

To Our Shareholders



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

kanamoto co., ltd.

Tetsuo Kanamoto, President

Notification and Invitation to the 61st Regular General Meeting of the Shareholders

On behalf of the company, I would like to express our sincere appreciation for your continuing support.

It is a pleasure to send you notification of the 61st Regular General Meeting of the Shareholders of Kanamoto Company, Ltd., which will be convened at the time and location indicated below. When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of the shareholders, etc. (items for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information on the Company's website. Please access the website by using the Internet address shown below to review the information.

[The Company's website]

<https://www.kanamoto.co.jp>

In addition to posting items subject to measures for electronic provision on the website above, the Company also posts this information on the website of Tokyo Stock Exchange, Inc. (TSE). Please access the website by using the internet address shown below to review the information.

[TSE website (Listed Company Search)]

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

To access the information, please access the TSE website by using the Internet address shown above, enter the issue name (company name) or securities code "9678" in "Code," and click "Search," and then click "Basic information" and select "Documents for public inspection/PR information."

If you are unable to attend the Meeting, please take a few moments to read the following reference documents for the General Meeting of the Shareholders, and exercise your voting rights by using either of the procedures indicated below.

[To exercise your shareholder voting rights in writing (by mail)]

Shareholders who wish to exercise their voting rights using the Form for Exercising Voting Rights are requested to use the enclosed form to cast an affirmative or negative vote regarding the resolutions presented for approval. Please sign your voting form and return it to us by 5:00 p.m. on Wednesday, January 21, 2026 (Japan time).

[To exercise your shareholder voting rights by Internet]

Shareholders who wish to exercise their voting rights using the Internet are requested to exercise their voting rights to cast an affirmative or negative vote regarding the resolutions presented for approval by 5:00 p.m. on Wednesday, January 21, 2026 (Japan time).

©Please refer to the Instructions When Exercising of Voting Rights Using the Internet, etc. provided below on Page 16 to 17.

1. Date and Time Thursday, January 22, 2026, 10:00 a.m. (Reception desk will open from 9:00 a.m.)
2. Location 11-1 Nishi, Kita 1-jo, Chuo-ku, Sapporo, Hokkaido, Japan
 Grand Mercure Sapporo Odori Park, 3rd Floor "Ballroom"

3. Purpose and Topics of the Meeting

Matters to be reported

1. Report of Business Operations and the Consolidated Financial Statements, and the Report on Results of the Audit by the Accounting Auditor and the Board of Corporate Auditors on the Consolidated Financial Statements, for the 61st Business Period (from November 1, 2024 to October 31, 2025)
2. Report of the Non-Consolidated Financial Statements for the 61st Business Period (from November 1, 2024 to October 31, 2025)

Resolutions to be presented for Shareholder Approval

- Resolution#1 Appointment of thirteen (13) individuals to position of Director
Resolution#2 Appointment of one (1) individual to position of Corporate Auditor

◎ Information on exercise of voting rights

If neither approval nor disapproval of the proposal(s) is indicated on the Form for Exercising Voting Rights of a vote exercised in writing (by mail), the Company will deem that you indicated your approval of the proposal(s).

◎ Exercise of voting rights by proxy

When you will exercise your voting rights by proxy, one (1) other shareholder with voting rights can attend the General Meeting of the Shareholders as your representative. However, your proxy will be required to present documentation to verify he/she has the authority to vote on your behalf.

◎When attending the General Meeting of the Shareholders on the scheduled date, please submit the enclosed Form for Exercising Voting Rights at the reception desk on the meeting date.

◎Paper-based documents stating matters for which electronic provision measures are taken are sent to shareholders who have requested the delivery of paper-based documents, however those documents do not include the following matters in accordance with the provisions of laws and regulations and Article 16 of Kanamoto's Articles of Incorporation.

(i) Notes to the Consolidated Financial Statements

(ii) Notes to the Non-Consolidated Financial Statements

Accordingly, the Report of Business Operations, Consolidated Financial Statements and Non-Consolidated Financial Statements that are included in the documents are part of what was audited when the Accounting Auditor prepared its Audit Report and the Board of Corporate Auditors prepared its Audit Report, respectively.

In the event of revisions to the items subject to measures for electronic provision, the Company will publish a notification to that effect, and the corrected and pre-corrected versions of these items on its Internet website and the TSE website.

Reference Documents for the General Meeting of the Shareholders

Resolution #1 Appointment of thirteen (13) individuals to position of Director

The term of office of thirteen (13) Company Directors will terminate at the conclusion of the Regular General Meeting of the Shareholders.

Therefore, the Company is requesting approval to appoint thirteen (13) individuals to the position of Directors.

Information on the candidates for Director is provided below.

