



Sustained Growth through Value Creation

CORPORATE PROFILE 2026

Creating new value and carrying our 137-year legacy into the future

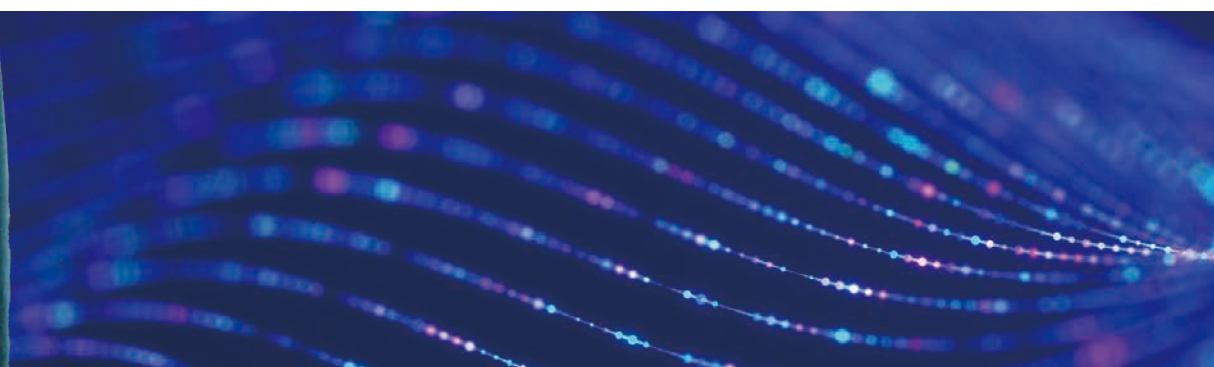


This year Kanematsu celebrates its 137th anniversary, a milestone reflecting not only longevity but holding profound significance in itself. The true value of this achievement lies in our 137 years of discovery, choices, and efforts to forge a brighter future. The Kanematsu Group stands as a company that has built a history characterized by “choices and challenges.”

Founded in 1889 by a pioneer with an entrepreneurial spirit who broke new ground by pursuing trade with Australia, Kanematsu continues to grow by adapting to the ever-changing needs of society. From our earliest days, we have embraced imagination and ingenuity in service of social value creation, pairing these attributes with the courage to venture into uncharted territory. No matter the complexity of a given business environment, these two attributes remain deeply rooted within the Company’s core.

The Kanematsu Group is currently in the final year of its medium-term management plan and making steady progress toward achieving the plan’s goals. That said, our focus is much broader than merely numerical targets. What we are truly committed to right now is a “qualitative evolution” that enables every employee to reach their full potential and propels the entire organization to the next level.

This is embodied in the Mission, Vision, and Values (MVV) we established in August 2025. Conceived in the Meiji era, our founding purpose remains a cherished value, however, social values have changed significantly since that time. We now live in an era in which value is placed on respect for diversity and variations in work



Message from the President & CEO

styles and perspectives on life are recognized. Such changes are precisely why we were in need of a contemporary articulation of the MVV capable of uniting our employees under a common goal. By compiling feedback from a broad range of employees, we have rearticulated Kanematsu's strengths as well as our commitment to the future in these new guiding principles.

Establishing the MVV not only clarified the Company's decision-making criteria but also prompted a significant shift in the mindset of each and every employee. Employees are increasingly redefining their roles through the lens of our Mission and proactively considering the actions needed to realize our Vision. The behavioral guidelines outlined in our Values have become the core principles for determining the right course of action in daily work, naturally aligning individual behaviors toward a common goal. As a result, we are laying the groundwork for the entire Group to move forward with a unified sense of purpose toward value creation.

Furthermore, the MVV framework effectively guides decision-making in new business ventures and investment decisions. It provides a common metric for assessing initiatives, indicating how each aligns with our Mission or contributes to the realization of our Vision. This significantly improved the speed and quality of

decision-making. Cultivating a culture in which employees think independently, take the initiative, and embrace challenges is a critical shift that will underpin Kanematsu's future growth.

Our vision for the future is clear: be a "solutions provider leading the transformation of efficient and sustainable supply chains." Amid growing uncertainty, we approach societal changes as opportunities for growth. Kanematsu will continue to provide new social value while playing a vital supporting role in these changes.

Given that it has 137 years of history under its belt, some may expect Kanematsu to be kind of "old-fashioned." But in truth, we are an enterprise that, while honoring its heritage, continues to move forward toward the future—with integrity and boldness. This commitment remains unchanged from our founding and we shall never waver.

President & CEO



Yoshiya Miyabe

Mission

Cultivate the seeds of new endeavors and create a business embraced now and in the future.

Vision

A solutions provider leading the transformation of efficient and sustainable supply chains

Values

**Explore with Curiosity
Engage with Courage
Collaborate with Passion
Lead with Determination
Shape the Future**

The Kanematsu Group's History

Linking the aspirations of our founder, Fusajiro Kanematsu, to the Future

1889 Founding

Survived the Great Depression primarily through Australian trade.
Expanded to the United States.

Founding purpose

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

At a time when foreign trade was monopolized by foreign trading houses and it was extremely difficult for Japanese merchants to enter the market, Fusajiro took on the challenge of directly importing wool from Australia. Having already played a role in the founding of Osaka Shosen Kaisha (now the Mitsui O.S.K. Lines) and the Osaka Mainichi Shimbun (now the Mainichi Shimbun), and eager to make his mark in Osaka's business community, Fusajiro invested his entire fortune to blaze a trail in the then uncharted territory of free trade.

