



kanamoto co., ltd.

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1-19, Odori Higashi 3-chome
Chuo-ku, Sapporo, Hokkaido 060-0041
Japan

Tokyo Division Headquarters /

1-7-7, Shiba Daimon, Minato-ku,
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<https://www.kanamoto.co.jp>



CORPORATE PROFILE 2026

Message from the President



*Evolving the Value
We Deliver to Our Customers
and Aiming to Become a
True General Construction
Equipment Rental Company*

Advancing the Construction Equipment Rental Business

Kanamoto entered the construction equipment rental business at a time when the concept of “rental” had not yet become widely established at construction sites. Recognizing the model’s economic rationality, we entered this field early on. The construction equipment rental business anticipated what is now commonly known as the sharing economy. It not only reduces the burden of capital investment for our customers and helps optimize costs, but also promotes the effective use of resources across society.

As the social environment has evolved, the expectations of customers and society have become increasingly diverse and sophisticated. In response, we have addressed these expectations with sincerity by promoting the introduction and use of

construction machinery that reduces environmental impact, as well as equipment that supports labor-saving and workforce efficiency. Through these efforts, we have advanced our business model. Our business has evolved beyond simply providing equipment and now contributes to addressing broader social challenges.

Alongside the development of the construction equipment rental market, the Kanamoto Group has continued to pursue transformation and challenge. As a result, we have grown into a corporate group with an increasingly strong presence in the domestic market. Building on the philosophy and expertise we have cultivated over many years, we will continue to take on new challenges in pursuit of a sustainable society.

A Strong Sales Foundation and Stable Profitability

One of the key factors supporting the growth of the Kanamoto Group has been the human resources who possess advanced technical expertise. Rather than adopting an area-based center system, we place dedicated maintenance staff at each sales location’s workshops. This structure enables thorough daily maintenance of equipment. Through this approach, the skills and know-how of our technical staff are steadily accumulated and passed on to the next generation. Rigorous maintenance management enables us to provide high-quality equipment consistently and forms the foundation of our rental business. In addition, our high maintenance standards not only extend the service life of rental assets but also increase their value when sold as used equipment. Because our construction machinery is highly regarded in overseas used equipment markets, this also supports stable revenue generation at resale.

Aiming to Become a Large-Scale Rental Platform Providing Everything Needed at Construction Sites

Construction investment in Japan is expected to remain solid over the medium to long term. In addition to public-sector demand, such as disaster prevention and mitigation, national resilience initiatives, infrastructure renewal, and defense-related projects, private-sector demand—including urban redevelopment, data center construction, and carbon-neutrality-related investment—is also expected to continue. As a result, stable expansion in demand for construction equipment rentals is anticipated.

Overseas, as well, there are many regions where construction demand is strong, but the rental business has not yet become fully established. In particular, markets in China and Southeast Asia are expected to offer significant growth potential.

Under these conditions, the Kanamoto Group needs to continue to respond accurately to the increasingly diverse and sophisticated needs of our customers to achieve sustainable growth. We will leverage the Kanamoto Group’s technical capabilities to help customers address challenges such as safety measures, decarbonization, and labor shortages. At the same time, we will strengthen systems that reflect feedback from construction sites in our technological development. By promoting joint research that transcends industry boundaries, we will also pursue the development of new construction methods and systems that go beyond construction machinery and equipment.

Our long-term goal is to build a large-scale rental platform capable of providing all the solutions and content required at construction sites through a one-stop service. Currently, the Kanamoto Group operates through an alliance of 35 companies with 557 locations both in Japan and overseas, and we hold approximately 5,000 models of equipment totaling 1.8 million rental items. Going forward, we will continue to strengthen our network of locations and expand our product lineup, while aiming to become a true general construction equipment rental company ranked among the world’s top five.

Pursuing Business Growth and Efficiency to Improve Profitability and Enhance Corporate Value

While construction demand is expected to remain solid, the cost environment surrounding our business is undergoing structural change, including persistently high material and energy prices and rising labor costs. The prices of major construction equipment have also increased significantly over the past several years, requiring an even more rigorous approach to capital investment decisions.

Under such circumstances, management must focus not simply on expanding scale but on thoroughly improving asset efficiency and cost management. We believe that consistently enhancing capital productivity across procurement, ownership, and operation while improving the quality of earnings will directly contribute to achieving our profit targets.