Nominee number	Name	Attribute of candidate	Areas in which the Company has particular expectations of each Director						
			Corporate Management	Dialogue with capital markets	Rental business / industry knowledge	Global Business	Finance/Accounting	Legal/Compliance	Sales/Marketing
1	Kanchu Kanamoto	Reappointment	●	●	●	●	●	●	
2	Tetsuo Kanamoto	Reappointment	●	●	●	●		●	●
3	Tatsuo Kanamoto	Reappointment	●		●				●
4	Akira Sannomiya	Reappointment			●				●
5	Jun Watanabe	Reappointment			●				●
6	Shun Hirose	Reappointment		●		●	●	●	●
7	Hideaki Yamashita	Reappointment				●	●	●	●
8	Eiji Arita	Reappointment Outside Independent	●		●		●		●
9	Motoki Yonekawa	Reappointment Outside Independent	●						
10	Ayako Tabata	Reappointment Outside Independent					●	●	
11	Tetsuya Okawa	Reappointment Outside Independent					●	●	
12	Naomi Shibuya	Reappointment Outside Independent			●		●		●
13	Megumi Kawabata	Newappointment Outside Independent				●	●	●	

(Notes) Above matrix never represent all the knowledge and experience of each person.

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
1	Kanchu Kanamoto (November 29, 1946) (Male) [Reappointment]	April 1973 November 1981 January 1990 April 1996 June 1998 January 2001 November 2016	Joined Kanamoto Co., Ltd. Promoted to Director Promoted to Executive Director Promoted to Executive Vice President Promoted to President and CEO Promoted to Corporate Officer Promoted to Chairman of the Board and Representative Director (Present position)	
	[Main concurrent positions at other entities] Chairman of the Board, Kanamoto (China) Investment Co., Ltd.			
	[The reason that the Company has proposed Kanchu Kanamoto as a candidate for Director] He has extensive experience and expertise regarding the business activities of the Company through executing the duties of Chairman of the Board and Representative Director of the Company. From the perspective of promoting the sustainable growth of the Company and enhancing the medium- to long-term corporate value, the Company has judged him to be suitable as a director of the Company and has continued to appoint him as a candidate for director.			
	Number of shares of Kanamoto stock owned	Number of years in office	Attendance at Board of Directors meetings	
	244,000 shares	44years	5/5	
2	Tetsuo Kanamoto (May 21, 1960) (Male) [Reappointment]	January 1983 September 2000 April 2001 November 2002 January 2004 June 2005 April 2012 November 2014 November 2016	Joined Kanamoto Co., Ltd. Regional Manager, Construction Equipment Rental Division Kanto Region Promoted to Corporate Officer Division Manager, Construction Equipment Rental Division Promoted to Director General Manager, Business Coordination Headquarters (Present position) Promoted to Senior Corporate Officer Promoted to Senior Vice President and Corporate Officer Promoted to President and CEO and Corporate Officer (Present position)	
	[Main concurrent positions at other entities] President and Representative Director, Toyo Industry Co., Ltd. Chairman of the Board and Representative Director, Unite Co., Ltd. Chairman of the Board and Representative Director, KG Flowtechno Co., Ltd. President and Representative Director, SOOKI HOLDINGS Co., Ltd. Chairman of the Board and Representative Director, Kanki Co., Ltd.			
	[The reason that the Company has proposed Tetsuo Kanamoto as a candidate for Director] He has extensive experience and expertise regarding the business activities of the Company through executing the duties of President and CEO, and as well as the duties of the division manager of a Business Division. From the perspective of promoting the sustainable growth of the Company and enhancing the medium- to long-term corporate value, the Company has judged him to be suitable as a director of the Company and has continued to appoint him as a candidate for director.			
	Number of shares of Kanamoto stock owned	Number of years in office	Attendance at Board of Directors meetings	
	32,487 shares	22years	5/5	

