

Report of Business Operations for the 57th Business Period (Business Period ended October 2021) (Attachment to the Notification and Invitation to the 57th Regular General Meeting of the Shareholders)

From November 1, 2020 to October 31, 2021

1. Analysis of Operating Results and Financial Position

(1) Analysis of Operating Results

a) Summary of consolidated fiscal year operating results (From November 1, 2020 to October 31, 2021)

During the consolidated fiscal year under review, Japan's economy continued to face difficult conditions, partly due to the prolonged spread of COVID-19. Also, in the global economy, while some countries and regions began to show signs of recovery, there were still significant concerns about sluggish economic activity and stock market turmoil caused by COVID-19 and the situation remained unpredictable.

In the construction industry in which the Group is involved, public sector investment including activity being carried out for Japan's National Resilience Plan remained strong and private sector construction investment has shown signs of picking up although the situation still requires monitoring as rising material prices and the shortage of skilled construction workers are apparent.

In such circumstances, based on the three key measures of the Medium-Term Corporate Management Plan "Creative 60" (FY2020-2024), the Group is promoting the strengthening of the Alliance Group's foundations and the expansion of its businesses in Japan and overseas. In addition, the Group is committed to the sustainable development of the Group and the enhancement of corporate value through an asset strategy that carefully assesses changes in the business environment as well as selection and concentration to reinforce profitability.

Consequently, in the fiscal year ended October 31, 2021, the Group reported net sales of ¥189,416 million, up 5.8% compared with the prior year. Operating profit increased 2.6% from the prior year to ¥14,624 million, ordinary profit increased 7.9% from the prior year to ¥15,391 million, and profit attributable to owners of parent increased 5.2% from the prior year to ¥8,907 million.

Results for each of the Company's business segments were as follows.

b) Summary of consolidated operating results by business segment

[Business related to the Construction Equipment Rental Division]

In the construction-related business, which is Kanamoto's core business, public sector investments were firm, mainly in construction related to disaster recovery work and infrastructure-related construction as well as disaster prevention-related construction, while private sector construction investments varied by region although overall rental demand for construction equipment remained steady.

In addition to promoting business alliances and M&As that can be expected to generate significant synergies, the Group aims to strengthen its profitability by further improving operational efficiency and productivity through focusing on measures such as ensuring the optimal ownership and model mix of assets according to market conditions. As a result, sales by region in this business were up 6.7% in the Hokkaido Region, down 1.9% in the Tohoku Region, up 2.5% in the Kanto & Koushinetsu Region, up 10.6% in the Nishi-nihon Region, and up 5.0% in the Kyushu & Okinawa Region.

Used construction equipment sales decreased 10.5% year on year, as Kanamoto has carried out the extension of the rental equipment operation period as planned at the beginning of the fiscal year.

Reflecting these factors, the Group posted net sales in the construction-related businesses of ¥171,020 million, an increase of 6.3% year on year, and operating profit of ¥13,043 million, an increase of 1.5%.

[Other Businesses]

In the Group's other businesses, net sales increased by 0.9% year on year to ¥18,395 million and operating profit increased by 14.5% to ¥1,110 million, as the business related to the Steel Sales Division as well as the business related to the Information Products Division and welfare-related business performed well.

(Millions of yen)

Segment	56th Business Period Business Period ended October 2020	57th Business Period Business Period ended October 2021	Change from prior year (%)
Business related to the Construction Equipment Rental Division	160,826	171,020	6.3
Other Businesses	18,226	18,395	0.9
Total	179,053	189,416	5.8

(2) Financing activities

1) Funds Procurement

Funds procurement through capital increase or the issuance of corporate bonds has not been performed during the current consolidated fiscal year.

2) Capital investment

Capital investment implemented by the Kanamoto Group during the current consolidated fiscal year totaled ¥28,596 million. This included purchases of rental equipment of ¥25,346 million, and investments in assets used by the group, including the establishment, relocation and expansion of branches, of ¥3,249 million.

< Main branches newly established in the Corporate Group >

During the consolidated fiscal year under review, Kanamoto newly opened 6 branches .

Kanamoto Co., Ltd.

New branches: Obama Branch (Obama City, Fukui Prefecture)

Marumori Branch (Marumori Town, Igu County, Miyagi Prefecture)

Kitakyusyu Branch (Kitakyusyu City)

Tokyo Construction Branch, Special Small Equipment Center(Misato City, Saitama Prefecture)

Futaba Branch (Futaba Town, Futaba County, Fukushima Prefecture)

Nakatonbetsu Equipment Center (Nakatonbetsu Town, Esashi County, Hokkaido)

3) Transfer, absorption, division or new establishment of businesses

The Company had no material items to report.

4) Receipt of businesses from other companies

The Company had no material items to report

5) Succession to rights and obligations concerning the businesses of other corporations etc. by absorption and merger or absorption and division

The Company had no material items to report.

6) Acquisition or disposal of shares, other equity or subscription rights to shares of other companies

The Company had no material items to report

(3) Financial position and profit and loss in the current business period and three immediately prior business periods

(Millions of yen except per share data, which are in yen)

Category	54th Business Period (Business Period ended October 2018)	55th Business Period (Business Period ended October 2019)	56th Business Period (Business Period ended October 2020)	57th Business Period (current consolidated fiscal year) (Business Period ended October 2021)
Net sales	168,188	180,694	179,053	189,416
Ordinary income	17,925	18,277	14,268	15,391
Profit attributable to owners of parent	11,857	11,430	8,466	8,907
Net income per share	335.54	295.30	221.45	235.55
Total assets	241,374	268,182	301,533	303,754
Net assets	102,031	121,779	126,188	134,917
Net assets per share	2,707.49	2,981.68	3,150.30	3,357.10

Note : During the 57th Business Period (the fiscal year under review), the Company finalized the provisional accounting treatment for business combinations. As a result, figures for the 56th Business Period reflect the finalization of the provisional accounting treatment.

(4) Issues to be Addressed by the Company

The outlook of the economy is unclear due to the impact of the spread of the novel coronavirus disease (COVID-19).

