANK AND TRUST COMPANY 505001	7,113	4.22
STATE STREET BANK AND TRUST COMPANY 505223	5,480	3.25
GOLDMAN SACHS INTERNATIONAL	3,389	2.01
MSIP CLIENT SECURITIES	3,259	1.93
The Bank of New York Mellon 140044	2,847	1.69
JP MORGAN CHASE BANK 385781	2,362	1.40
The Bank of New York Mellon 140042	2,155	1.27
STATE STREET BANK AND TRUST COMPANY 505103	1,843	1.09

(Note) The shareholding ratio is calculated after the treasury stock (534,348 shares) was deducted. Treasury stock (534,348 shares) does not include the shares of the Company owned by the stock issuance trust for officers (2,020,800 shares).

3. Items Regarding Directors/Audit & Supervisory Board Members of the Company

(1) Directors and Audit & Supervisory Board Members (as of March 31, 2026)

Title	Name	Responsibilities in the Company and Significant Concurrent Positions
Chairman	Kaoru Tanigawa	Chief Officer, Internal Auditing
President	Yoshiya Miyabe	Chief Officer, Growth Strategy
Director	Taro Unno	Chief Officer, Finance, Accounting, Business Accounting
Director	Kazuo Kondo	Chief Officer, Corporate Planning
Director	Yuko Tahara	President and CEO, Basic Inc. Representative Director, Knowledge Management Lab Outside Director (Audit and Supervisory Committee Member), Sanyo Homes Corporation Outside Director, The Nanto Bank, Ltd.
Director	Kazuhiro Tanaka	Professor, Graduate School of Business Administration, Hitotsubashi University
Director	Hiroyuki Sasa	Outside Director, Kyosan Electric Manufacturing Co., Ltd. Outside Director, AMADA CO., LTD. Outside Director, MANI, INC.
Audit & Supervisory Board Member (Full-time)	Yoshio Tajima	
Audit & Supervisory Board Member (Full-time)	Yoichiro Muramatsu	
Audit & Supervisory Board Member	Yusaku Kurahashi	Attorney-at-law Outside Director (Audit and Supervisory Committee member), UNITED ARROWS LTD. Independent Audit and Supervisory Board Member, Nissha Co., Ltd. Outside Audit & Supervisory Board Member, Mitsubishi Logistics Corporation
Audit & Supervisory Board Member	Nobuko Inaba	Certified Public Accountant and Licensed Tax Accountant Representative Director, Hayabusa Consulting Corporation Outside Audit & Supervisory Board Member, Tokyo Kiraboshi Financial Group, Inc. Outside Corporate Auditor, DeNA Co., Ltd.

(Notes) 1. Ms. Yuko Tahara, Mr. Kazuhiro Tanaka and Mr. Hiroyuki Sasa are Outside Directors as stipulated in Article 2, item 15 of the Companies Act.

2. Mr. Yusaku Kurahashi and Ms. Nobuko Inaba are Outside Audit & Supervisory Board Members as stipulated in Article 2, item 16 of the Companies Act.

3. The Audit & Supervisory Board Members' financial and accounting insight is as follows:

- Audit & Supervisory Board Member Yoshio Tajima has the experience of serving for many years in corporate management at important positions, giving him a suitable level of insight concerning finance and accounting.
- Audit & Supervisory Board Member Nobuko Inaba is qualified as a Certified Public Accountant and as a Licensed Tax Accountant, giving her a suitable level of insight concerning accounting and tax affairs.

4. The Company has submitted notification to Tokyo Stock Exchange, Inc. that Outside Directors Yuko Tahara, Kazuhiro Tanaka and Hiroyuki Sasa, and Outside Audit & Supervisory Board Members Yusaku Kurahashi and Nobuko Inaba have been appointed as Independent Director and Audit & Supervisory Board Members as provided for by the aforementioned exchange.
5. The Company adopts the executive officer system. As of April 1, 2026, the following people hold the position of Executive Officer.

Title	Name	Responsibilities in the Company
* President	Yoshiya Miyabe	Chief Officer, Growth Strategy
Managing Executive Officer	Tetsuro Tsutano	President, Kanematsu USA Inc.
Managing Executive Officer	Ryoichi Kidokoro	Chief Officer, Motor Vehicles & Aerospace Division General Manager, Osaka Branch General Manager, Nagoya Branch
Managing Executive Officer	Masashi Kanematsu	Chief Officer, Traffic and Insurance, Legal and Compliance
Senior Executive Officer	Hiroshi Yamashina	Chief Officer, Human Resources and General Affairs, Green Transformation Committee Chair
Senior Executive Officer	Akihiko Fujita	Chief Officer, Electronics & Devices Division, Digital Transformation Committee Chair
Senior Executive Officer	Shuji Masutani	Chief Officer, Risk Management
Executive Officer	Jun Nakajima	Chief Officer, Grain, Oilseeds & Feedstuff Division
Executive Officer	Toru Hashimoto	Chief Officer, Foods Division, Meat Products Division
Executive Officer	Koichi Nishimura	President, PT. Kanemory Food Service
Executive Officer	Kaori Kusuda	President, Kanematsu GmbH President, Kanematsu Europe PLC
Executive Officer	Akira Watanabe	Chief Officer, ICT Solution Division President & CEO, Kanematsu Electronics Ltd.
Executive Officer	Shigenobu Makita	Chief Officer, Steel, Materials & Plant Division
* Executive Officer	Taro Unno	Chief Officer, Finance, Accounting, Business Accounting
* Executive Officer	Kazuo Kondo	Chief Officer, Corporate Planning
Executive Officer	Yoichi Mori	Chief Officer, IT Planning

(Note) The Executive Officers marked by an asterisk (*) concurrently hold the position of Director.