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
3	Tatsuo Kanamoto (February 2, 1962) (Male) [Reappointment]	April 1994	Joined Kanamoto Co., Ltd.	
		April 2001	Regional Manager, Construction Equipment Rental Division Kinki-Chubu Region	
		January 2003	Promoted to Corporate Officer (Present position)	
		April 2003	Regional Manager, Construction Equipment Rental Division Tohoku Region	
		April 2005	Regional Manager, Construction Equipment Rental Division Hokkaido Region (Present position)	
		January 2007	Promoted to Director (Present position)	
		February 2012	Promoted to Deputy Division Manager, Construction Equipment Rental Division	
		February 2014	General Manager, Steel Sales Division	
		February 2016	Manager in charge of Steel Sales Division (Present position)	
		April 2016	Regional Manager, Construction Equipment Rental Division Kanto & Koshinetsu Region	
		November 2016	Division Manager, Construction Equipment Rental Division	
			[The reason that the Company has proposed Tatsuo Kanamoto as a candidate for Director] He has extensive experience and expertise regarding the business activities of the Company through executing the duties of the division manager of the Construction Equipment Rental Division and the general manager of the Steel Sales Division. From the perspective of promoting the sustainable growth of the Company and enhancing the medium- to long-term corporate value, the Company has judged him to be suitable as a director of the Company and has continued to appoint him as a candidate for director.	
		Number of shares of Kanamoto stock owned	Number of years in office	Attendance at Board of Directors meetings
		92,600 shares	19years	5/5
4	Akira Sannomiya (February 22, 1965) (Male) [Reappointment]	March 1988	Joined Kanamoto Co., Ltd.	
		May 2012	General Manager Affiliated Business Office	
		April 2016	Regional Manager, Construction Equipment Rental Division Kansai & Tyubu Region (currently West Japan Region)	
		November 2019	Promoted to Corporate Officer (Present position)	
		November 2020	Regional Manager, Construction Equipment Rental Division Kyusyu Region	
		January 2021	Promoted to Director (Present position)	
		January 2023	Division Manager, Business Administration Division serving concurrently as Division Manager, Used Products Sales Division (Present position)	
			[Main concurrent positions at other entities] President and Representative Director, Kanatech Co., Ltd.	
			[The reason that the Company has proposed Akira Sannomiya as a candidate for Director] He has extensive experience and expertise regarding the business activities of the Company through executing the duties of the regional manager of the Construction Equipment Rental Division and division manager Business Administration Division and Used Products Sales Division. From the perspective of promoting the sustainable growth of the Company and enhancing the medium- to long-term corporate value, the Company has judged him to be suitable as a director of the Company and has continued appointed him as a candidate for director.	
		Number of shares of Kanamoto stock owned	Number of years in office	Attendance at Board of Directors meetings
		12,700 shares	5year	5/5

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
5	Jun Watanabe (January 2, 1970) (Male) [Reappointment]	September 1990	Joined Kanamoto Co., Ltd.	
		May 2006	Division Manager, Construction Equipment Rental Division National Special Demand Sales Division	
		January 2017	Promoted to Corporate Officer (Present position)	
		November 2018	Manager in charge of New Products Office serving concurrently as Manager in charge of Construction Equipment Rental Division Event Marketing Division	
		January 2021	Promoted to Director (Present position)	
		November 2021	General Manager New Products Office (Present position)	
		September 2023	Division Manager, Construction Equipment Rental Division (Present position)	
		April 2024	Division Manager, Customer Specific Equipment Sales Division (Present position)	
	[Main concurrent positions at other entities] President and Representative Director, KG Flowtechno Co., Ltd.			
	[The reason that the Company has proposed Jun Watanabe as a candidate for Director] He has extensive experience and expertise regarding the business activities of the Company through executing the duties of the division manager of the Construction Equipment Rental Division and National Special Demand Sales Division. From the perspective of promoting the sustainable growth of the Company and enhancing the medium- to long-term corporate value, the Company has judged him to be suitable as a director of the Company and has continued appointed him as a candidate for director.			
	Number of shares of Kanamoto stock owned	Number of years in office		Attendance at Board of Directors meetings
	7,300 shares	5year		5/5

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
6	Shun Hirose (July 1, 1964) (Male) [Reappointment]	April 1988	Joined The Industrial Bank of Japan, Limited (currently Mizuho Bank, Ltd.)	
		April 2013	General Manager, Qingdao Branch, Mizuho Corporate Bank (China), Ltd. (currently Mizuho Bank (China), Ltd.)	
		April 2016	General Manager, China Business Promotion Department, Mizuho Bank, Ltd.	
		June 2018 November 2018	Advisor, Kanamoto Co., Ltd. Joined Kanamoto Co., Ltd. and appointed Corporate Officer (Present position) Acting Division Manager, Administration Division	
		January 2019	General Manager, Public Relations Office (Present position) Division Manager, Administration Division serving concurrently as General Manager, Secretary Office	
		January 2021	Promoted to Director (Present position) Division Manager, Accounting Division; serving concurrently as Manager, Bill Collection Center (Present position)	
	[The reason that the Company has proposed Shun Hirose as a candidate for Director] He has knowledge in the fields of banking and finance through serving in positions of responsibility in Mizuho Bank Ltd. as well as extensive experience and expertise regarding the business activities of the Company through executing the duties of the division manager Accounting Division and Public Relations Division. From the perspective of promoting the sustainable growth of the Company and enhancing the medium- to long-term corporate value, the Company has judged him to be suitable as a director of the Company and has continued appointed him as a candidate for director.			
	Number of shares of Kanamoto stock owned		Number of years in office	Attendance at Board of Directors meetings
	5,700 shares		5year	5/5
7	Hideaki Yamashita (June 15, 1965) (Male) [Reappointment]	April 1988	Joined The Bank of Tokyo, Ltd. (currently MUFG Bank, Ltd.)	
		September 2011	Deputy President, Bank of Tokyo-Mitsubishi UFJ (Malaysia) Berhad (currently MUFG Bank (Malaysia) Berhad)	
		April 2015	General Manager, Aoyamadori Branch, The Bank of Tokyo-Mitsubishi UFJ, Ltd.	
		February 2017	General Manager, Akasaka Branch, The Bank of Tokyo-Mitsubishi UFJ, Ltd.	
		June 2018 November 2018	Advisor, Kanamoto Co., Ltd. Joined Kanamoto Co., Ltd. and appointed Corporate Officer (Present position) Acting Division Manager, Overseas Business Division	
		January 2019	Division Manager, Overseas Business Division (Present position)	
		January 2021	Promoted to Director (Present position)	
	[The reason that the Company has proposed Hideaki Yamashita as a candidate for Director] He has knowledge in the fields of banking and finance through serving in positions of responsibility in MUFG Bank Ltd. as well as extensive experience and expertise regarding the business activities of the Company through executing the duties of the division manager of the Overseas Business Office of the Company. From the perspective of promoting the sustainable growth of the Company and enhancing the medium- to long-term corporate value, the Company has judged him to be suitable as a director of the Company and has continued appointed him as a candidate for director.			
	Number of shares of Kanamoto stock owned		Number of years in office	Attendance at Board of Directors meetings
	4,100 shares		5year	5/5