Based on this recognition, our Medium-Term Management Plan “Progress 65” identifies three priority initiatives: (1) Growth strategies and improvement of capital efficiency, (2) Enhancement of DX strategies, and (3) Sustainability initiatives. While steadily executing growth investments, we will also reinforce management practices that emphasize capital costs, enabling us to achieve both business growth and operational efficiency. Through these efforts, we aim to build a strong management foundation that is resilient to changes in the business environment, thereby improving profitability and achieving the sustained expansion of corporate value.

President and CEO
Kanamoto Co., Ltd.

T. Kanamoto



Mission Statement

Kanamoto has not only fostered growth together with the Japanese economy but also done everything in its power to build infrastructure and aid in countless disaster recovery efforts.

We consider it our mission to capitalize on our experience in an effort to support reconstruction in the wake of natural disasters, such as the Great East Japan Earthquake.

Much of the infrastructure in Japan is also in dire need of repair or replacement. Our Group will always work together to ensure the safety and security of Japan.

We are also committed to sustainable growth. We will continue to expand our domestic business platform and promote overseas development in the pursuit of reaching our full potential.

Evolution into a Stronger Kanamoto Group

We will focus on improving capital efficiency as we achieve steady growth while securing our revenue base.

We will also actively address issues related to the realization of a sustainable society, making steady progress toward becoming a true general construction equipment rental company.

Action Guidelines

Our steadfast action guidelines — the Kanamoto Corporate Philosophy — chart our course for the next 50 to 100 years.

1 Pursue innovation and mobilize every resource to energize our company

2 Always remember Kanamoto competes for profits

3 Maintain a self-directed and independent mind

Group Corporate Philosophy

Become an excellent, dynamic corporate group that uses its solid earnings as a base to reward customers, employees, and shareholders.

Group Vision

Build a foundation for sustainable growth.

Group Value

- Become a true general construction equipment rental company
- Act as a large-scale rental mall that functions as a centralized site for specialty stores
- Accumulate and share all types of solutions

Corporate Profile (As of October 31, 2025)

Company Name

Kanamoto Co., Ltd.

Head Office

1-19, Odori Higashi 3-chome Chuo-ku, Sapporo, 060-0041 Japan

Tokyo Division Headquarters

1-7-7, Shiba Daimon, Minato-ku, Tokyo 105-0012 Japan

Established

October 28, 1964

Capitalization

¥17,829 million (Paid-in capital)

Listing Exchanges

Tokyo Stock Exchange, Prime Market
Sapporo Securities Exchange

Stock Code

9678

Common Shares Issued and Outstanding

38,742 thousand

Consolidated Net Sales

¥213,266 million (Fiscal year ended October 31, 2025)

Number of Employees

(Excluding directors and temporary or part-time workers)

Non-consolidated: 2,001
Consolidated: 3,933

Principal Businesses

Rental of construction equipment
Sale of steel products
Rental of engineering workstations and computer peripherals

Principal Shareholders

The Master Trust Bank of Japan, Ltd. (Trust Account)
Custody Bank of Japan, Ltd. (Trust Account)
STATE STREET BANK AND TRUST COMPANY 505223
ORIX Corporation
Kanamoto Capital Company
The Hokkaido Bank, Ltd.
North Pacific Bank, Ltd.
Ueda Yagi Tanshi Co., Ltd.
Tokio Marine & Nichido Fire Insurance Co., Ltd.
SMBC Nikko Securities Inc.
Others

Alliance Group

Assist Co., Ltd.
Kanatech Co., Ltd.
Kanki Co., Ltd.
KG Flowtechno Co., Ltd.
CENTRAL Co., Ltd.
SOOKI HOLDINGS Co., Ltd.
SOOKI Co., Ltd.
Toyo Industry Co., Ltd.
NISHIKEN CO., LTD.
Unite Co., Ltd.
KANAMOTO AUSTRALIA HOLDINGS PTY LTD
MADICA PTY LTD
PORTER EXCAVATIONS PTY. LTD.
PORTER GROUP NOMINEES PTY LTD
PORTER UTILITIES HOLDINGS PTY LTD
PORTER UTILITIES PTY LTD
KANAMOTO (CHINA) INVESTMENT CO., LTD.
CACH Inc.
Carewell Anshin Co., Ltd.
Komatsu Doboku Tsusho Co., Ltd.
Safety Ishikawa Co., Ltd.
SOOKI SALES Co., Ltd.
NISHIKEN SYSTEM SOLUTIONS CO., LTD.
KANAMOTO FECON RENTAL JSC
KANAMOTO & JP NELSON EQUIPMENT (M) SDN. BHD.
PT KANAMOTO INDONESIA
SIAM KANAMOTO CO., LTD.
SK ADMINISTRATION SERVICE (THAILAND) CO., LTD.
TOYU ENGINEERING CO., LTD.
MEIGI ENGINEERING CO., LTD.
KNK MACHINERY & EQUIPMENT CORPORATION
SIC Agora eX Corporation
SUGAKIKAI KOGYO CO., LTD.
Machida Kikou Co., Ltd.