(2) Summary of Details of Limited Liability Agreement

Pursuant to the provisions of Article 427, paragraph 1 of the Companies Act, the Company has concluded an agreement with Outside Directors Yuko Tahara, Kazuhiro Tanaka and Hiroyuki Sasa, Audit & Supervisory Board Members Yoshio Tajima and Yoichiro Muramatsu, and Outside Audit & Supervisory Board Members Yusaku Kurahashi and Nobuko Inaba, respectively, to make the limitation of liability for damages as stipulated in Article 423, paragraph 1 of the Companies Act, up to the maximum amount, which is the amount stipulated in Article 425, paragraph 1 of the said act.

(3) Summary of Details of Indemnification Agreement

The Company has entered into an indemnification agreement with Directors Kaoru Tanigawa, Yoshiya Miyabe, Taro Unno, Kazuo Kondo, Yuko Tahara, Kazuhiro Tanaka, and Hiroyuki Sasa and Audit & Supervisory Board Members Yoshio Tajima, Yoichiro Muramatsu, Yusaku Kurahashi, and Nobuko Inaba as stipulated in Article 430-2, paragraph 1 of the Companies Act, under which the Company will cover the expenses set forth in Article 430-2, paragraph 1, item 1 of the Companies Act and the loss set forth in item 2 of the same paragraph within the extent stipulated by laws and regulations. However, in order to ensure that this indemnification agreement does not impair the proper execution of duties by corporate officers, indemnification does not cover legal expenses in excess of the amount normally required or losses incurred when corporate officers perform their duties in bad faith or through gross negligence.

(4) Summary of Directors and Officers Liability Insurance Policy

The Company has entered into a directors and officers liability insurance policy as stipulated in Article 430-3, paragraph 1 of the Companies Act with an insurance company. The insurance policy includes the Directors, Audit & Supervisory Board Members, Executive Officers, etc. of the Company as the insureds. The insurance premiums are fully borne by the Company.

The insurance policy covers losses that may arise due to an insured's assumption of liability incurred in the course of the performance of duties, or receipt of claims pertaining to the pursuit of such liability. The insurance policy also provides for certain exclusions of liability, such as not cover damages caused by factors such as legal violations or personal benefits.

(5) Directors' and Audit & Supervisory Board Members' Compensation, Etc.

(i) Policy on Determining the Content of Officer Compensation, Etc.

At the Board of Directors meeting held on February 22, 2021, the Company resolved to adopt a policy for determining the content of compensation, etc. for individual Directors. Upon making the resolution, the Board consulted the Compensation Committee in advance regarding the details of the resolution to be made, and received recommendations. With respect to the compensation, etc. for individual Directors for the fiscal year under review, the Board of Directors has determined that the compensation, etc. is in line with the policy after confirming that the method of determining it and the resultant compensation, etc. are consistent with the policy and that when making decisions, recommendations from the Compensation Committee have been respected.

The details of the policy for determining the content of compensation, etc. for individual Directors are as follows.

1. Basic policy

The basic policy for compensation for Directors of the Company is to adopt a compensation system that is linked to the interests of shareholder, in order to ensure the system functions sufficiently as an incentive to sustainably enhance corporate value, while also ensuring that, when making decisions about the compensation of individual Directors, this compensation is at a level appropriate to their respective responsibilities. Specifically, compensation for Executive Directors consists of basic compensation as fixed compensation, performance-linked compensation, etc. and stock compensation. Compensation for Outside Directors, who perform supervisory functions, consists of only basic compensation in light of their duties.

2. Policy on determining the amount of basic compensation for individuals

The basic compensation for Directors of the Company is a monthly fixed compensation, and is determined in accordance with their positions and responsibilities, after comprehensively taking into consideration the level of compensation at peers, the business performance of the Company, and salary levels for employees.

3. Policy on determining the content of performance-linked compensation, etc. and non-monetary compensation, etc. and the methods for calculating the amount or number of shares of such compensation

In order to enhance officers' awareness of enhancing business performance each fiscal year, performance-linked compensation, etc. is cash compensation that reflects the performance indicator (profit for the year attributable to owners of the parent). An amount calculated based on the performance indicator and its value is paid as a bonus at a certain time each year. The performance indicator to be used is determined when a Medium-Term Management Plan is formulated in a way that is consistent with the plan, and is revised as appropriate with changes in the environment, considering any recommendations from the Compensation Committee.

In order to enhance officer's awareness of contributing to the medium- to long-term enhancement of business performance and the increase in corporate value of the Company, non-monetary compensation, etc. is stock compensation that reflects the performance indicator (profit for the year attributable to owners of the parent). The number of shares to be granted is calculated in accordance with the level of achievement of performance targets set forth in the Medium-Term Management Plan and other factors, and is delivered upon retirement. The performance indicator to be used and its target value are determined when a Medium-Term Management Plan is formulated in a way that is consistent with the plan, and are revised as appropriate with changes in the environment, considering any recommendations from the Compensation Committee.

4. Policy on determining the proportion of compensation amounts of monetary compensation, performance-linked compensation, etc. and non-monetary compensation, etc. in the amount of compensation, etc. for individual Directors

The proportion of each type of compensation for Executive Directors is considered by the Compensation Committee, taking into account compensation levels benchmarked against companies of a similar business scale to the Company or in a related industry or business format. The Board of Directors determines the details of compensation, etc. for individual Directors within the scope of the proportion of compensation for each type of compensation indicated in the recommendation of the Compensation Committee, while also respecting the content of this recommendation. Furthermore, in terms of general amounts for the proportion of each type of compensation, the ratio is as follows: basic compensation: performance-linked compensation, etc.: non-monetary compensation, etc. = 40%–70%: 15%–45%: 15%–30%. (If the level of achievement of performance targets is 100%.)