In the construction equipment rental business, which is a core business of the Kanamoto Group, it is important to select rental assets that match the characteristics of sales areas and customers' needs. Based on the collected data, the Company must build an asset portfolio structure aimed at maximizing operational efficiency and establish a strong earnings structure with a detailed operation. In addition, the Company also needs to aspire to be a "general rental company" that provides one-stop and comprehensive customer service, not just rental of goods.

1) Strengthen human resources training, and also Kanamoto Group alliances

In the construction equipment rental industry, intensifying competition between companies could lead to a trend of mergers and acquisitions due to a further increase in distinction and selection. The Company will make efforts to develop employees with the knowledge and skills appropriate for a leader in the construction equipment rental industry, and we will work to develop human resources that can adapt to business expansion in Japan and overseas.

Also, in order to expand the business domains that are essential for the Company to become a general rental company, we will strengthen cooperation with the Group

companies and relationships with alliance companies to increase synergy effects between the Group.

2) Deepen asset strategies

In introducing rental assets, we give top priority to market needs, but in recent years the particulars of domestic construction demand, such as ICT techniques, are changing, and therefore we ultimately determine the composition of the assets to be introduced and appropriate amount thereof by thoroughly examining the market and earnings characteristics not only at present, but also looking forward.

3) Optimizing Maintenance Costs

Maintaining and improving rental asset value is the very lifeline of the construction equipment rental business, and maintenance costs are essential to that end, but we aim to reduce the cost ratio by consolidating and optimizing the expertise of the Group in terms of expenditures.

4) Promotion of overseas business

In addition to strengthening sales activities in the countries whose markets we have currently entered, we also seek to increase profitability through thorough asset and revenue management.

(5) Main businesses (As of October 31, 2021)

Activities	Main products and services
Business related to the Construction Equipment Rental Division	Rental and sale of equipment and instruments for use in construction, temporary materials for construction use, safety products for the construction industry, measuring instrument and modular housing units for temporary use
Other Businesses	Sale of steel products such as steel bar, steel plate and round bar, contract construction, rental and sale of computers and computer peripheral equipment, Rental and sales of social-welfare-service and nursing-care equipment

(6) Main offices of the Kanamoto Group (As of October 31, 2021)

1) Main offices and facilities

Kanamoto's Head Office and Operations Control Headquarters are located in Chuo-ku in Sapporo, Hokkaido, and the Company's Business Coordination Headquarters is located in Minato-ku in Tokyo.

The number of branches in each of the Company's operating regions is shown below.

■Number of offices by region (excluding non-operating divisions)

	Region	Business related to the Construction Equipment Rental Division		Other Businesses	
		Kanamoto	Consolidated subsidiaries	Kanamoto	Consolidated subsidiaries
Japan	Hokkaido	67	27	3	0
	Tohoku	58	15	0	0
	Kanto	40	28	1	3
	Chubu	24	9	0	0
	Kinki	8	17	0	9
	Chugoku	3	3	0	11
	Shikoku	4	1	0	0
	Kyushu	4	82	0	23
Overseas	China	0	2	0	0
	Australia	0	9	0	0
Total		401		50	

2) Number of Kanamoto Group employees

	Number of employees
Business related to the Construction Equipment Rental Division	3,269
Other Businesses	319
All companies (shared)	205
Total	3,793

Notes: 1. Figures are the number of full-time employees and do not include directors, temporary or part-time employees.

2. The number of employees increased by 117 compared to the end of the previous fiscal year.

3. Employees designated as "All companies (shared)" are individuals affiliated with management departments who cannot be classified in a specific segment.

3) Number of Kanamoto employees

Number of employees	Change compared with end of prior fiscal year	Average age	Average length of service
2,016	+17	38.5	11.3 years

Note : Figures are the number of full-time employees and do not include temporary or part-time employees.

(7) Important parent company affiliates and subsidiary companies

1) Parent company affiliates

The Company had no items to report.

2) Subsidiaries

(Unit: Millions of yen; Thousands of yuan)

Company name	Capital	Kanamoto's ownership (%)	Main activities
Assist Co., Ltd.	136	100.0	Rental and sale of furniture, fixtures and safety products
Kanatech Co., Ltd.	100	100.0	Design and sale of modular housing units for temporary use
Kanki Co., Ltd.	99	93.6	Rental and sale of construction equipment
Kyushu Kensan Co., Ltd.	70	90.1	Rental and sale of construction equipment centered on foundation equipment
SOOKI HOLDINGS Co., Ltd.	1	100.0	Holding Company
Daiichi Kikaisangyo Co., Ltd.	20	100.0	Rental and sale of construction equipment
Toyo Industry Co., Ltd.	31	100.0	Shield tunneling method-related peripheral equipment rentals and sales
NISHIKEN CO., LTD.	1,049	77.6	Rental and sales of construction machinery, temporary materials for construction use, social-welfare-service and nursing-care equipment
Unite Co., Ltd.	1,144	66.9	Rental and sale of road construction equipment, road construction works
KG Flowtechno Co., Ltd.	20	100.0	Developing a business in the rental and design, manufacture and sale of specialized equipment used for projects such as ground improvement work and the construction of underground structures
Kanamoto (China) Investment Co., Ltd.	2,376	100.0	Rental and sale of construction equipment
Kanamoto Australia Holdings Pty Ltd	5,687	100.0	Holding Company

Notes : 1. There are no specified wholly-owned subsidiaries as of the end of this fiscal year.

2. The holding ratio in Kanki Co., Ltd. and NISHIKEN CO., LTD. is calculated excluding treasury shares.

(8) Primary lenders and amount of borrowing (As of October 31, 2021)

Financial institution	Loan balance (Millions of yen)
MUFG Bank, Ltd.	5,905
North Pacific Bank, Ltd.	4,960
The Hokkaido Bank, Ltd.	4,085
The 77 Bank, Ltd.	4,005
Mizuho Bank, Ltd.	3,750
JA - Hokkaido Shinren	3,325
The Norinchukin Bank	2,955
The Aomori Bank, Ltd.	1,300
The Bank of Fukuoka, Ltd.	1,155
THE NISHI-NIPPON CITY BANK, LTD.	1,155

(9) Basic Policy Concerning Distribution of Earnings and Dividends for the Consolidated Fiscal Year under Review and Next Consolidated Fiscal Year

Distribution of earnings to shareholders is a key management issue. The dividend policy of Kanamoto is to provide shareholders with a consistent and stable dividend regardless of the business environment. Furthermore, the Company aims to implement profit distribution in line with earnings performance. Moreover, it is the basic policy of Kanamoto to sufficiently build up its retained earnings, which is essential for strengthening financial position and to implement aggressive business expansion.