History of Creating and Evolving Corporate Value

The history of Kanamoto began in Muroran City, Hokkaido—the center of the steel industry—in October 1964. Over the years, Kanamoto has pioneered change throughout the world and continued to spearhead its own evolution in many ways from transforming and expanding core businesses, developing strategic bases, and forming alliances to publicly listing company stock and entering into overseas markets.

This section introduces the historic growth trajectory always in step with change at Kanamoto.



Kanamoto Shoten in Kaigan-cho, Muroran

1964

- Kanamoto Shoten Co., Ltd. established (Reorganization in Muroran, Hokkaido)
- Zenchu Kanamoto appointed President and Chief Executive Officer, and Taichu Kanamoto appointed Executive Director



Safe from Kanamoto's sole proprietor era



Indigo blue dyed apron from the Kanamoto Shoten era

1971

- Began branch development in Hokkaido

1972

- Company name changed to Kanamoto Co., Ltd.

1973

- Former headquarters building (Muroran) completed

1979

- Established branch in Aomori Prefecture, marking the first expansion outside of Hokkaido (began branch development in the Tohoku Region)

1981

- Taichu Kanamoto appointed President and Chief Executive Officer

1983

- Established branch in Chiba Prefecture (began branch development in the Kanto Region)
- Launched Information Products Division as the Company's third operating division (Tomakomai, Hokkaido; relocated to Bunkyo-ku, Tokyo the following year)

1985

- Established the Construction Equipment Rental Division Tokyo Office (Bunkyo-ku, Tokyo)
- Completed online computer system network linking all branches



Computer Division equipment room in the 1980s

1991

- Listed stock on the Sapporo Securities Exchange



Sapporo Securities Exchange on the day Kanamoto's stock was listed

1994

- Established branch in Aichi Prefecture (began branch development in the Chubu Region)
- Established branch in Osaka Prefecture (began branch development in the Kinki Region)

1996

- Listed stock on the Second Section of the Tokyo Stock Exchange
- Relocated head office functions to Sapporo, Chuo City



Tokyo Stock Exchange on the day Kanamoto's stock was listed

1998

- Stock elevated to the First Section of the Tokyo Stock Exchange
- Kanchu Kanamoto appointed President and Chief Executive Officer, and Taichu Kanamoto appointed Chairman of the Board and Representative Director

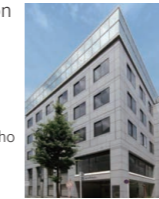


Celebration commemorating elevation of stock to First Section of the Tokyo Stock Exchange

1999

- Completed construction on the Kanamoto Hamamatsucho K Building

Kanamoto Hamamatsucho K Building (Business Coordination Headquarters)



2000

- Began earnest execution of alliance strategy, including conclusion of alliance with Machida Kikou Co., Ltd. and acquisition of Kanatech Co., Ltd. stock

2004

- Established branch in Kagawa Prefecture (began branch development in Shikoku Region)

2006

- Established subsidiary in Shanghai, China and began expansion outside of Japan

2007

- Established branch in Hiroshima Prefecture (began branch development in the Chugoku Region)
- Introduced special benefits program for shareholders

2012

- Acquired stock of Unite Co., Ltd.

2014

- Changed stock trading unit size from 1,000 shares to 100 shares
- 50th anniversary of Kanamoto's establishment

2015

- Successively expanded operations into Indonesia, Vietnam, Thailand, the Philippines, and ASEAN countries
- Stock selected for the first time as a constituent issue for the JPX-Nikkei Index 400

2016

- Tetsuo Kanamoto appointed President and Chief Executive Officer, and Kanchu Kanamoto appointed Chairman of the Board and Representative Director
- Acquired stock of NISHIKEN CO., LTD.
- Stock selected for the first time as a constituent issue for the JPX-Nikkei Mid and Small Cap Index

2017

- Established new companies in Thailand and Shanghai, China

2018

- Established branch in Fukuoka Prefecture (began branch development in Kyushu)
- Expanded operations into Malaysia



KANAMOTO & JP NELSON EQUIPMENT (M) SDN. BHD.