5. Policy on determining the content of compensation, etc. for individual Directors

The Board of Directors determines the amount of basic compensation for individual Directors and the method to determine performance-linked compensation after consulting the Compensation Committee regarding a draft proposal and receiving a recommendation, while also respecting the content of this recommendation. Regarding the method of determining non-monetary compensation, etc., the Board of Directors determines the number of shares to be allocated to each individual Director based on a recommendation from the Compensation Committee.

(ii) Total Amount of Compensation, etc. for the Fiscal Year under Review

Category	Total Amount (million yen)	Total Amount of Compensation, etc. by Type (million yen)			Number of Persons
		Monetary Compensation, Etc.		Non-Monetary Compensation, Etc.	
		Basic Compensation	Performance- Linked Compensation, Etc.	Performance- Linked Stock Compensation	
Directors (excluding Outside Directors)	314	165	97	51	6
Outside Directors	31	31	–	–	3
Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members)	61	61	–	–	2
Outside Audit & Supervisory Board Members	19	19	–	–	2
Total	426	276	97	51	13

- (Notes) 1. Regarding the amount of monetary compensation, etc. for Directors, at the 129th Ordinary General Meeting of Shareholders held on June 27, 2023, the Company obtained approval to set the maximum amount of compensation per year to ¥450 million (including ¥40 million for Outside Directors, which was approved at the 128th Ordinary General Meeting of Shareholders held on June 24, 2022). The Company had seven Directors (including three Outside Directors) at the conclusion of the 128th Ordinary General Meeting of Shareholders and seven Directors (including three Outside Directors) at the conclusion of the 129th Ordinary General Meeting of Shareholders.
2. Regarding the amount of monetary compensation, etc. for Audit & Supervisory Board Members, at the 121st Ordinary General Meeting of Shareholders held on June 24, 2015, the Company obtained approval to set the maximum amount of compensation per year to ¥84 million. The Company had four Audit & Supervisory Board Members (including three Outside Audit & Supervisory Board Members) at the conclusion of the General Meeting of Shareholders.
3. Separate from the monetary compensation, etc., at the 124th Ordinary General Meeting of Shareholders held on June 22, 2018, the Company obtained approval for a trust, set up by the Company by contributing money to it, to acquire shares of the Company, and for a performance-linked stock compensation system under which shares of the Company are granted to eligible Directors (excluding Outside Directors) through the trust of an amount equivalent to the number of points that corresponds to the eligible Director's position and achievement levels, etc. with respect to performance targets. This system has been established to operate with a trust period of about six years from August 2018 to August 2024, with a maximum number of points to be granted to eligible Directors (excluding Outside Directors) of 140,000 points (where 1 point is equal to 1 share of the Company) multiplied by the number of years of the trust period. The maximum amount of money to be contributed by the Company to acquire Company shares needed to deliver to Directors has been set at ¥450 million, and the method to acquire shares of the Company has been designated as either through the stock market (including off-floor trading) or from the Company by means of the disposal of treasury stock. Directors receive the Company's shares upon their retirement, in principle.
- The Company had five Directors (excluding Outside Directors) at the conclusion of the General Meeting of Shareholders.
- The Board of Directors resolved on May 28, 2024, to extend the trust period by three years until August 2027.

The Company conducted a 2-for-1 stock split of its common shares on January 1, 2026. After the stock split, 1 point is treated as 2 shares of the Company's stock.

4. The performance indicator related to performance-linked compensation, etc. and non-monetary compensation, etc. is profit for the year attributable to owners of the parent, which was ¥32,523 million for the fiscal year under review. The reasons for selecting this indicator are described in "(i) Policy on Determining the Content of Officer Compensation, Etc. 3. Policy on determining the content of performance-linked compensation, etc. and non-monetary compensation, etc. and the methods for calculating the amount or number of shares of such compensation."
5. Performance-linked compensation, etc. is calculated by multiplying profit for the year attributable to owners of the parent, as shown in the Annual Securities Report, by 0.3% (or ¥0 if profit for the year attributable to owners of the parent is less than ¥5.0 billion) or ¥175,000 thousand, whichever is less.
6. The performance-linked stock compensation is subject to an evaluation period, which is the period set for the Medium-Term Management Plan (from April 1, 2024 to March 31, 2027), and the amount of the performance-linked stock compensation is equal to the aggregate of the amounts calculated using the formula provided below for each year of the aforementioned evaluation period (amounts less than one yen are rounded up). Note that the result of profit for the year attributable to owners of the parent shall be profit for the year attributable to owners of the parent shown in the Annual Securities Report for each year of the aforementioned evaluation period.

Formula for calculating the amount of performance-linked stock compensation:

Profit for the year attributable to owners of the parent of less than ¥5.0 billion:

¥0

Profit for the year attributable to owners of the parent of ¥5.0 billion or more and less than ¥25.0 billion:

Profit for the year attributable to owners of the parent x 0.18%

Profit for the year attributable to owners of the parent of ¥25.0 billion or more and less than ¥35.0 billion:

Profit for the year attributable to owners of the parent x 0.20%

Profit for the year attributable to owners of the parent of ¥35.0 billion or more and less than ¥50.0 billion:

Profit for the year attributable to owners of the parent x 0.22%

Profit for the year attributable to owners of the parent of ¥50.0 billion or more:

¥110 million

In case of death or resignation of a Director during the evaluation period, the amount of performance-linked stock compensation is calculated by substituting the evaluation period from the beginning of the Medium-Term Management Plan (or from the fiscal year including the month in which the Director became a Director if the Director newly became a Director during the period covered by the evaluation) to the fiscal year that ends immediately prior to the date of death or resignation.

7. The amount of performance-linked stock compensation (¥51 million) is the amount recorded as costs for performance-linked stock compensation in the fiscal year under review.
8. The Company had four Directors (excluding Outside Directors), three Outside Directors, two Audit & Supervisory Board Members (excluding Outside Audit & Supervisory Board Members), and two Outside Audit & Supervisory Board Members at the end of the fiscal year under review. The reason for the difference in the number of Directors (excluding Outside Directors) for the number of persons shown in the above table is the inclusion of two Directors who retired at the conclusion of the 131st Ordinary General Meeting of Shareholders held on June 27, 2025.