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
8	Eiji Arita (April 17, 1966) (Male) [Reappointment] [Candidate for Outside Director] [Independent Officer]	April 1989	Joined ORIX Corporation	
		March 2005	Branch Manager, Kofu Branch Office, ORIX Corporation	
		March 2009	Branch Manager, Saitama Branch Office, ORIX Corporation	
		March 2013	Block Manager, Integrated Central Block No. 2, ORIX Corporation	
		March 2015	Block Manager, Central Block, ORIX Corporation	
		January 2017	Administrative Officer, Deputy General Manager, Eastern Japan Sales Division, ORIX Corporation	
		January 2019	Executive Officer, Deputy General Manager, Corporate Sales Division, ORIX Corporation, Regional Sales Representative	
		April 2019	Director, Kyuko-Lease Inc. (Present position)	
		June 2019	Director, Torigin Lease Inc. (Present position)	
		January 2020	Executive Officer, Deputy General Manager, Corporate Sales Division (General Manager of Domestic Sales Division), ORIX Corporation	
		Outside Director, Kanamoto Co., Ltd. (Present position)		
	January 2024	Managing Executive Officer, ORIX Corporation(Present position)		
	January 2026	Managing Executive Officer Japan & APAC Business Unit Head of Corporate Business Headquarters(Present position)		
<p>[The reason that the Company has proposed Eiji Arita as a candidate for Outside Director and overview of expected roles] Since he has successively held responsible positions in ORIX Corporation, he can use his extensive experience and knowledge cultivated to contribute to the management of the Company. The Company also expects him to provide appropriate advice from a broad viewpoint concerning the Company’s business activities.</p> <p>[Matters concerning independency] He has fulfilled the requirements of the “criteria for judging the independence of outside directors,” set forth by the Company, and the Company has notified the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto’s shares are listed, of the position of Eiji Arita as an “independent officer” as provided by the rules etc. of both exchanges. The amount of transactions between the Company and the ORIX Group where he works is not more than 0.1% of the ORIX Group’s and the Company’s respective consolidated sales in the last fiscal year. Therefore, this has no impact on his independence.</p>				
Number of shares of Kanamoto stock owned		Number of years in office		Attendance at Board of Directors meetings
-		6years		5/5

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
9	Motoki Yonekawa (December 22, 1946) (Male) [Reappointment] [Candidate for Outside Director] [Independent Officer]	May 1985 April 1996 April 2007 September 2011 January 2016	Vice President, Sapporo Hokuyu Hospital President, Sapporo Hokuyu Hospital of Medical Corporation Hokuyukai Chairperson, Specified Medical Corporation Hokuyukai Chairperson, Social Medical Corporation Hokuyukai (Present position) Outside Director, Kanamoto Co., Ltd. (Present position)	
	[The reason that the Company has proposed Motoki Yonekawa as a candidate for Outside Director and overview of expected roles] Although he has not participated in corporate management, he can use his experience and knowledge as an executive at a medical institute, which is in an industry different to that in which the Company operates, to contribute to the management of the Company. The Company also expects him to provide appropriate advice from a broad viewpoint concerning the Company's business activities.			
	[Matters concerning independency] He has fulfilled the requirements of the "criteria for judging the independence of outside directors," set forth by the Company, and the Company has notified the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto's shares are listed, of the position of Motoki Yonekawa as an "independent officer" as provided by the rules etc. of both exchanges. He currently serves as Chairperson of the Social Medical Corporation Hokuyukai, but there are no transactions between the Corporation and the Company. Therefore, this has no impact on his independence.			
	Number of shares of Kanamoto stock owned		Number of years in office	Attendance at Board of Directors meetings
	-		10years	5/5