2020

- Made SOOKI Co., Ltd. and SOOKI SALES Co., Ltd. subsidiaries following the stock acquisition of SOOKI HOLDINGS Co., Ltd.
- Expanded operations into Australia



PORTER EXCAVATIONS PTY. LTD.

2022

- Transition to Tokyo Stock Exchange Prime Market

1960s-1970s

Established the foundation of the construction equipment rental business during Japan's period of high economic growth and expanded business domains through the development of branches.

1980s

The company grows into a public company and fosters new growth toward the information age.

1990s

Listed on the Sapporo Securities Exchange, and the First Section of the Tokyo Stock Exchange two years after listing in the Second Section.

2000s

Kanamoto forms an alliance group and enters overseas markets for the first time.

2010s

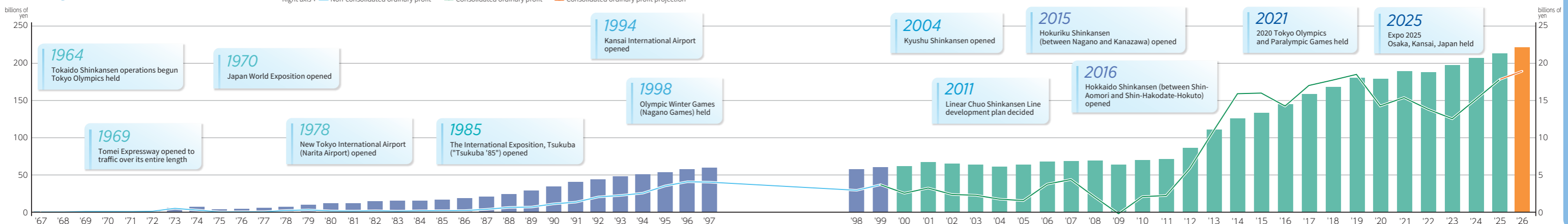
Kanamoto celebrates its 50th anniversary and further hones its determination for innovation.

2020-

Steadily advancing initiatives aimed at growth strategies and improving capital efficiency.

Change in Net Sales/Ordinary Profit

Left axis : ■ Non-consolidated net sales ■ Consolidated net sales ■ Consolidated net sales projection
Right axis : ■ Non-consolidated ordinary profit ■ Consolidated ordinary profit ■ Consolidated ordinary profit projection



Kanamoto's Performance in Numbers

Kanamoto's strength is in our ability to support clients responsively. These figures focus on the source of the Company's responsiveness, including our nationwide location network, our technological capabilities, and other features.

Net Sales and Operating Profit

Consolidated Net Sales

¥213,266 million

Consolidated Operating Profit

¥17,369 million

Operating Profit Margin

8.1%

Number of Locations and Group Companies

Kanamoto Group

557 locations

Overseas Expansion

7 countries

Number of Alliance Group Companies

35 companies



Number of Rental Items

Approx. 5,000 models,
1,800,000 items

*The models of equipment and number of items handled by the Group have been revised as of the end of October 2025.



Personnel (Certified)

Construction Equipment Mechanic

976

Portable Generator Mechanic

606

*Total of Expert, 1st Class, and 2nd Class Mechanic

Organic Solvent Work Manager

411

Hazardous Materials Handling Manager

422

Vehicle-Type Construction Equipment Operator

4,527

Mobile Crane Operator

2,088

*Number of qualifications held is the cumulative total of all qualifications (one person holding multiple qualifications is counted separately for each of his or her qualifications).

Number of Employees

Non-consolidated

2,001

Consolidated

3,933

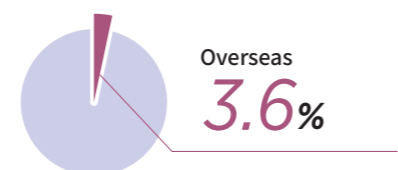
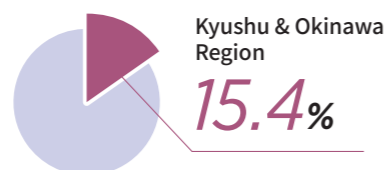
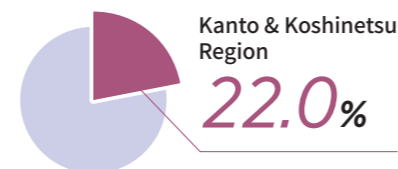
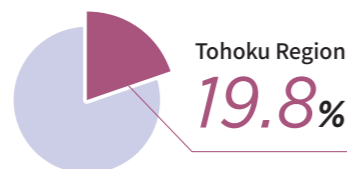
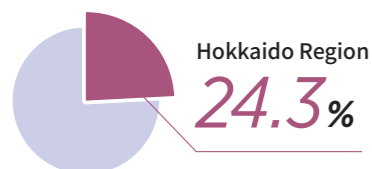
*Excluding directors and temporary or part-time workers