(6) Items Regarding Outside Directors/Audit & Supervisory Board Members

- (i) Status of Significant Concurrent Positions of Other Companies, etc. and Relationships Between the Company and Those Companies, Etc.
 - Director Yuko Tahara is the President and CEO of Basic Inc., the Representative Director of Knowledge Management Lab, an Outside Director (Audit and Supervisory Committee Member) of Sanyo Homes Corporation, and an Outside Director of The Nanto Bank, Ltd. There are no special trading relationships between the Company and Basic Inc., the Company and Knowledge Management Lab, the Company and Sanyo Homes Corporation, or the Company and The Nanto Bank, Ltd.

- Director Kazuhiro Tanaka is a Professor of Graduate School of Business Administration, Hitotsubashi University. There are no special trading relationships between the Company and Hitotsubashi University.
- Director Hiroyuki Sasa is an Outside Director, Kyosan Electric Manufacturing Co., Ltd., an Outside Director, AMADA CO., LTD., and an Outside Director, MANI, INC. There are no special trading relationships between the Company and Kyosan Electric Manufacturing Co., Ltd., the Company and AMADA CO., LTD., or the Company and MANI, INC.
- Audit & Supervisory Board Member Yusaku Kurahashi is an Outside Director (Audit and Supervisory Committee member) of UNITED ARROWS LTD., an Independent Audit and Supervisory Board Member of Nissha Co., Ltd., and an Outside Audit & Supervisory Board Member of Mitsubishi Logistics Corporation. There are no special trading relationships between the Company and UNITED ARROWS LTD., the Company and Nissha Co., Ltd., or the Company and Mitsubishi Logistics Corporation.
- Audit & Supervisory Board Member Nobuko Inaba is the Representative Director of Hayabusa Consulting Corporation, an Outside Audit & Supervisory Board Member of Tokyo Kiraboshi Financial Group, Inc., and an Outside Corporate Auditor of DeNA Co., Ltd. There are no special trading relationships between the Company and Hayabusa Consulting Corporation, the Company and Tokyo Kiraboshi Financial Group, Inc., or the Company and DeNA Co., Ltd.

(ii) Key Activities in the Fiscal Year under Review

Category	Name	Attendance at Meetings of the Board of Directors	Attendance at Meetings of the Audit & Supervisory Board	Remarks and Duties Performed regarding Roles Expected of Outside Directors
Director	Yuko Tahara	19/19	–	She provides advice on management and appropriately supervises the execution of operations based on her wealth of experience in corporate management and deep insight gained through experiences in human resources and organizational consulting businesses. In addition, as the committee chair of the Compensation Committee and a member of the Nominating Committee, she deliberates on the determination of officer compensation, etc. and the selection of candidates for officers of the Company from an objective and impartial standpoint, and provides recommendations to the Board of Directors.
	Kazuhiro Tanaka	19/19	–	He is a university professor specializing in business administration and provides advice on management and appropriately supervises the execution of operations based on his extensive expertise and deep insight regarding corporate management. In addition, as the committee chair of the Nominating Committee and a member of the Compensation Committee, he deliberates on the selection of candidates for officers of the Company and the determination of officer compensation, etc. from an objective and impartial standpoint, and provides recommendations to the Board of Directors.

Category	Name	Attendance at Meetings of the Board of Directors	Attendance at Meetings of the Audit & Supervisory Board	Remarks and Duties Performed regarding Roles Expected of Outside Directors
	Hiroyuki Sasa	19/19	–	He provides advice on management and appropriately supervises the execution of operations based on his wealth of experience and deep insight in corporate management. In addition, as a member of the Nominating Committee and the Compensation Committee, he deliberates on the selection of candidates for officers of the Company and the determination of officer compensation, etc. from an objective and impartial standpoint, and provides recommendations to the Board of Directors.
Audit & Supervisory Board Member	Yusaku Kurahashi	19/19	13/13	He properly offers necessary comments based on his specialist knowledge and experience as an attorney-at-law.
	Nobuko Inaba	19/19	13/13	She properly offers necessary comments based on her specialist knowledge and experience as a Certified Public Accountant and a Licensed Tax Accountant.

4. Policy Concerning Decisions on Dividends from Surplus, etc.

The Company regards providing returns to shareholders as a critical management issue. The Company's basic policy in this regard is to provide distribution of profit that is reflective of business results, while maintaining a balance between returns to shareholders and an appropriate level of internal reserves for growth investment in the future.

The Company's basic policy is to pay stable and continuous dividends, and in the Medium-Term Management Plan "integration 1.1," the Company has set a minimum annual dividend and is issuing progressive dividends with a payout ratio (total return ratio) of 30–35%. In the fiscal year ended March 31, 2026, the second year of the Medium-Term Management Plan "integration 1.1," an interim dividend of ¥57.50 per share (before the stock split) and decided to pay a year-end dividend of ¥34.25 per share. After reflecting the stock split, the annual dividend per share would be ¥63. Based on the progressive dividend policy, the minimum dividend from the fiscal year ending March 31, 2027 onward has been raised to ¥63.

Pursuant to the provisions in Article 459, paragraph 1 of the Company Act, it is stipulated in the Articles of Incorporation of the Company that dividends from surplus can be determined by a resolution of the Board of Directors. Likewise, the record date of the interim dividend and of the year-end dividend should be September 30 and March 31 of every fiscal year, respectively, as stipulated in the Articles of Incorporation and dividend shall be paid twice annually by a resolution of the Board of Directors, in principle.

(Note) The Company conducted a 2-for-1 stock split of its common shares on January 1, 2026.