For the fiscal year ended October 2021, the Board of Directors has decided to pay a year-end dividend of ¥45 and an annual dividend of ¥70 per share (which includes an interim dividend of ¥25).

Furthermore, the Company aims to allocate retained earnings to capital investments, including facilities investment for rental equipment and other assets. Note that the company is putting a share buyback program into place to facilitate the flexible implementation of capital policies.

(10) Summary of other important matters concerning the corporate group

There are no material events that should be reported.

2. Matters Concerning the Company's Stock

Summary of Common Stock (As of October 31, 2021)

- 1) Total number of shares authorized **130,000,000 shares**
- 2) Shares issued and outstanding **38,742,241 shares**
(including 924,846 shares of treasury stock)
- 3) Number of shareholders **9,768**

4) Principal shareholders (ten largest)

Shareholder name	Number of shares held ('000 shares)	Percentage of total (%)
The Master Trust Bank of Japan, Ltd. (Trust account)	3,368	8.91
Custody Bank of Japan, Ltd. (Trust account)	2,695	7.13
ORIX Corporation	960	2.54
Kanamoto Capital Company	915	2.42
The Hokkaido Bank, Ltd.	888	2.35
Tokio Marine & Nichido Fire Insurance Co., Ltd.	802	2.12
North Pacific Bank, Ltd.	763	2.02
SSBTC CLIENT OMNIBUS ACCOUNT	756	2.00
CEP LUX-ORBIS SICAV	731	1.93
Denyo CO.,Ltd,	625	1.65

Notes : 1. Percentage of total is calculated excluding treasury shares (924,846 shares).

2. The Company holds treasury share numbering 924,846 hundred shares. However, the Company is excluded from the above list of Principal shareholders.

5) Status of shares granted to officers of the Company as compensation for their execution of duties during the fiscal year under review

Classification	Number of shares	Eligible for issuance
Directors	9,200 shares	8 directors

Note : Details of the Company's share-based remuneration are presented in "2) Matters concerning non-monetary remuneration, etc.

6) Other important matters concerning stocks

Pursuant to a resolution made at the Board of Directors meeting held on December 10, 2021, the Company will acquire up to 1,200,000 shares of treasury stock at a total cost of no more than ¥2.0 billion between December 13, 2021 and April 21, 2022 through buying on the market in order to increase shareholders' value.

3. Matters Concerning Stock Acquisition Rights etc.

The Company had no material items to report.

4. Matters Concerning Company Directors (As of October 31, 2020)

(1) Summary of directors and auditors

Name	Position and duties	Main concurrent positions at other entities
Kanchu Kanamoto	Chairman of the Board and Representative Director	Chairman of the Board, Kanamoto (China) Investment Co., Ltd.
Tetsuo Kanamoto	President and CEO, Corporate Officer; and General Manager, Business Coordination Headquarters	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, Soki Holdings Co., Ltd. Chairman of the Board and Representative Director, Kanki Co., Ltd.
Hitoshi Narita	Director, Corporate Officer; and Division Manager, Management Planning Division; and Division Manager, Used Equipment Sales Division	
Tatsuo Kanamoto	Director, Corporate Officer; Division Manager, Construction Equipment Rental Division; Regional Manager, Construction Equipment Rental Division Hokkaido Region; and Manager in charge of Steel Sales Division	
Hiroyuki Isono	Director, Corporate Officer; Division Manager, Accounting Division; Manager, Bill Collection Center	
Kazunori Hashiguchi	Director, Corporate Officer; Division Manager Human Resources Division; General Manager, Business Development Office	

Akira Sannomiya	Director, Corporate Officer; Regional Manager, Construction Equipment Rental Division west japan Region; and Regional Manager, Construction Equipment Rental Division Kyusyu Region	
Jun Watanabe	Director, Corporate Officer; Division Manager, Construction Equipment Rental Division National Special Demand Sales Division; and Manager in charge of New Products Office	President and Representative Director, KG Flowtechno Co., Ltd.
Shun Hirose	Director, Corporate Officer; Division Manager, Accounting Division; and General Manager, Public Relations Office; serving concurrently as Manager, Bill Collection Center	
Hideaki Yamashita	Director, Corporate Officer; Division Manager, Overseas Business Division	
Susumu Naito	Director (Outside Director)	
Eiji Arita	Director (Outside Director)	
Motoki Yonekawa	Director (Outside Director)	
Ayako Tabata	Director (Outside Director)	Lawyer
Tetsuya Okawa	Director (Outside Director)	Lawyer
Eichu Kanamoto	Standing Corporate Auditor	
Naoyuki Yokota	Standing Corporate Auditor	
Noriaki Ikushima	Auditor (Outside Auditor)	
Katsunori Matsushita	Auditor (Outside Auditor)	
Yasushi Ishiwaka	Auditor (Outside Auditor)	Certified public accountant

Notes: 1. Directors Susumu Naito, Eiji Arita, Motoki Yonekawa Ayako Tabata and Tetsuya Okawa are Outside Directors.

2. Corporate Auditors Noriaki Ikushima, Katsunori Matsushita and Yasushi Ishiwaka are Outside Corporate Auditors.
3. Corporate Auditor Naoyuki Yokota and Corporate Auditor Katsunori Matsushita has many years of experience in the banking business, and has considerable knowledge of finance and accounting.
4. Corporate Auditor Yasushi Ishiwaka is a certified public accountant with considerable knowledge of finance and accounting.
5. The Company has notified the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto's shares are listed, of the positions of directors Susumu Naito, Eiji Arita, Motoki Yonekawa Ayako Tabata and Tetsuya Okawa as "independent officers" as provided by the rules, etc., of both exchanges.
6. The Company has notified the Tokyo Stock Exchange and Sapporo Securities Exchange, the exchanges on which Kanamoto's shares are listed, of the positions of Corporate Auditors Noriaki Ikushima, Katsunori Matsushita and Yasushi Ishiwaka as "independent officers" as provided by the rules, etc., of both exchanges.
7. Based on the provision of Article 427 paragraph 1 of the Companies Act, the Company has entered agreements with its outside directors and outside auditors that limits their liability for compensation for damages under Article 423 paragraph 1 of the same law. The amount of the limit on the liability for compensation for damages based on said agreement is the amount provided by the law.