Average Years of Service

13.2



Construction Equipment Rental Business: Sales Ratio of Equipment Rentals by Region

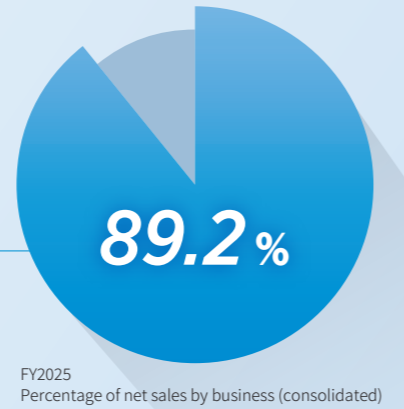


Business Overview

Construction Equipment Rental Business

We pursue rental equipment tailored to the needs of worksites as social infrastructure that supports construction.

The core Construction Equipment Rental Business accounts for approximately 90% of sales. By responding swiftly and accurately to on-site needs, we contribute to the development of next-generation social infrastructure beyond equipment supply.



One-stop procurement supported by approximately 5,000 models and 1.8 million rental items

The rental items owned by our Group have reached approximately 5,000 models and 1.8 million items. From mainstay construction machinery and temporary housing materials to DX-related equipment of growing importance, we cover every item required at worksites. In addition to a wide range of sizes, we offer a diverse selection of options. Through a full-lineup structure that enables customers to complete procurement in one stop, together with comprehensive support, we respond to the diverse needs of construction sites.



Reliable maintenance systems set up at around 220 branches nationwide

We operate approximately 220 branches nationwide and more than 530 branches across the Group as a whole. In principle, each branch is staffed with maintenance personnel possessing advanced technical expertise, who carry out thorough daily inspections and servicing to maximize equipment performance. Maintaining this high level of maintenance quality serves as the foundation for the safe operation of rental equipment and for enhancing asset value at the time of sale.

Practicing "Rent and Sale" to maximize asset value

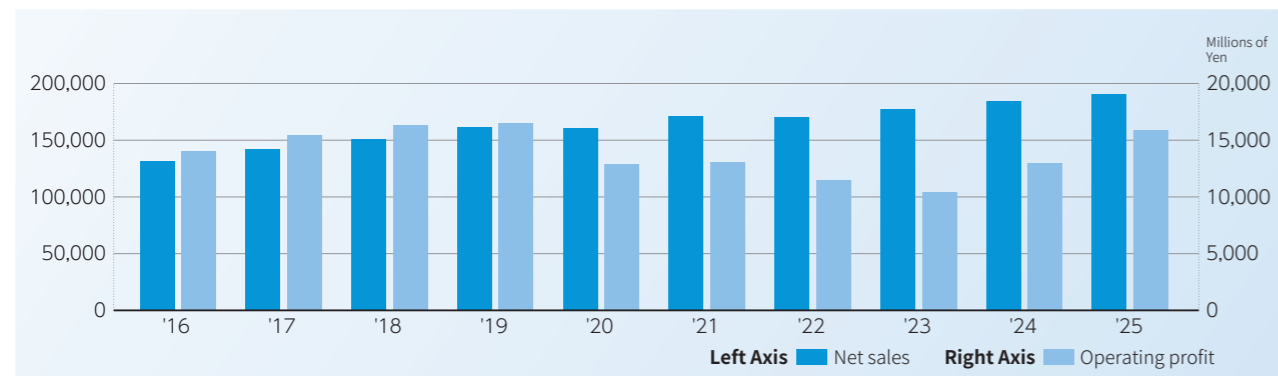
Our business is based on a circular model in which investments are recovered through rental income after asset acquisition, followed by eventual sale. We have consistently pursued higher profitability by reducing the depreciation burden and extending the life of assets. In addition, for high-demand used construction equipment, we accurately assess global market trends and practice flexible asset management, including sales at optimal times.