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
10	Ayako Tabata (December 3, 1974) (Female) [Reappointment] [Candidate for Outside Director] [Independent Officer]	April 2000	Registered with the Sapporo Bar Association (joined Motohiro Asano Law Office)	
		October 2002	Director, Lavender Law Office (Present position)	
		May 2009	Director, The Medical Malpractice Information Center (Present position)	
		October 2014	Human Rights Volunteer, Sapporo Legal Affairs Bureau (Present position)	
		May 2019	Deputy Representative, Sapporo Medical Malpractice Study Group (Present position)	
		January 2020	Outside Director, Kanamoto Co., Ltd. (Present position)	
		April 2025	Executive Governor, Hokkaido Federation of Bar Associations(Present position)	
	[The reason that the Company has proposed Ayako Tabata as a candidate for Outside Director and overview of expected roles] Although she has not participated in corporate management, she can use her extensive experience and knowledge developed as an attorney-at-law to contribute to the management of the Company. The Company also expects her to provide appropriate advice from a broad viewpoint concerning the Company’s business activities. [Matters concerning independency] She has fulfilled the requirements of the “criteria for judging the independence of outside directors,” set forth by the Company, and the Company has notified the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto’s shares are listed, of the position of Ayako Tabata as an “independent officer” as provided by the rules etc. of both exchanges She currently serves as Director of Lavender Law Office, but there are no consultancy agreements or transactions between said firm and the Company. Therefore, this has no impact on her independence.			
Number of shares of Kanamoto stock owned		Number of years in office	Attendance at Board of Directors meetings	
-		6years	5/5	

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
11	Tetsuya Okawa (January 12, 1966) (Male) [Reappointment] [Candidate for Outside Director] [Independent Officer]	April 1992	Registered with the Sapporo Bar Association Joined AKIO HASHIMOTO LAW OFFICE	
		April 1998	Partner, HASHIMOTO OKAWA LAW OFFICE	
		April 2008	Vice President, Sapporo Bar Association	
		October 2012	Vice President, Children’s Shelter Rera Pirka (Non-Profit Organization) (Present position)	
		April 2013	Specially Appointed Professor, Graduate School of Law, Hokkaido University	
		October 2013	Member, HOKKAIDO PERSONNEL COMMISSION	
		April 2015	Executive Governor, Hokkaido Federation of Bar Associations	
		April 2017	President, Sapporo Bar Association	
		April 2018	President, Hokkaido Federation of Bar Associations	
		April 2020	Vice President, Japan Federation of Bar Associations	
		January 2021	Outside Director, Kanamoto Co., Ltd. (Present position)	
		December 2021	Senior Partner, HASHIMOTO OKAWA LAW OFFICE (Present position)	
	June 2023	Outside Auditor of NISSENREN S-CORT Co.,Ltd. (Present position)		
<p>[The reason that the Company has proposed Tetsuya Okawa as a candidate for Outside Director and overview of expected roles] Although he has not participated in corporate management, he can use his extensive experience and knowledge developed as an attorney-at-law to contribute to the management of the Company. The Company also expects him to provide appropriate advice from a broad viewpoint concerning the Company’s business activities.</p> <p>[Matters concerning independency] He has fulfilled the requirements of the “criteria for judging the independence of outside directors,” set forth by the Company, and the Company has notified the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto’s shares are listed, of the position of Tetsuya Okawa as an “independent officer” as provided by the rules etc. of both exchanges. The Company has entered into a client contract with the law office which he is the Director of. However, the remuneration fee under that contract is of a small amount and therefore, has no impact on his independence.</p>				
Number of shares of Kanamoto stock owned		Number of years in office		Attendance at Board of Directors meetings
-		5years		5/5

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
12	Naomi Shibuya (January 3, 1970) (Female) [Reappointment] [Candidate for Outside Director] [Independent Officer]	April 1992	Joined Yasuda Fire and Marine Insurance Company, Limited(currently Sompo Japan Insurance Inc.)	
		November 1996	Joined ORIX Corporation	
		May 2017	Branch Manager, Yokohama Branch Office, ORIX Corporation	
		May 2018	Block Manager, Kanagawa Block, ORIX Corporation	
		January 2020	Administrative Officer, Deputy General Manager, Corporate Sales Division, ORIX Corporation, Domestic Sales Representative	
		January 2023	Executive Officer, ORIX Corporation	
		January 2025	Group Executive, ORIX Corporation (Present position)	
			Senior Managing Executive Officer, ORIX Auto Corporation(Present position)	
			President and Representative Director, Auto Management Service Corporation(Present position)	
			Outside Director, Kanamoto Co., Ltd. (Present position)	
	[The reason that the Company has proposed Naomi Shibuya as a candidate for Outside Director and overview of expected roles] Since she has successively held responsible positions in ORIX Corporation, she can use her extensive experience and knowledge cultivated to contribute to the management of the Company. The Company also expects her to provide appropriate advice from a broad viewpoint concerning the Company’s business activities.			
	[Matters concerning independency] She has fulfilled the requirements of the “criteria for judging the independence of outside directors,” set forth by the Company, and the Company has notified the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto’s shares are listed, of the position of Naomi Shibuya as an “independent officer” as provided by the rules etc. of both exchanges. The amount of transactions between the Company and the ORIX Group where he works is not more than 0.1% of the ORIX Group’s and the Company’s respective consolidated sales in the last fiscal year. Therefore, this has no impact on his independence.			
	Number of shares of Kanamoto stock owned	Number of years in office		Attendance at Board of Directors meetings
	-	1years		4/4