(2) Summary of the directors and officers liability insurance policy

The Company and certain subsidiaries has entered into a directors and officers liability insurance policy as provided for in Article 430-3 paragraph (1) of the Companies Act with an insurance company.

1) Scope of insureds

The Company's and certain subsidiaries' directors, auditors and corporate officers

2) Summary of insurance policy terms

The insurance policy covers losses that may arise when the insured assumes liability incurred in the course of the performance of duties or receives claims related to the pursuit of such liability. However, certain reasons, such as claims for damages pertaining to intentional violations of laws, will not be covered so as not to impair the appropriateness of the performance of duties by the insured. The full amount of the insurance premiums is borne by the Company.

(3) Total remuneration and other amounts paid to Directors and Auditors

1) Total amount of remuneration for the fiscal year under review

Classification	Number of compensated individuals	Compensation amount (Millions of yen)	Remuneration by type (Millions of yen)	
			Basic reward	Non-monetary remuneration, etc.
Director	15(3)	110(4)	99(4)	11(—)
Auditor (Outside Auditor)	5 (3)	30 (5)	30(5)	—(—)
Total	20(6)	141 (10)	130(10)	—(—)

Notes : 1. Two Directors (Outside Directors) who received no remuneration are not included in the compensated individuals indicated above.

2. Total compensation paid to Directors does not include ¥102 million equivalent to the employee salary portion (including bonuses) paid to Directors serving concurrently as employees.

2) Matters concerning non-monetary remuneration, etc.

The Company has introduced a restricted share-based remuneration plan for directors (excluding outside directors; hereinafter, the “Eligible Directors”) with the aim of providing an incentive to sustainably increase the corporate value, and further promote shared value with shareholders. Eligible Directors shall, pursuant to a resolution of the Board of Directors of the Company, make contributions in-kind of all of the monetary remuneration claims received to have common shares of the Company issued or disposed of. The total amount of these monetary remuneration claims shall be no more than ¥100 million per year, and the total number of common shares of the Company to be issued or disposed of through this plan shall be no more than 50,000 shares per year. In addition, the specific timing and allocation of payment to individual Eligible Directors shall be determined by the Board of Directors.

3) Matters concerning the resolution of the General Meeting of the Shareholders on remuneration, etc. for directors and auditors

At the 26th Regular General Meeting of the Shareholders held on January 24, 1991, it was resolved that remuneration paid to directors shall be no more than ¥240 million per year (excluding salaries and bonuses received as an employee). The number of directors at the conclusion of the said Regular General Meeting of the Shareholders was nine. Furthermore, at the 56th Regular General Meeting of the Shareholders held on January 28, 2021, it was resolved that, separately from the above-mentioned annual

remuneration, restricted share-based remuneration for directors (excluding outside directors) shall be no more than ¥100 million per year.

At the 42nd Regular General Meeting of the Shareholders held on January 26, 2007, it was resolved that remuneration paid to auditors shall be no more than ¥50 million per year. The number of auditors at the conclusion of the said Regular General Meeting of the Shareholders was two.

4) Matters concerning the policy for determining details of remuneration, etc. for individual directors

Many directors of the Company concurrently serve as corporate officers. Directors' remuneration is a fixed amount paid in respect of management decision-making and the performance of supervisory functions, while corporate officers' remuneration is paid based on an assessment of business performance. Since a certain portion of the remuneration is linked to business performance and therefore functions as an incentive, directors' remuneration and corporate officers' remuneration are considered on a clearly separate basis.

Remuneration for outside directors shall be a fixed amount in light of their roles and independent position.

Remuneration for directors is entrusted solely to the President and CEO according to a resolution of the Board of Directors and is determined based on an evaluation of each director within the remuneration limits decided at the General Meeting of the Shareholders.

5) Matters concerning delegation of the determination of the details of remuneration, etc. for individual directors

Based on a resolution of the Board of Directors, the individual remuneration amount is delegated to the President and CEO Tetsuo Kanamoto. The reason for this delegation is that the Company has judged the President and CEO as appropriate to conduct evaluations of the departments that each director is in charge of while considering the Company's overall performance.

The Board of Directors has judged that individual remuneration, etc. are in accordance with the determination policy.

(3) Matters concerning Outside Directors

1) Concurrent posts held by Company executives including positions at other companies

The Company had no material items to report.

2) Concurrent service as an outside director at other companies

The Company had no material items to report.

3) Relationships with specified related parties including main customers

The Company had no material items to report.

4) Activities during the current fiscal year

Classification	Name	Activities
Director	Susumu Naito	Attended all of the five Board of Directors meetings held during the fiscal year and appropriately contributed the necessary advice and proposals concerning resolutions and discussions.
Director	Eiji Arita	Attended all of the five Board of Directors meetings held during the fiscal year and appropriately contributed the necessary advice and proposals concerning resolutions and discussions.
Director	Motoki Yonekawa	Attended all of the five Board of Directors meetings held during the fiscal year and appropriately contributed the necessary advice and proposals concerning resolutions and discussions.
Director	Ayako Tabata	Attended all of the five Board of Directors meetings held during the fiscal year and appropriately contributed the necessary advice and proposals concerning resolutions and discussions.
Director	Tetsuya Okawa	After inauguration attended all of the four Board of Directors meetings held during the fiscal year and appropriately contributed the necessary advice and proposals concerning resolutions and discussions.
Auditor	Noriaki Ikushima	Attended all of the five Board of Directors meetings and all of the eight Board of Corporate Auditors meetings held during the fiscal year, and appropriately contributed the necessary advice and proposals based on his experience involvement in administration and management through his participation in municipal government.
Auditor	Katsunori Matsushita	Attended all of the five Board of Directors meetings and all of the eight Board of Corporate Auditors meetings held during the fiscal year, and appropriately contributed the necessary advice and proposals based on his many years of employment and experience at financial institutions and his experience as a standing auditor at other companies.
Auditor	Yasushi Ishiwaka	Attended all of the five Board of Directors meetings and all of the eight Board of Corporate Auditors meetings held during the fiscal year, and appropriately contributed the necessary advice and proposals based mainly on his expert perspective as a certified public accountant.