A compensation system that responds promptly to increasingly diverse risks

We have established a comprehensive compensation system that broadly covers risks such as accidents, theft, and other inherent risks of construction equipment or vehicles during the rental period. As accident circumstances become more complex and user needs more sophisticated, we assign specialized compensation assessment managers in each region. By proposing optimal compensation plans tailored to each customer's situation, we provide reassurance beyond simply supplying equipment, thereby earning the solid trust of worksites.



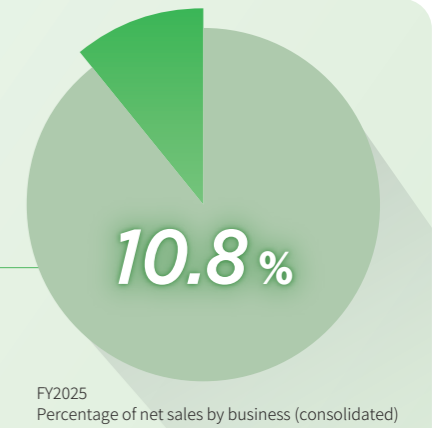
Performance



Other Businesses

We will broaden earnings opportunities in a diverse range of sectors.

The Kanamoto Group develops its Steel Product Sales Business, Information Products Rental Business, Welfare-related Business and a variety of other businesses alongside its core Construction Equipment Rental Business.



Steel Product Sales Business From our origins to the future—ensuring a stable supply of steel products

The Steel Product Sales Business, a core business since our founding, provides a stable supply of general steel, sheet pile, single tube piping, and other steel products, primarily in Hokkaido. We also maintain a highly specialized construction system, including exterior wall construction with ALC and extruded cement panels, as well as thermal insulation and waterproofing using the high-performance KT Roof System. By undertaking both material supply and construction under a comprehensive contract, we reduce customers' procurement workload and optimize costs. We will continue to support construction sites through the supply of steel products that underpin infrastructure development and the provision of construction systems.

trends in the industry and propose optimal services on both hardware and software fronts, with a focus on cloud utilization and security measures. By integrating specialized expertise with a user-oriented perspective, we will continue to provide the latest IT environments promptly and flexibly.

Welfare-related Business Comprehensive in-home care through high-quality services

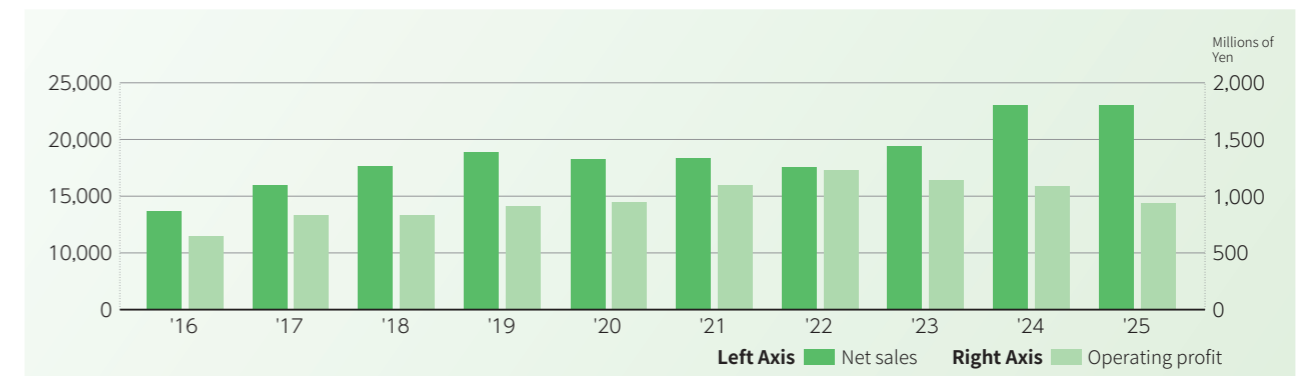
In the Welfare-related Business, NISHIKEN CO., LTD. and Carewell Anshin Co., Ltd. rent and sell assistive technology and nursing care products. Safety and security are keywords in the Welfare-related Business. Our broad line-up from personal-use products to training equipment for care and prevention support the care-giving activities needed in each community and assist individuals receiving care to become more independent and mobile. Our unique service system goes further via uncompromising quality control encompassing everything from maintaining devices on-site at factories to ensuring prompt shipments.