Consolidated Financial Statements

Consolidated statement of financial position (As of March 31, 2026)

(Million yen)

Item	Amount	Item	Amount
<u>ASSETS</u>		<u>LIABILITIES</u>	
Current assets	540,894	Current liabilities	384,311
Cash and cash equivalents	58,418	Trade and other payables	232,215
Trade and other receivables	258,204	Bonds and borrowings	66,173
Inventories	161,010	Lease liabilities	9,155
Other financial assets	10,828	Other financial liabilities	11,032
Other current assets	52,432	Income taxes payable	8,825
Non-current assets	192,115	Provisions	432
Property, plant and equipment	59,677	Other current liabilities	56,476
Goodwill	17,011	Non-current liabilities	125,222
Intangible assets	33,305	Bonds and borrowings	88,673
Investments accounted for using the equity method	22,264	Lease liabilities	19,049
Trade and other receivables	474	Other financial liabilities	1,458
Other investments	48,494	Retirement benefit liabilities	4,538
Other financial assets	7,169	Provisions	2,878
Deferred tax assets	1,245	Deferred tax liabilities	7,588
Other non-current assets	2,471	Other non-current liabilities	1,035
		Total liabilities	509,534
		<u>EQUITY</u>	
		Equity	
		Share capital	27,781
		Capital surplus	–
		Retained earnings	147,188
		Treasury stock	(2,237)
		Other components of equity	35,658
		Exchange differences on translation of foreign operations	16,812
		Financial assets measured at fair value through other comprehensive income	17,363
		Cash flow hedges	1,482
		Total equity attributable to owners of the Parent	208,391
		Non-controlling interests	15,083
		Total equity	223,474
Total assets	733,009	Total liabilities and equity	733,009

(Note) Figures are rounded down to the nearest million yen.

Consolidated statement of income (From April 1, 2025 to March 31, 2026)

(Million yen)

Item	Amount	
Revenue		1,067,665
Cost of sales		(898,751)
Gross profit		168,914
Selling, general and administrative expenses		(123,100)
Other income (expenses)		
Gain (loss) on sale or disposal of property, plant and equipment and intangible assets, net	(239)	
Impairment loss on property, plant and equipment and intangible assets	(327)	
Other income	4,230	
Other expenses	(815)	2,849
Operating profit		48,663
Finance income		
Interest income	738	
Dividend income	1,058	
Other finance income	94	1,891
Finance costs		
Interest expenses	(4,986)	
Other finance costs	(36)	(5,023)
Share of profit (loss) of investments accounted for using the equity method		1,625
Profit before tax		47,157
Income tax expense		(13,907)
Profit for the year		33,249
Profit for the year attributable to:		
Owners of the Parent		32,523
Non-controlling interests		725

(Note) Figures are rounded down to the nearest million yen.

Non-consolidated Financial Statements

Non-consolidated balance sheet (As of March 31, 2026)

(Million yen)

Item	Amount	Item	Amount
<u>ASSETS</u>		<u>LIABILITIES</u>	
Current assets	214,991	Current liabilities	206,465
Cash and bank deposits	15,884	Notes payable	167
Notes receivable	1,708	Import bills payable	63,680
Accounts receivable	78,737	Accounts payable	25,727
Short-term investments	1	Current portion of bonds	5,000
Inventories	65,377	Short-term borrowings	18,700
Advance payments to suppliers	8,530	Lease obligations	230
Prepaid expenses	1,707	Other accounts payable	9,264
Short-term loans receivable	3	Accrued expenses	4,235
Short-term loans to affiliates	30,018	Accrued income taxes	179
Other accounts receivable	4,970	Advances received from customers	9,652
Derivatives	4,349	Deposits received	67,894
Other	3,734	Deferred revenue	44
Allowance for doubtful accounts	(33)	Derivatives liabilities	1,684
		Other	4
Long-term assets	216,640	Non-current liabilities	93,418
Tangible fixed assets	2,022	Bonds	17,000
Buildings	1,050	Long-term borrowings	71,520
Machinery and equipment	196	Lease obligations	166
Vehicles	0	Provision for employees' retirement and severance benefits	20
Tools and fixtures	369	Provision for loss on guarantees	499
Land	4	Provision for stock benefits	671
Lease assets	371	Asset retirement obligations	634
Construction in progress	30	Deferred tax liabilities	2,754
Intangible fixed assets	1,157	Other	152
Software	1,156	Total liabilities	299,884
Other	1	<u>NET ASSETS</u>	
Investments and other assets	213,460	Shareholders' equity	123,381
Investments in securities	28,745	Common stock	27,781
Shares of affiliates	174,334	Capital surplus	26,888
Equity investments	1,482	Legal capital surplus	26,887
Equity investment in affiliates	5,561	Other capital surplus	0
Long-term loans receivable	1,257	Retained earnings	70,942
Long-term loans to employees	3	Legal retained earnings	131
Long-term loans to subsidiaries and affiliates	135	Other retained earnings	70,810
Doubtful accounts	185	Voluntary reserve	1,836
Long-term prepaid expenses	544	Retained earnings brought forward	68,974
Prepaid pension costs	726	Treasury stock	(2,229)
Other	1,998	Valuation and translation adjustments	8,454
Allowance for doubtful accounts	(1,514)	Net unrealized gains on securities, net of tax	7,034
Deferred assets	89	Net losses on deferred hedges, net of tax	1,420
Bond issuance costs	89	Total net assets	131,835
Total assets	431,720	Total liabilities and net assets	431,720

(Note) Figures are rounded down to the nearest million yen.