Note : In addition to the above, to achieve more rapid decision-making the Company

implemented resolutions in writing 4 times based on the provision of Article 370 of the Companies Act.

5. Matters Concerning Independent Auditors

(1) Name

Ernst & Young ShinNihon LLC

(2) Amount of compensation and other benefits

	Amount paid (Millions of yen)
Amount paid for compensation etc. as independent auditors pertaining to the current fiscal year	50
Total amount of cash and other financial interests Kanamoto and its subsidiary companies will pay to the Company's independent auditors	69

Notes : 1. The amount of compensation and other benefits pertaining to the current fiscal year is reported in these total amounts because the amounts of the audit fees etc. for audits based on the Companies Act and audits based on the Financial Instruments and Exchange Act are not classified separately and cannot be substantively classified in the audit agreement between the Company and its independent auditors.

2. The Board of Corporate Auditors comprehensively examined the details of audit plans by the accounting auditor, the status of its execution of duties in accounting and others audit, as well as referring to past remuneration of the accounting auditor before agreeing on the remuneration amount, etc. for the accounting auditor.

(3) Details of Non-audit Duties

The Company, as business outside of the business set forth in Article 2 paragraph 1 of the Certified Public Accountants Act, has commissioned the agreed procedural business to the accounting auditor, and is paying a fee for this.

(4) Policy for deciding on dismissal or refusal of reappointment

If the Board of Corporate Auditors judges that the accounting auditor falls under any of the items in Article 340, paragraph (1) of the Companies Act, and that there is no prospect of improvement, the Audit Committee shall dismiss the accounting auditor by unanimous decision.

Furthermore, the Board of Corporate Auditors shall decide whether to dismiss or refuse to reappoint the accounting auditor in cases that the Board of Corporate Auditors judges that the above action is needed, such as when it is recognized that audits cannot be conducted appropriately due to the occurrence of events that harm the competence and independence of the accounting auditor.

6. System and Operating Status for Ensuring Appropriate Business Operations

(1) System for Ensuring Appropriate Business Operations

Pursuant to the Board of Directors meeting held on January 28, 2021, the Company has resolved to partially revise its "Basic Policy on Establishment of an Internal Control System." In conjunction with this, the Company has revised its matters concerning individuals requested by the auditors to assist with auditors' activities. A summary of the Company's decisions concerning the above revisions is provided below.

1) System to ensure directors and employees comply with laws and the Articles of Incorporation in the execution of their duties

Kanamoto Company, Ltd. and its subsidiaries have prepared Ethics Guidelines as part of the corporate philosophy, and use these as the Company standard for compliance. Under the Compliance Committee chaired by Kanamoto's president, the Company has disseminated these Guidelines throughout the Company and established a system for compliance with laws and the Ethics Guidelines, and has prepared a handbook summarizing Kanamoto's corporate philosophy and employee conduct standards, which it distributes to all executives and regular employees to increase compliance awareness. As a consultation and reporting system, Kanamoto also has set up in-house and external compliance hotlines, and created a system to resolve problems quickly when consultations or reports are received directly from employees and other individuals, while strictly observing confidentiality and ensuring that individuals who report problems do not suffer any disadvantages. Furthermore, the Company has established a Legal Section reporting directly to the president, to act as an advisory panel for important legal issues, and a system to enable the Company to give proper legal consideration to all decision making.

2) System for preserving and managing information concerning the execution of directors' duties

Kanamoto retains documents and various information in accordance with laws and ordinances and its internally established document administration regulations and document retention rules. Information is controlled in accordance with internal information management regulations and general data management rules, and personal data are administered in accordance with the Kanamoto Rules on Personal Data Protection and the Company's personal data protection manual.

3) Rules and other systems concerning management of loss risk

Kanamoto and its subsidiaries have established mechanisms to recognize and evaluate risks related to the business activities of each division, and prepared systems to avoid such risks. This has created a system capable of clarifying the authority and responsibilities of each division, supervising risk management conditions throughout the organization under the Board of Directors and discovering new risks. If unforeseen circumstances have occurred that will have a serious effect on the Company operations, or if there is concern such circumstances might occur, the Company and its subsidiaries will respond appropriately, and take measures to prevent a recurrence, based on its Emergency Response Manual (Contingency Plan).

4) System for ensuring efficient execution of directors' duties

In addition to its regular Board of Directors meetings, Kanamoto and its subsidiaries hold extraordinary Board of Directors meetings from time to time as necessary to decide important matters and to make flexible decisions concerning the execution and supervision of management strategies and the Company's business plans. The Company's Board of Directors receives reports on important matters including the financial condition and other matters of the Company's subsidiaries. For its management plan, the Company establishes budgets for the next business fiscal year and medium-term future, which gives the managers of each division the Company's overall objectives based on specific numerical targets. Each division sets division-wide objectives, and executes progress management and specific measures aimed at achieving its goals. Kanamoto has also introduced the corporate officer system to accelerate management decision-making and clarify supervisory authority and responsibility for plan execution, and each corporate officer is responsible for achieving the management plan approved by the Board of Directors. To respond quickly to the severe pace of change in its management environment, the Company has also shortened the directors' term of office to one year.

5) System to ensure appropriate activities at Kanamoto and within the corporate group comprised of the parent company and subsidiaries

To apply Kanamoto's Ethics Guidelines correspondingly to each company in the Kanamoto Group, the Company has decided to enlarge the scope of the Compliance Committee and the consultation and reporting system to every group firm, to ensure the effectiveness of business activities is as extensive as possible.

In addition, in accordance with the provisions of the Financial Instruments and Exchange Act, the Company and its affiliates maintain an excellent management environment, and work to strengthen company-wide internal controls, internal controls pertaining to settlement of accounts financial reports and operating process control activities, create internal control systems that enable the Company to make proper and

effective assessments and conduct appropriate operations. Furthermore, under Kanamoto's internal management system concerning financial reporting, each organization (individual) has affirmed the following roles.