Information Products Rental Business Capturing the evolution of IT to provide optimal environments through rental

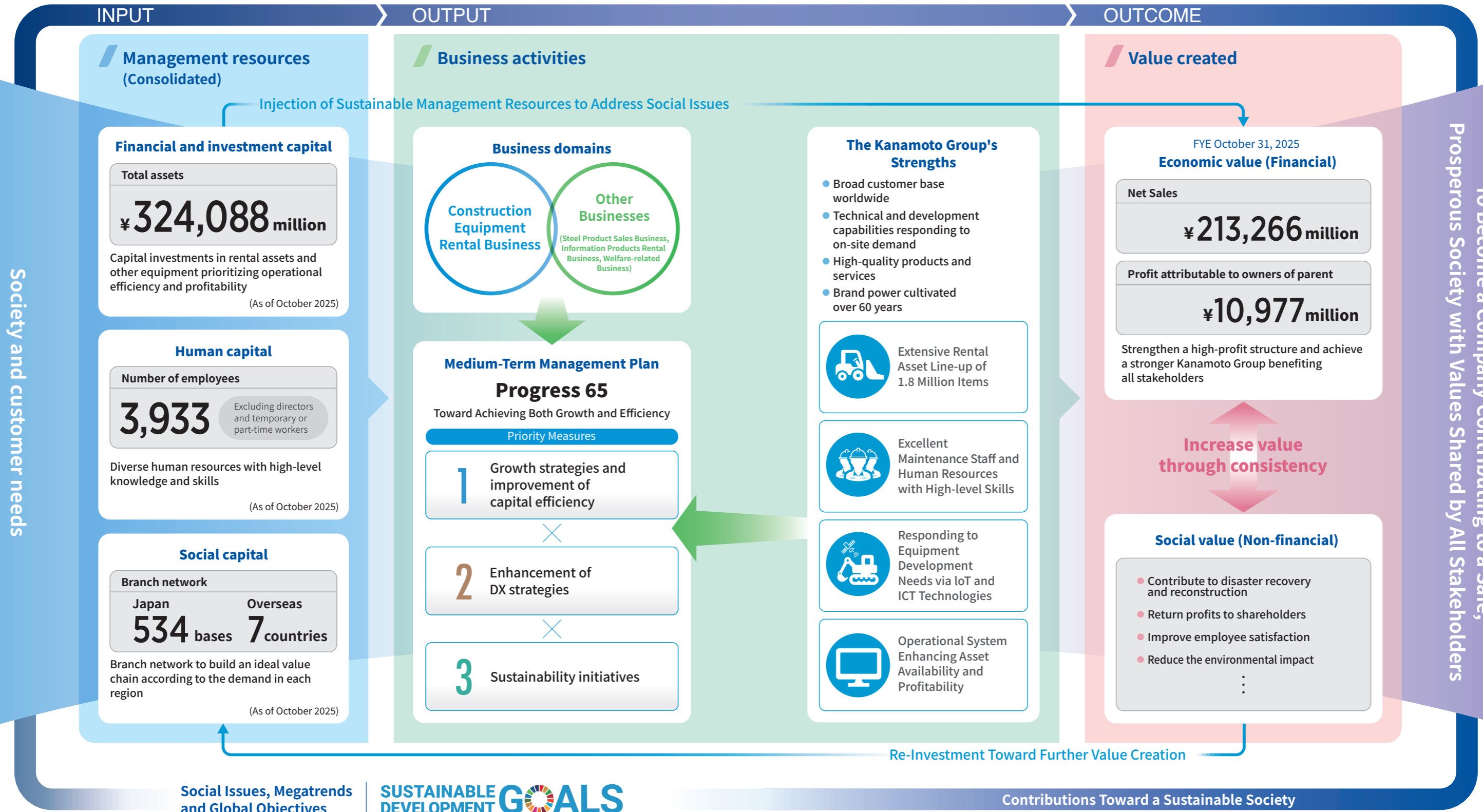
Since its launch in 1983, the Information Products Rental Business has continuously rented out state-of-the-art IT equipment, supporting the development of corporate infrastructure. Since 2012, through "Kanamoto Cyberbrain Warehouse", we have established a circular model that supports IT utilization throughout the entire equipment life cycle, including online sales of used equipment after the rental period ends. We constantly research rapid technological innovation

Performance



Value Creation Process

The Kanamoto Group creates value that helps address social issues through the development of global businesses centered upon construction, robust corporate governance and ideal organizations and structures, while integrating and using management resources founded in the needs of society and customers.