Nominee number	Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto		
13	Megumi Kawabata (January 16, 1960) (Female) [Newappointment] [Candidate for Outside Director] [Independent Officer]	October 1982	Entered the service of Sapporo City Hall	
		April 2010	Director, International Affairs Department, General Affairs Bureau, City of Sapporo (Director General, Sapporo International Communication Plaza)	
		April 2012	Director, Industrial Promotion Department, Economic Affairs Bureau, City of Sapporo	
		April 2014	Director, Health and Welfare Department, North Ward, City of Sapporo	
		April 2016	Director General, Accounting Office, City of Sapporo	
		April 2017	Director General, General Affairs Bureau, City of Sapporo (Executive Director, Sapporo International Communication Plaza)	
		April 2020	Managing Director and Director General, Sapporo International Communication Plaza Foundation	
	[The reason that the Company has proposed Megumi Kawabata as a candidate for Outside Director and overview of expected roles] Although she has not participated in corporate management, she can use her extensive experience and knowledge from her involvement in administration and management through her participation in municipal government to contribute to the management of the Company. The Company also expects her to provide appropriate advice from a broad viewpoint concerning the Company's business activities. [Matters concerning independency] She has fulfilled the requirements of the "criteria for judging the independence of outside directors," set forth by the Company, and the Company intends to notify the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto's shares are listed, of the position of Megumi Kawabata as an "independent officer" as provided by the rules etc. of both exchanges.			
	Number of shares of Kanamoto stock owned	Number of years in office	Attendance at Board of Directors meetings	
	-	-	-	

- (Notes)
- There are no special interests between the candidates for Director and the Company.
 - Eiji Arita, Motoki Yonekawa, Ayako Tabata, Tetsuya Okawa, Naomi Shibuya and Megumi Kawabata are candidates for Outside Director.
 - To enable its outside director to sufficiently demonstrate the role expected of them, the Company has set forth a provision in its Articles of Incorporation that enables the Company to enter into a contract (Contract of Limitation of Liability) with each Outside Director to the effect that, when circumstances correspond to the requirements provided in laws and regulations concerning liability for damages under Article 423 paragraph (1) of the Companies Act, said liability for damages shall be limited to the total maximum liability for damages provided in laws and regulations, and at the present time the Company has entered into a Contract for Limitation of Liability with each Outside Director. The Company plans to continue these contracts if the reappointment of Eiji Arita, Motoki Yonekawa Ayako Tabata, Tetsuya Okawa and Naomi Shibuya is approved, and plans to enter into identical contracts for limitation of liability if the appointment of Megumi Kawabata is approved.
 - The Company has entered into a directors and officers liability insurance policy with an insurance company as provided for in Article 430-3 paragraph (1) of the Companies Act. The policy will cover losses that may arise from the assumption of liability by any of the insureds incurred in the course of the performance of duties or receipt of claims pertaining to the pursuit of such liability. If the appointment of each candidate is approved, they will be included as the insured in the policy. The term of the insurance policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.
 - Ayako Tabata's name on the family registry is Ayako Kanno.
 - The details of "criteria for judging the independence of outside directors" set forth by the Company are stated on Page

[Criteria for Judging the Independence of Outside Directors]

The Company has established the following Criteria for Judging the Independence of Outside Directors:

- (1) A person who is not a director involved in executing business operations, an executive officer, corporate officer, manager, auditor, or other employee of the Company or a consolidated subsidiary, or has not been executing business at the Company or a consolidated subsidiary within the previous ten years;
- (2) A person who is not a business partner who has received payments from the Company or a consolidated subsidiary or made payments to the Company or a consolidated subsidiary within the most recent three fiscal years equivalent to more than 2% of either of the party's consolidated sales, or a person who is not currently executing business at that company or has done so within the past three years;
- (3) A person who is not a specialist, such as a consultant, accounting professional or legal professional who received monetary or other compensation, other than director compensation, equivalent to 10 million yen or more per year on average from the Company or any of its consolidated subsidiaries within the last three fiscal years;
- (4) A person who is not a spouse or relative within the second degree of kinship of, a director, an executive officer or corporate officer of the Company, or a consolidated subsidiary, or a person deemed to be insufficiently independent based on the conditions stipulated in (2) or (3) above;
- (5) A person who is not a major shareholder of the Company holding 10% or more of the current total voting rights or a person executing the business of a major shareholder;
- (6) A person who is not a director, corporate auditor, accounting advisor, executive officer, or corporate officer of a company that accepts directors or auditors from the Company or a consolidated subsidiary, its parent company, or subsidiary; or
- (7) A certified public accountant (or certified tax accountant) or staff, partner, or employee of the auditing corporation (or certified tax accounting firm) serving as the Company's or a consolidated subsidiary's accounting auditor or accounting advisor, or a person who has been in charge of auditing operations for the Company or a consolidated subsidiary within the past three years.