- [1] Managers have the final responsibility for all of the organization's activities, and prepare and implement internal controls based on this basic policy.
- [2] The Board of Directors has supervisory responsibility for the preparation and operation of the managers' internal controls, and monitors and supervises managers to ensure the financial reporting and internal controls are executed properly.
- [3] The auditors monitor and verify the financial reporting and preparation and operation of the internal controls from an independent standpoint.
- [4] The Internal Control and Auditing Office objectively evaluates from an independent standpoint, the effectiveness of the internal controls related to financial reporting at Kanamoto and its affiliated companies on behalf of the Company's managers in accordance with the audit rules, and when necessary makes proposals concerning improvements and corrections and reports to the managers and Board of Directors.

6) Matters concerning individuals requested by the auditors to assist with auditors' activities

With regard to employees to assist auditors in their activities, the Company will appoint audit staff to provide operational assistance upon request of auditors. With regard to the matters designated by auditors to be provided assistance for, the management authority for the nominated employees will be transferred to the auditors, and the employees will not receive instructions or orders from the Company's directors, thereby ensuring the effectiveness of instructions from auditors.

7) Matters related to the independence of employees in the preceding paragraph from directors

Personnel matters for employees assigned to audit activities (appointments, transfers and evaluations) will have the consent of the auditors.

8) System for directors and employees to report to the auditors, other systems concerning reports to auditors, and other systems to ensure audits are performed effectively

To perform audits of the directors, the Company's auditors attend the meetings of the Board of Directors, and also attend important meetings and committees, in order to understand other important decisions and the circumstances of execution of the Company's business activities. If the directors and employees of Kanamoto and its subsidiaries discover facts that might cause the Company considerable harm, they are to report immediately to the auditors. The standing auditors will circulate a report and

request for managerial decision, and if necessary can request explanations from the directors and employees. Those who reported to the auditors shall not be treated unfavorably on the grounds of giving such report.

The auditors also meet regularly with the president and representative director, to exchange opinions concerning issues the Company should address and important audit matters. After audits are completed, the Internal Control and Auditing Office promptly submits an Auditors' Report concerning the audit results to the president and representative director and the auditors.

The auditors and the Internal Control and Auditing Office also exchange information and cooperate in other ways with outside specialists, including the accounting auditors and the Company's attorneys.

9) Matters regarding policies related to processing of expenses or liabilities arising from the execution of auditors' duties

In regards to procedures for prepayment or reimbursement of expenses arising from execution of auditors' duties and processing of expenses or liabilities arising from execution of auditors' duties, such expenses or liabilities are accounted for upon requests made by the auditors, except where the requests cannot be considered necessary for the execution of auditors' duties.

10) System for eliminating antisocial forces

In its Ethics Guidelines, Kanamoto has adopted a resolute stance and set forth provisions to block all transactions and relationships with antisocial forces, individuals and groups that threaten the order and safety of society and the stable operation of firms. In addition to gathering information from specialized external agencies and other sources at an internal division, the Company works to educate employees through programs such as internal training. Moreover, in an emergency the Company will cooperate with the police authorities having jurisdiction, its advising attorney and other institutions and individuals, to organizationally block and eliminate unwarranted demands from antisocial elements.

(2) Operating Effectiveness of Internal Controls

In accordance with the provisions of the Financial Instruments and Exchange Act, Kanamoto and its subsidiaries evaluate the design and operating effectiveness of internal controls for each period and have the accounting auditor conduct audits on the appropriateness.

In addition, for the purpose of maintaining and enhancing the level of control, the Internal Control and Auditing Office conducts audits of Kanamoto and its affiliated

companies for each period, and when necessary, reports to the managers, Board of Directors, Board of Auditors and Internal Control Committee.

7. Kanamoto's Basic Policy Concerning Dividends

The Company had no applicable items to report.

Consolidated Financial Statements

57th Business Period

From November 1, 2020

to October 31, 2021

Kanamoto Co., Ltd.

Consolidated Balance Sheet

(As of October 31, 2021)

(Millions of Yen)

Classification	Amount	Classification	Amount
(Assets)		(Liabilities)	
Current assets	120,751	Current liabilities	87,230
Cash and deposits	56,093	Notes and accounts payable-trade	37,082
Notes and accounts receivable - trade	39,305	Short-term loans payable	14,015
Electronically recorded monetary claims - operating	7,319	Current portion of bonds payable	24
Merchandise and finished goods	1,666	Lease obligations	1,269
Uncompleted construction expenditure	82	Income taxes payable	2,681
Raw materials and supplies	1,375	Provision for bonuses	1,548
construction machine parts	18,055	Accounts payable-other	24,545
Other	3,123	Other	6,063
Allowance for doubtful accounts	-269	Noncurrent liabilities	81,607
		Long-term loans payable	31,460
Total non-current assets	177,003	Lease obligations	2,888
Property, plant and equipment	156,135	Long-term accounts payable-other	44,486
Rental equipment	98,046	Net defined benefit liability	566
Buildings and structures	18,024	Asset retirement obligations	588
Machinery, equipment and vehicles	1,623	Deferred tax liabilities	1,501
Tools, furniture and fixtures	530	Other	115
Land	37,684	Total Liabilities	168,837
Lease assets	68	(Net Assets)	
Construction in progress	157	Shareholders' equity	124,226
Intangible assets	6,904	Capital stock	17,829
Goodwill	4,111	Capital surplus	19,326
Customer-related assets	1,276	Retained earnings	89,048
Other	1,516	Treasury stock	-1,978
Investments and other assets	13,963	Accumulated other comprehensive income	2,729
Investment securities	9,249	Valuation difference on available-for-sale securities	2,249
Deferred tax assets	2,175	Deferred gains or losses on hedges	0
Other	3,046	Foreign currency translation adjustment	541
Allowance for doubtful accounts	-507	Remeasurements of defined benefit plans	-60
		Minority interests	7,960
		Total Net Assets	134,917
Total Assets	300,362	Total liabilities and net assets	303,754