Build infrastructure that supports business growth

• Corporate governance

• Compliance

• Risk management

• Environmental management

Sustainability Initiatives

ESG Initiatives

The Kanamoto Group strives to create and enhance value founded in a mission to fulfill all of our social responsibilities to find harmony with the environment and society and communicate with our stakeholders.



ESG Management

The Kanamoto Group sees ESG activities as a core management foundation and strives to become an enterprise entrusted with the future as a good corporate citizen coexisting with society.

ESG overview

The Kanamoto Group conducts business for the purpose of becoming an enterprise entrusted with the future as a good corporate citizen coexisting with society. The shareholders, investors, business partners, employees, local communities and many other stakeholders make our business activities possible as it expands overseas. To achieve our mission and foster sustainable growth, the Kanamoto Group must build close and trusting relationships with our stakeholders through proper corporate conduct. We position and practice ESG as a central aspect of Group management.

Contributions to the success of the Sustainable Development Goals (SDGs)

The 17 Sustainable Development Goals (SDGs) adopted at the United Nations Summit in September 2015 are globally shared objectives which at the same time require innovation from the private sector. The Kanamoto Group also recognizes the importance of helping achieve the SDGs through its business activities. We have identified the SDGs most relevant to our Group businesses from these 17 and promote initiatives founded in the priority themes shown in the table on the right toward the success of these objectives.

Basic Sustainability Policy

Everyone working in the Kanamoto Group will aim to build a foundation for sustainable growth, which is part of our Group Vision, and to contribute to the development of a sustainable society as a member and good corporate citizen of society.

- 1 We will aim to help combat climate change and other global environmental issues by capitalizing on the unique sharing economy traits of a rental business.
- 2 We will aim to help improve labor conditions throughout society by respecting human rights and consideration toward employee health and work environment.
- 3 We will aim for sustainable and mutual prosperity by engaging in fair and proper business dealings with our partners.
- 4 We will aim to enhance disaster prevention and mitigation and the national resilience of Japan as well as improve crisis management of natural disasters and other calamities as core principles of Kanamoto's crisis management.

Priority Themes in ESG

	Priority Themes	Relevant SDGs	Kanamoto Group Activities
Value creation	Businesses contributing to SDGs	7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND, 17 PARTNERSHIPS FOR THE GOALS	Kanamoto products and services will create new value that helps achieve the SDGs and contribute to the development of a sustainable society.
Foundation supporting value creation	E <ul style="list-style-type: none"> A business called "rental" that leads to decarbonization Asset shift to environmental measures for decarbonization Initiatives for TCFD 	6 CLEAN WATER AND SANITATION, 7 AFFORDABLE AND CLEAN ENERGY, 9 INDUSTRY, INNOVATION AND INFRASTRUCTURE, 11 SUSTAINABLE CITIES AND COMMUNITIES, 12 RESPONSIBLE CONSUMPTION AND PRODUCTION, 13 CLIMATE ACTION, 14 LIFE BELOW WATER, 15 LIFE ON LAND	Kanamoto will acknowledge the connection between all of its business activities and the environment, reduce its environmental burden, and preserve biodiversity to realize a sustainable society even with limited global resources by complying with environmental laws and regulations and promoting appropriate environmental management.
	S <ul style="list-style-type: none"> Comprehensive disclosure and IR activities Contributions to local communities as well as art and culture Stronger health and safety systems Environment inspiring human resource development 	10 REDUCED INEQUALITIES, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS, 4 QUALITY EDUCATION, 17 PARTNERSHIPS FOR THE GOALS, 3 GOOD HEALTH AND WELL-BEING, 8 DECENT WORK AND ECONOMIC GROWTH	Kanamoto will practice highly transparent and prompt information disclosure, broaden its disclosure mediums, and enhance IR activities for shareholders and investors in Japan and overseas. Kanamoto will aim to strengthen partnerships with local communities, contribute to arts, culture, and education as well as facilitate better communication. Kanamoto will aim to maintain and improve workplace environments so that all executives and employees can work safely, energetically and with good mental and physical wellbeing.
	G <ul style="list-style-type: none"> Corporate governance Compliance Internal control systems Risk management 	5 GENDER EQUALITY, 10 REDUCED INEQUALITIES, 16 PEACE, JUSTICE AND STRONG INSTITUTIONS	Kanamoto will promote and strengthen compliance and corporate governance by acknowledging that corporate governance and compliance are critical management challenges to enhance corporate value.