Non-consolidated statement of income (From April 1, 2025 to March 31, 2026)

(Million yen)

Item	Amount	
Revenue		399,929
Cost of sales		379,352
Gross profit		20,577
Selling, general and administrative expenses		20,145
Operating profit		432
Non-operating income		
Interest income	833	
Dividend income	19,260	
Foreign exchange gains	2,008	
Other	902	23,005
Non-operating expenses		
Interest expenses	3,914	
Other	402	4,317
Ordinary income		19,120
Extraordinary gains		
Gain on sale of tangible fixed assets	5	
Gain on sale of investments in securities	2,483	
Gain on sale of businesses	42	2,531
Extraordinary losses		
Loss on disposal of fixed assets	47	
Loss on sale of investments in securities	33	
Loss on valuation of investments in securities	996	
Provision for loss on guarantees	499	1,576
Income before income taxes		20,074
Income taxes - current	683	
Income taxes - deferred	182	865
Net income		19,208

(Note) Figures are rounded down to the nearest million yen.

Independent Auditors' Audit Report

May 21, 2026

To the Board of Directors of
Kanematsu Corporation

PricewaterhouseCoopers Japan LLC

Designated Limited Liability Partner,
Certified Public Accountant:
Toshihiro Taniguchi

Designated Limited Liability Partner,
Certified Public Accountant:
Masaki Nitta

Designated Limited Liability Partner,
Certified Public Accountant:
Shinya Hiraoka

Opinion

Pursuant to Article 444, paragraph 4 of the Companies Act, we have audited the consolidated financial statements, namely, the consolidated statement of financial position, the consolidated statement of income, the consolidated statement of changes in equity and the notes to the consolidated financial statements, of Kanematsu Corporation (the "Company") for the fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the consolidated financial statements referred to above were prepared in accordance with accounting standards that omit some disclosure items required under the International Financial Reporting Standards pursuant to the latter part of Article 120, paragraph 1 of the Regulations on Corporate Accounting, and present fairly, in all material respects, the financial position and results of operations of the Company and its consolidated subsidiaries for the period covered by these consolidated financial statements.

Basis for the Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under the auditing standards is stated in "*Auditor's Responsibility for the Audit of the Consolidated Financial Statements*." We are independent of the Company and its consolidated subsidiaries in accordance with the provisions related to professional ethics in Japan (including those applicable to audits of the financial statements of public interest entities), and we comply with other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other information

Other information consists of the business report and the supplementary schedules. Management is responsible for the preparation and disclosure of the other information. Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for monitoring the performance of duties by the Directors in designing and operating the process for reporting the other information.

The other information is not subject to our opinion on the consolidated financial statements and we do not express any opinion on the other information.

Our responsibility for the audit of the consolidated financial statements is to read the other information and, in doing so, to examine whether there is any material difference between the other information and the consolidated financial statements, as well as the knowledge that we acquired during the audit process, and to pay attention to whether there is any sign of material misstatement in the other information other than such material difference. If we determine that there is material misstatement in the other information based on the work we conducted, we are required to report that fact.

We have no matters to report as to the other information.

Responsibility of Management, Audit & Supervisory Board Members, and the Audit & Supervisory Board for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with accounting standards that omit some disclosure items required under the International Financial Reporting Standards pursuant to the latter part of Article 120, paragraph 1 of the Regulations on Corporate Accounting, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing these consolidated financial statements, management is responsible for evaluating the appropriateness of preparing the consolidated financial statements on a going concern assumption, and disclosing matters related to a going concern when disclosure is obligatory based on accounting standards that omit some disclosure items required under the International Financial Reporting Standards pursuant to the latter part of Article 120, paragraph 1 of the Regulations on Corporate Accounting.

Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for monitoring the performance of duties by the Directors in designing and operating the financial reporting process.

Auditor's Responsibility for the Audit of the Consolidated Financial Statements

The auditor's responsibility is to obtain reasonable assurance on if the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to express an opinion on these consolidated financial statements from an independent position in the audit report based on the audit conducted by the auditor. Misstatement can occur due to fraud or error, and its materiality is determined by reasonably estimating whether it individually or cumulatively influences the decision-making of the users of the consolidated financial statements. The auditor conducts the following in accordance with auditing standards generally accepted in Japan and makes judgements as professional specialist throughout the auditing process, while maintaining professional skepticism.

- Identify and assess the risks of material misstatement due to fraud or error. Design and perform audit procedure that deals with the risks of material misstatement. The selection and application of the audit procedures depend on the auditor's judgment. Moreover, obtain sufficient and appropriate audit evidence to provide a basis for expressing the audit opinion.
- The purpose of the audit of the consolidated financial statements is not to express an opinion on the effectiveness of the entity's internal control, but in making these risk assessments, the auditor considers internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used by management and the application methods thereof, as well as the reasonableness of accounting estimates made by management and the propriety of relevant notes.
- Conclude whether the preparation of consolidated financial statements by management under the going concern assumption is appropriate or not and, based on the audit evidence obtained, conclude if there are material uncertainties regarding events and conditions where significant doubt is cast upon the going concern assumption. When there are material uncertainties regarding the going concern assumption, the auditor is required to raise awareness concerning the notes to the consolidated financial statements in the audit report. When the notes to the consolidated financial statements regarding material uncertainties are concluded to be inappropriate, it is required that the auditor expresses a qualified opinion with exceptions on the consolidated financial statements. Although the conclusion by the auditor is based on audit evidence obtained up until the issue date of the audit report, there are possibilities where the Company may not continue as a going concern due to future events and conditions.
- Evaluate whether the presentation and the relevant notes of the consolidated financial statements are prepared in accordance with accounting standards that omit some disclosure items required under the International Financial Reporting Standards pursuant to the latter part of Article 120, paragraph 1 of the Regulations on Corporate Accounting, as well as evaluate whether the presentation, structure and content of the consolidated financial statements, including the relevant notes, and the transactions and accounting events based on the consolidated financial statements are presented fairly.
- Plan and perform an audit of the consolidated financial statements to obtain sufficient and appropriate audit evidence concerning the financial information of the Company and its subsidiaries, which will be the basis for expressing an opinion on the consolidated financial statements. The auditor is responsible for directing, monitoring, and inspecting on site the audit of the consolidated financial statements. The auditor is solely responsible for the audit opinion.