Consolidated Statement of Income

(From November 1, 2020 to October 31, 2021)

(Millions of Yen)

Classification	Amount	
Net sales		189,416
Cost of sales		133,812
Gross profit		55,604
Selling, general and administrative expenses		40,979
Operating income		14,624
Non-operating income		1,140
Interest income and dividends	206	
Insurance income	357	
Rent income	83	
Temporary transfer charges income	69	
Foreign exchange gain	97	
Reversal of allowance for doubtful accounts	25	
Other	300	
Non-operating expenses		372
Interest expenses	102	
Loss on lease cancellation	27	
Waste disposal costs	41	
Other	201	
Ordinary income		15,391
Extraordinary income		59
Gain on sales of non-current assets	21	
Subsidy income	18	
Gain on valuation of shares of subsidiaries and associates	20	
Extraordinary loss		703
Loss on sales and retirement of noncurrent assets	275	
Loss on valuation of investment securities	172	
Loss on valuation of shares of subsidiaries and associates	174	
Loss on extinguishment of tie-in shares	81	
Income before income taxes and minority interests		14,747
Income taxes-current	5,145	
Income taxes-deferred	—190	
Income before minority interests		9,793
Minority interests in income		885
Profit attributable to owners of parent		8,907

Consolidated statements of income and consolidated statements of comprehensive income
Consolidated statements of income
Fiscal year ended October 31, 2021

(Millions of yen)

	Shareholders' equity				
	Capital stock	Capital surplus	Retained earnings	Treasury shares	Total shareholders' equity
Balance at beginning of current period	17,829	19,324	82,599	-2,009	117,744
Changes of items during period					
Dividends of surplus			-2,457		-2,457
Profit attributable to owners of parent			8,907		8,907
Acquisition of treasury stock				-0	-0
Transfer-restricted stock-based compensation		2		31	33
Net changes of items other than shareholders' equity					-
Total changes of items during period	-	2	6,449	30	6,482
Balance at end of current period	17,829	19,326	89,048	-1,978	124,226

	Accumulated other comprehensive income					Non-controlling interests	Total net assets
	Valuation difference on available-for-sale securities	Deferred gains or losses on hedges	Foreign currency translation adjustment	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at beginning of current period	1,522	-	-126	-49	1,346	7,097	126,188
Changes of items during period							
Dividends of surplus					-		-2,457
Profit attributable to owners of parent					-		8,907
Acquisition of treasury stock					-		-0
Transfer-restricted stock-based compensation					-		33
Net changes of items other than shareholders' equity	726	0	667	-10	1,383	863	2,246
Total changes of items during period	726	0	667	-10	1,383	863	8,728
Balance at end of current period	2,249	0	541	-60	2,729	7,960	134,917

Financial Statements

*57th Business Period
From November 1, 2020
to October 31, 2021*

Kanamoto Co., Ltd.

Balance Sheet

(As of October 31, 2021)

(Million of Yen)

Classification	Amount	Classification	Amount
(Assets)		(Liabilities)	
Current assets	82,288	Current liabilities	60,071
Cash and deposits	35,310	Notes payable-trade	20,516
Notes receivable-trade	4,920	Accounts payable-trade	5,597
Electronically recorded monetary claims - operating	5,334	Short-term loans payable	9,550
Accounts receivable, trade	18,999	Income taxes payable	1,456
Merchandise and finished goods	368	Provision for bonuses	759
Costs on uncompleted construction contracts	47	Accounts payable-other	19,117
Raw materials and supplies	866	Accrued expenses	474
Construction machine parts	14,378	Notes payable-facilities	399
Prepaid expenses	346	Other	2,200
Short-term loans receivable	752		
Other	1,037	Noncurrent liabilities	61,992
Allowance for doubtful accounts	-72	Long-term loans payable	25,240
		Long-term accounts payable-other	36,378
		Asset retirement obligations	373
Noncurrent assets	147,255		
Property, plant and equipment	109,914	Total Liabilities	122,063
Rental equipment	61,897		
Buildings	10,390		
Structures	2,644		
Machinery and equipment	1,091	(Net Assets)	
Vehicles and delivery equipment	37	Shareholders' equity	105,257
Tools, furniture and fixtures	256	Capital stock	17,829
Land	33,539	Capital surplus	19,340
Construction in progress	55	Legal capital surplus	18,950
		Other capital surplus	389
Intangible assets	757	Retained earnings	70,065
Software	574	Legal retained earnings	1,375
Telephone subscription right	20	Other retained earnings	68,690
Other	162	Reserve for advanced depreciation of noncurrent assets	22
		General reserve	62,731
Investments and other assets	36,583	Retained earnings brought	5,936
Investment securities	5,550	Treasury stock	-1,978
Stocks of subsidiaries and affiliates	28,428	Valuation and translation adjustments	2,223
Deferred tax asset	820	Valuation difference on available-for-sale securities	2,223
Investments in capital	10		
Long-term loans receivable	1,567	Total Net Assets	107,480
Other	1,101		
Allowance for doubtful accounts	-896		
		Liabilities and Total Net Assets	229,544
Total Assets	229,544		

Statement of Income

(From November 1, 2020 to October 31, 2021)

(Million of Yen)

Classification	Amount	
Net sales		117,687
Cost of sales		87,508
Gross profit		30,179
Selling, general and administrative expenses		22,676
Operating income		7,503
Non-operating income		1,220
Interest income and dividends	267	
Rent income	340	
Temporary transfer charges income	206	
Foreign exchange gain	98	
Reversal of allowance for doubtful accounts	69	
Other	237	
Non-operating expenses		253
Interest expenses	53	
Other	200	
Ordinary income		8,471
Extraordinary income		29
Gain on sales of noncurrent assets	10	
Subsidy income	18	
Gain on valuation of shares of subsidiaries and	0	
Extraordinary loss		525
Loss on sales and retirement of noncurrent assets	178	
Loss on valuation of investment securities	172	
Loss on valuation of shares of subsidiaries and associates	174	
Income before income taxes		7,975
Income taxes-current	2,562	
Income taxes-deferred	20	
Net income		5,392

Statement of Changes in Net Assets

(From November 1, 2020 to October 31, 2021)