Resolution #2 Appointment of one (1) individuals to position of Corporate Auditor

In order to enhance the auditing system, the Company intends to increase the number of Corporate Auditors by one (1), and is requesting approval to appoint one (1) individual to the position of Corporate Auditor.

The Company has obtained the consent of the Board of Corporate Auditors for this proposal.

Information on the candidate for Corporate Auditor is provided below.

Name (Date of birth) (Gender)	Employment history and position and duties at Kanamoto	
Kazunori Hashiguchi (March 28, 1960) (Male) [Newappointment]	April 1982	Joined The Bank of Tokyo, Ltd. (currently MUFG Bank, Ltd.)
	May 2002	General Manager, Yokkaichi Branch, The Bank of Tokyo-Mitsubishi, Ltd.
	September 2004	General Manager, Corporate Banking Department I, Odenma Branch, The Bank of Tokyo-Mitsubishi, Ltd.
	October 2009	General Manager, Tokyo Public Institutions Department, The Bank of Tokyo-Mitsubishi, Ltd.
	January 2012	Joined Kanamoto Co., Ltd. and appointed Corporate Officer (Present position) Assistant to General Manager, Business Coordination Headquarters
	April 2012	Promoted to Director (Present position) Division Manager, Information Products Division Division Manager, Market Development Division (currently General Manager, Market Development Office) (Present position)
	November 2013	Manager in charge of New Products Office serving concurrently as Manager in charge of Construction Equipment Rental Division Event Marketing Division
	February 2016	Manager in charge of Information Products Division
	November 2018	Division Manager, Human Resources Division (Present position)
[The reason that the Company has proposed Kazunori Hashiguchi as a candidate for Corporate Auditor] He has knowledge in the fields of banking and finance as well as extensive experience and expertise regarding the business activities of the Company through executing the duties of the division manager of Market Development Division and Human Resources Division. As such, he can use his experience and knowledge cultivated thus far to contribute to the Company's auditing system and provide appropriate advice concerning business activities, the Company has judged him to be suitable as a auditor of the Company and appoint him as a candidate for auditor.		
Number of shares of Kanamoto stock owned	Number of years in office	Attendance at Board of Directors meetings
6,300 shares	–	–

(Notes) 1. There is no special interest between any of the candidates for Corporate Auditor and the Company.

2. To enable its Outside Corporate Auditors to sufficiently demonstrate the role expected of them, the Company has set forth a provision in its Articles of Incorporation that enables the Company to enter into a contract (Contract of Limitation of Liability) with each Outside Corporate Auditor to the effect that, when circumstances correspond to the requirements provided in laws and regulations concerning liability for damages under Article 423 paragraph (1) of the Companies Act, said liability for damages shall be limited to the total maximum liability for damages provided in laws and regulations, and at the present time the Company has entered into a Contract for Limitation of Liability with each Outside Corporate Auditor. The Company plans to continue the Contract for Limitation of Liability if the reappointment of Kazunori Hashiguchi is approved.
3. The Company has entered into a directors and officers liability insurance policy with an insurance company as provided for in Article 430-3 paragraph (1) of the Companies Act. The policy will cover losses that may arise from the assumption of liability by any of the insureds incurred in the course of the performance of duties or receipt of claims pertaining to the pursuit of such liability. If the appointment of each candidate is approved, they will be included as the insured in the policy. The term of the insurance policy is one year, and the Company plans to renew the policy before the expiration of that term by resolution of the Board of Directors.

Guidance on Methods for Exercise of Voting Rights

The right to vote at the general meeting of shareholders is an important right enabling all shareholders to participate in the Company's management. Please refer to the information below and exercise your voting right using one of the three methods below.



Attending the General Meeting of the Shareholders

Please submit the Form for Exercising Voting Rights at the reception desk (it does not need to be sealed).

Date and time of the Meeting: Thursday, January 22, 2026, 10:00 a.m.



Mailing the Form for Exercising Voting Rights

Please mail the Form for Exercising Voting Rights after indicating your approval or disapproval of each resolution on the form.

Deadline: To be returned by Wednesday, January 21, 2026, 5:00 p.m.

Guidance on filling in the Form for Exercising Voting Rights

Please indicate your approval or disapproval of each resolution here.

[Resolution]

If you approve all candidates, put a circle in "approval" box.

If you disapprove all candidates, put a circle in "disapproval" box.