The auditor reports to Audit & Supervisory Board Members and the Audit & Supervisory Board on the scope and the performing period of the audit planned, important matters related to the audit including material weakness in internal control identified during the audit, and other matters required by the auditing standards.

The auditor reports to Audit & Supervisory Board Members and the Audit & Supervisory Board on compliance of the provisions related to professional ethics in Japan concerning independence, matters which are reasonably considered to be of influence on the independence of the auditor, and where applicable, any measures taken to eliminate hindering factors or any safeguards applied to reduce hindering factors to a tolerable level.

Conflicts of Interest

We have no interest in the Company and its consolidated subsidiaries which should be disclosed in compliance with the Certified Public Accountants Act.

Independent Auditors' Audit Report

May 21, 2026

To the Board of Directors of
Kanematsu Corporation

PricewaterhouseCoopers Japan LLC

Designated Limited Liability Partner,
Certified Public Accountant:
Toshihiro Taniguchi

Designated Limited Liability Partner,
Certified Public Accountant:
Masaki Nitta

Designated Limited Liability Partner,
Certified Public Accountant:
Shinya Hiraoka

Opinion

Pursuant to Article 436, paragraph 2, item 1 of the Companies Act, we have audited the non-consolidated financial statements, namely, the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in equity, the notes to the non-consolidated financial statements, and the supplementary schedules (hereinafter the “non-consolidated financial statements and others”), of Kanematsu Corporation (the “Company”) for the 132nd fiscal year from April 1, 2025 to March 31, 2026.

In our opinion, the non-consolidated financial statements and others referred to above present fairly, in all material respects, the financial position and results of operations of the Company for the period covered by these non-consolidated financial statements and others in conformity with accounting principles generally accepted in Japan.

Basis for the Opinion

We conducted our audit in accordance with auditing standards generally accepted in Japan. Our responsibility under the auditing standards is stated in “*Auditor’s Responsibility for the Audit of the Non-consolidated Financial Statements and Others.*” We are independent of the Company in accordance with the provisions related to professional ethics in Japan (including those applicable to audits of the financial statements of public interest entities), and we comply with other ethical responsibilities as auditors. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other information

Other information consists of the business report and the supplementary schedules. Management is responsible for the preparation and disclosure of the other information. Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for monitoring the performance of duties by the Directors in designing and operating the process for reporting the other information.

The other information is not subject to our opinion on the non-consolidated financial statements and others and we do not express any opinion on the other information.

Our responsibility for the audit of the non-consolidated financial statements and others is to read the other information and, in doing so, to examine whether there is any material difference between the other information and the non-consolidated financial statements and others, as well as the knowledge that we acquired during the audit process, and to pay attention to whether there is any sign of material misstatement in the other information other than such material difference.

If we determine that there is material misstatement in the other information based on the work we conducted, we are required to report that fact.

We have no matters to report as to the other information.

Responsibility of Management, Audit & Supervisory Board Members, and the Audit & Supervisory Board for the Non-consolidated Financial Statements and Others

Management is responsible for the preparation and fair presentation of these non-consolidated financial statements and others in accordance with accounting principles generally accepted in Japan, and for designing and operating such internal control as management determines is necessary to enable the preparation and fair presentation of the non-consolidated financial statements and others that are free from material misstatement, whether due to fraud or error.

In preparing these non-consolidated financial statements and others, management is responsible for evaluating the appropriateness of preparing the non-consolidated financial statements and others on a going concern assumption, and disclosing matters related to a going concern when disclosure is obligatory in accordance with accounting principles generally accepted in Japan.

Audit & Supervisory Board Members and the Audit & Supervisory Board are responsible for monitoring the performance of duties by the Directors in designing and operating the financial reporting process.

Auditor's Responsibility for the Audit of the Non-consolidated Financial Statements and Others

The auditor's responsibility is to obtain reasonable assurance on if the non-consolidated financial statements and others as a whole are free from material misstatement, whether due to fraud or error, and to express an opinion on these non-consolidated financial statements and others from an independent position in the audit report based on the audit conducted by the auditor. Misstatement can occur due to fraud or error, and its materiality is determined by reasonably estimating whether it individually or cumulatively influences the decision-making of the users of the non-consolidated financial statements and others.

The auditor conducts the following in accordance with auditing standards generally accepted in Japan and makes judgements as professional specialist throughout the auditing process, while maintaining professional skepticism.

- Identify and assess the risks of material misstatement due to fraud or error. Design and perform audit procedure that deals with the risks of material misstatement. The selection and application of the audit procedures depend on the auditor's judgment. Moreover, obtain sufficient and appropriate audit evidence to provide a basis for expressing the audit opinion.
- The purpose of the audit of the non-consolidated financial statements and others is not to express an opinion on the effectiveness of the entity's internal control, but in making these risk assessments, the auditor considers internal controls relevant to the audit in order to design audit procedures that are appropriate in the circumstances.
- Evaluate the appropriateness of accounting policies used by management and the application methods thereof, as well as the reasonableness of accounting estimates made by management and the propriety of relevant notes.
- Conclude whether the preparation of the non-consolidated financial statements and others by management under the going concern assumption is appropriate or not and, based on the audit evidence obtained, conclude if there are material uncertainties regarding events and conditions where significant doubt is cast upon the going concern assumption. When there are material uncertainties regarding the going concern assumption, the auditor is required to raise awareness concerning the notes to the non-consolidated financial statements and others in the audit report. When the notes to the non-consolidated financial statements and others regarding material uncertainties are concluded to be inappropriate, it is required that the auditor expresses a qualified opinion with exceptions on the non-consolidated financial statements and others. Although the conclusion by the auditor is based on audit evidence obtained up until the issue date of the audit report, there are possibilities where the Company may not continue as a going concern due to future events and conditions.
- Evaluate whether the presentation and the relevant notes of the non-consolidated financial statements and others are prepared in accordance with accounting principles generally accepted in Japan, as well as evaluate whether the presentation, structure and content of the non-consolidated financial statements and others, including its relevant notes, and the transactions and accounting events based on the non-consolidated financial statements and others are presented fairly.