(Million of Yen)

	Shareholders' equity								
	Capital stock	Capital surplus			Retained earnings				
		Legal capital surplus	Other capital surplus	Total capital surplus	Legal retained earnings	Other retained earnings			Total retained earnings
						Reserve for advanced depreciation of noncurrent assets	General reserve	Retained earnings brought forward	
Balance at beginning of current period	17,829	18,950	387	19,337	1,375	22	57,731	8,001	67,130
Changes of items during period									
Provision of general reserve				—			5,000	—5,000	—
Dividends of surplus				—				—2,457	—2,457
Profit				—				5,392	5,392
Acquisition of treasury stock				—					—
Transfer-restricted stock-based compensation			2	2					—
Net changes of items other than shareholders' equity				—					—
Total changes of items during period	—	—	2	2	—	—	5,000	—2,065	2,934
Balance at end of current period	17,829	18,950	389	19,340	1,375	22	62,731	5,936	70,065

	Shareholders' equity		Valuation and translation adjustments		Total net assets
	Treasury stock	Total shareholders' equity	Valuation difference on available-for-sale securities	Total valuation and translation adjustments	
Balance at beginning of current period	—2,009	102,289	1,512	1,512	103,802
Changes of items during period					
Provision of general reserve		—		—	—
Dividends of surplus		—2,457		—	—2,457
Profit		5,392		—	5,392
Acquisition of treasury stock	—0	—0		—	—0
Transfer-restricted stock-based compensation	31	33		—	33
Net changes of items other than shareholders' equity		—	711	711	711
Total changes of items during period	30	2,967	711	711	3,678
Balance at end of current period	—1,978	105,257	2,223	2,223	107,480

Audit Report

The Board of Corporate Auditors has received the audit reports prepared by each of the Corporate Auditors concerning the business performance of the Directors during the 57rd Business Period from November 1, 2020 through October 31, 2021. After discussing the audit results based on the reports, we have prepared this Audit Report and report as follows as the consensus of opinion of the Board of Corporate Auditors.

1. Procedures and details of the audits by the Corporate Auditors and the Board of Corporate Auditors

(1) The Board of Corporate Auditors establishes the audit policies, audit plans and other matters, and receives reports concerning the implementation of audits and the audit result from each of the Corporate Auditors as well as reports from the Directors and the Accounting Auditor concerning the execution of their duties, and requests explanations as necessary.

(2) In addition to communicating with the Directors, the internal audit division, employees and other individuals in accordance with the standards for Corporate Auditors and audits provided by the Board of Corporate Auditors and in compliance with the audit policy and audit plan, and gathering information and striving to improve the audit environment, each Corporate Auditor performed audits according to the following procedures:

(i) Each Corporate Auditor attended the Board of Directors meetings and other important meetings, received reports from Directors, employees and other individuals on their execution of duties and requested explanations from the Directors, other employees and other individuals when necessary as well as reviewed documents concerning matters such as important decisions and conducted inspections of the business and financial condition at the Company's Head Office and main branches. With respect to subsidiaries, each Corporate Auditor communicated and exchanged information with the Directors and Corporate Auditors of such subsidiaries and received business reports therefrom as necessary.

(ii) Each Corporate Auditor regularly received reports from the Company's Directors and employees, and requested explanations and clarified opinions when necessary, regarding the contents of Board of Director resolutions concerning the establishment of the organization provided in Article 100 paragraph (1) and paragraph (3) of the Ordinance for Enforcement of the Companies Act, and the status of operation of the organization (internal controls system) that has been established based on said resolutions, as the organization necessary to ensure that the Directors comply with laws and the Company's Articles of Incorporation in the execution of their duties as described in the Report of Business Operations and to ensure the appropriateness of other operations of the corporate group, which consists of a stock company and the subsidiaries thereof.

(iii) Each Corporate Auditor monitored and verified whether or not the Accounting Auditor performed audits properly while maintaining an independent position as well as received reports from the Accounting Auditor on the execution of duties thereby and requested explanations when necessary. Each Corporate Auditor was also notified by the Accounting Auditor that the System for Securing the Proper Performance of Duties (matters listed in the items of Article 131 of the Ordinance on Company Accounting) was developed in accordance with the Standards for Quality Control of Audits (Business Accounting Council, October 28, 2005), and requested explanations as necessary.

Based on the above procedures, the Board of Corporate Auditors reviewed the Report of Business

Operations and the supporting schedules, the Financial Statements (Balance Sheet, Statement of Income, Statement of Changes in Net Assets and Notes to the Financial Statements) and the supporting schedules and the Consolidated Financial Statements (Consolidated Balance Sheet, Consolidated Statement of Income, Consolidated Statement of Changes in Net Assets and Notes to the Consolidated Financial Statements) for the business period.

2. Result of audit

(1) Audit result of the Report of Business Operations, etc.

(i) The Report of Business Operations and its supporting schedules fairly represent the condition of the Company in accordance with the laws of Japan and the Articles of Incorporation of the Company.

(ii) We have determined that there was no serious occurrence of improper activity or violation of laws or the Company's Articles of Incorporation by any of the Directors in carrying out the duties and responsibilities of their office.

(iii) In our opinion, the details of the Board of Directors resolutions concerning the internal controls system are appropriate. We also have determined that there are no matters that should be highlighted as a concern with regard to the information contained in the Report of Business Operations and the Directors in carrying out their duties concerning the internal controls system.

(2) Financial statement and audit result of the supporting schedules

In our opinion, the audit procedures and audit results received from the Accounting Auditor Ernst & Young ShinNihon LLC are appropriate.

(3) Audit result of consolidated financial statements

In our opinion, the audit procedures and audit results received from the Accounting Auditor Ernst & Young ShinNihon LLC are appropriate.

December 24, 2021

Kanamoto Co., Ltd.

The Board of Corporate Auditors

Standing Corporate Auditor	Eichu Kanamoto	Seal
Standing Corporate Auditor	Naoyuki Yokota	Seal
Outside Corporate Auditor	Noriaki Ikushima	Seal
Outside Corporate Auditor	Katsunori Matsushita	Seal
Outside Corporate Auditor	Yasushi Ishiwaka	Seal