If you disapprove of some candidates, put a circle in "approval" box, and write the candidates' number of whom you disapprove in the parenthesis.

The login ID and temporary password needed to exercise voting rights via the Internet are noted here.

* If attending the meeting on the scheduled date, exercising the voting right via mail or the Internet, etc. is unnecessary.



Exercise of voting rights using the Internet, etc.

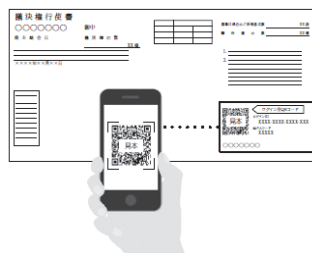
Please access the voting rights exercise site (<https://evote.tr.mufig.jp/>), and input your votes separately to approve or reject each proposal.

Deadline: Wednesday, January 21, 2026, 5:00 p.m.

Please refer to the following pages for details.

Scanning the QR Code

You can log in the voting rights exercise site by scanning the QR Code without entering the login ID and temporary password recorded on the Form for Exercising Voting Rights.



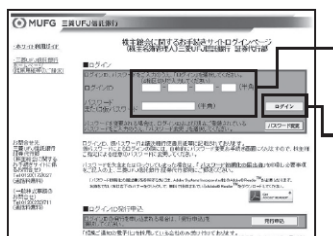
1. Scan the QR Code provided on the Form for Exercising Voting Rights.
Note: "QR Code" is a registered trademark of DENSO WAVE INCORPORATED.



2. Follow the instructions on the screen to input your approval or disapproval to each proposal.

Entering a login ID and temporary password

Voting rights exercise site: <https://evote.tr.mufg.jp/> (Japanese only)



1. Access the voting rights exercise site.
2. Enter your login ID and temporary password recorded on the Form for Exercising Voting Rights and click the login button.
Enter your login ID and temporary password.
Click the login button.

3. Follow the instructions on the screen to input your approval or disapproval to each proposal.

Note: The operation screens shown are examples.

Please make inquiries to the help desk below with any questions.

< Inquiries concerning system environment, etc. >

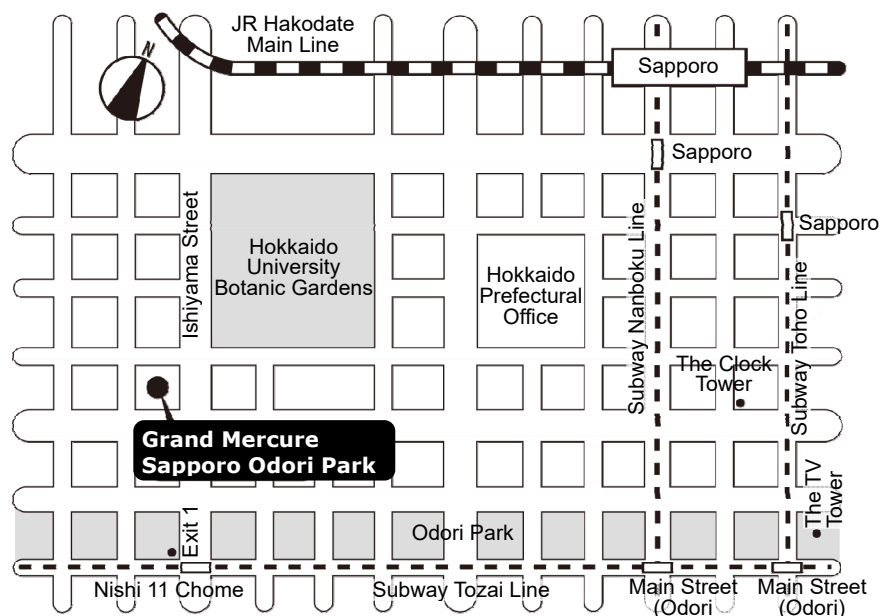
Mitsubishi UFJ Trust and Banking Corporation Transfer Agent Div. (Help Desk)

Telephone 0120-173-027 (Hours: 9:00-21:00, toll-free service in Japan only)

To institutional investors

The Company participates in electronic proxy voting platform for institutional investors operated by ICJ Inc.

Guide Map to the Venue for the 61st Regular General Meeting of the Shareholders



Location: 11-1 Nishi, Kita 1-jo, Chuo-ku, Sapporo, Hokkaido, Japan
 Grand Mercure Sapporo Odori Park, 3rd Floor "Ballroom"
 Telephone (011) 271-2711 (Front Desk)

<Nearest stations>

Subway Tozai Line West 11-chome Station Turn left after emerging from Exit 1 at street level; the hotel is about 3 minutes on foot
 JR Hokkaido Sapporo Station about 6 minutes by taxi

<Your cooperation is requested>

We ask that attendees please use public transportation facilities because parking will not be provided at the hotel. Your cooperation is appreciated.



kanamoto co., ltd.

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