The auditor reports to Audit & Supervisory Board Members and the Audit & Supervisory Board on the scope and the performing period of the audit planned, important matters related to the audit including material weakness in internal control identified during the audit, and other matters required by the auditing standards.

The auditor reports to Audit & Supervisory Board Members and the Audit & Supervisory Board on compliance of the provisions related to professional ethics in Japan concerning independence, matters which are reasonably considered to be of influence on the independence of the auditor, and where applicable, any measures taken to eliminate hindering factors or any safeguards applied to reduce hindering factors to a tolerable level.

Conflicts of Interest

We have no interest in the Company which should be disclosed in compliance with the Certified Public Accountants Act.

Audit Report

The Audit & Supervisory Board, hereby reports as follows regarding the performance of duties by the Directors of Kanematsu Corporation (the “Company”) during its 132nd fiscal year, from April 1, 2025 to March 31, 2026. This Audit Report was prepared based on reports prepared by each Audit & Supervisory Board Member, and as a result of subsequent deliberations.

1. Method of the audits by the individual Audit & Supervisory Board Members and the Audit & Supervisory Board; content of audits
 - (1) In addition to receiving reports on the progress in and results of audits by the individual Audit & Supervisory Board Members, based on the Audit & Supervisory Board’s policies and audit plans for the fiscal year under review, the Audit & Supervisory Board also received reports from the Directors and the Accounting Auditor regarding the performance of its duties, and requested explanations from it as necessary.
 - (2) In accordance with the auditing standards set forth by the Audit & Supervisory Board, and in compliance with the policies and audit plans for the fiscal year under review, each of the Audit & Supervisory Board Members worked to communicate with the Directors, the Internal Auditing Department, and other employees in collecting information and establishing an appropriate audit environment, and audits were implemented as follows:
 - (i) Audit & Supervisory Board Members participated in meetings of the Board of Directors and other key meetings, received reports from the Directors and other employees regarding the performance of their duties, and when necessary, requested explanations of those reports. Audit & Supervisory Board Members also reviewed key decision documents, and conducted surveys of the operations and assets of both the head office and major local offices. Regarding subsidiaries, Audit & Supervisory Board Members worked to communicate with those subsidiaries’ Directors, Audit & Supervisory Board Members and other parties and received business reports from subsidiaries as necessary.
 - (ii) As for the details of the resolution of the Board of Directors related to the establishment of the systems as indicated in the Business Report to ensure that the execution of the duties of Directors conform to laws and regulations and the Articles of Incorporation, and the systems necessary to ensure appropriate operations of corporations and their subsidiaries as stipulated in Article 100, paragraphs 1 and 3 of the Regulations for Enforcement of the Companies Act, and the condition of the systems put in place in accordance with the aforesaid resolution (internal control system), we received periodical reporting from the Directors and other employees, sought explanations as necessary, and provided our recommendations.
 - (iii) While also monitoring and reviewing the audit of the Accounting Auditor to ensure it maintained an independent position and conducted its audits fairly, Audit & Supervisory Board Members received reports from them regarding the performance of its duties, and when necessary, asked for further explanation regarding those reports. Audit & Supervisory Board Members also received notice from the Accounting Auditor in accordance with “the system for ensuring appropriate execution of its duties” (as enumerated in each item of Article 131 of the Regulations on Corporate Accounting) in compliance with the “Quality Control Standards Relating to Auditing” (adopted by the Business Accounting Deliberations Council), and, where necessary, Audit & Supervisory Board Members requested further explanation regarding that notice.

Based on the above methods, Audit & Supervisory Board Members proceeded to review the Business Report and supplementary schedules, the Non-consolidated Financial Statements (consist of the non-consolidated balance sheet, the non-consolidated statement of income, the non-consolidated statement of changes in equity, and the notes to the non-consolidated financial statements) with supplementary schedules, and the Consolidated Financial Statements (consist of the consolidated statement of financial position, the consolidated statement of income, the consolidated statement of changes in equity, and the notes to the consolidated financial statements) for the fiscal year under review.

2. Audit Results

(1) Results of Audit of Business Report, etc.

- (i) The Audit & Supervisory Board confirms that the Business Report and supplementary schedules conformed to laws and regulations, and the Articles of Incorporation, and that they accurately present the situation of the Company.
- (ii) With respect to the performance of duties by Directors, the Audit & Supervisory Board found no improper acts or important violation of laws and regulations or the Articles of Incorporation.
- (iii) The Audit & Supervisory Board confirms that decisions by the Board of Directors regarding the Company's internal control systems to be fair and adequate, and found no areas that require mention regarding the description of the internal control systems in the Business Report and the performance of duties by Directors.

(2) Results of Audit of Non-consolidated Financial Statements and Supplementary Schedules The Audit & Supervisory Board confirms that the methods used and results achieved by the Accounting Auditor, PricewaterhouseCoopers Japan LLC, to be fair and adequate.

(3) Results of Audit of Consolidated Financial Statements The Audit & Supervisory Board confirms that the methods used and results achieved by the Accounting Auditor, PricewaterhouseCoopers Japan LLC, to be fair and adequate.

May 21, 2026

Audit & Supervisory Board
Kanematsu Corporation

Yoshio Tajima
Audit & Supervisory Board Member (Full-time)

Yoichiro Muramatsu
Audit & Supervisory Board Member (Full-time)

Yusaku Kurahashi
Outside Audit & Supervisory Board Member

Nobuko Inaba
Outside Audit & Supervisory Board Member