That bold undertaking laid the foundation for Kanematsu as it stands today.

1960s-1980s

Diversification and regional expansion as a trading company

Our Beliefs

Kanematsu's Guiding Principles, which encapsulate our founding purpose and our Corporate Principle, were established in 1967, on the occasion of our merger with The Goshō Company.

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

1967 Merged with the Goshō Company to form Kanematsu-Goshō, Ltd.

1968 Kanematsu Denshi Service Ltd. established
(now Kanematsu Electronics Ltd.)

1973 Listed on the first section of the Tokyo Stock Exchange

1974 Kanematsu Computer Systems Ltd. established
(now Kanematsu Communications Ltd.)

1990s-2000s

Large-scale business selection and concentration to strengthen management structure. Improvement and strengthening of the financial base.

1989 100th anniversary of the Company's founding

1990 Company name changed to Kanematsu Corporation

1991 Kanematsu Electronics Ltd. listed on the first section of the Tokyo Stock Exchange

1993 Kanematsu Computer Systems Ltd. (now Kanematsu Communications Ltd.) began mobile phone sales

1999 Implemented large-scale business selection and concentration

2005 Acquired a majority stake in Shintoa Corp. (100% stake acquired in 2010)



Our founder,
Fusajiro Kanematsu

The Kanematsu Group's History

2010-

Kanematsu has enhanced its management base through business selection and concentration. Implementing M&A in highly specialized fields and business expansion, we are shifting to an aggressive management stance.

- 2012 Acquired North American steel tubing company Benoit Machine LLC (now Benoit Premium Threading, LLC)
- 2013 Resumed dividend payments
- 2014 Expanded the executive officer system
- 2016 Carried out an absorption-type merger with Diamondtelecom, Inc. to expand the mobile business

2018-2023

130TH ANNIVERSARY Medium-Term Vision **future 135**

- 2018
 - Formed the Technologies and Business Collaboration Team (now Growth Strategy Office) to advance innovation investment
 - Established Kanematsu Ventures Inc.
- 2019 130th anniversary of the Company's founding
- 2022 Received "A-" rating from Japan Credit Rating Agency, Ltd. (JCR)
- 2023 Made tender offers for Kanematsu Electronics Ltd. and Kanematsu Sustech Corporation, turning them into wholly owned subsidiaries

2024

135TH ANNIVERSARY Medium-Term Management Plan **"integration 1.0"**

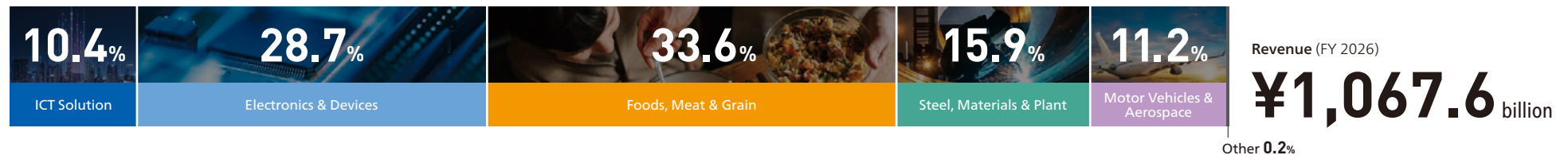
- Established "Nippon Cyber Security Fund 1 Investment Limited Partnership (NCSF)", the first fund in Japan to specifically invest in security companies, partnering with Kanematsu Electronics Ltd., Global Security Experts Inc., and WERU Investment Co., Ltd.
- Established the ICT Solution Division

2025

Formulation of Mission, Vision, and Values and Update to **"integration 1.1"**

- Received "A" rating from JCR
- Establishment of the strategic IT company Kanematsu Seed Port, Ltd.

Revenue by Reportable Segment



Three-Year Medium-Term Management Plan (from April 2024 to March 2027)

integration 1.1

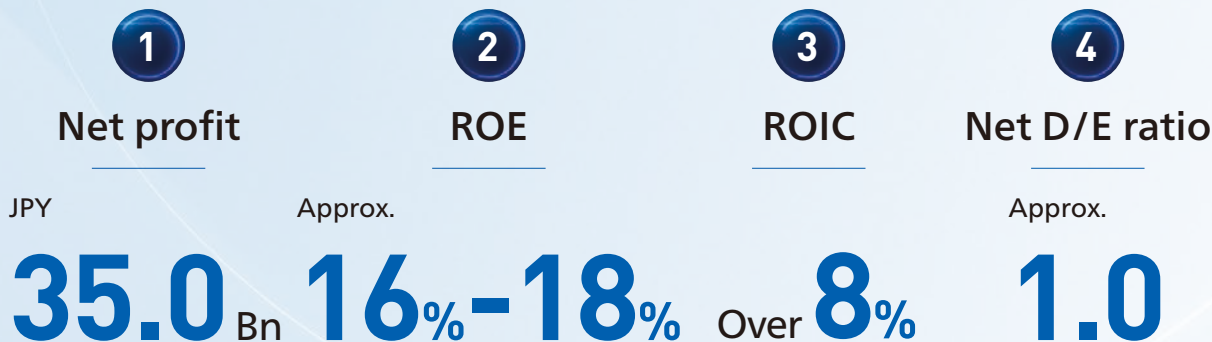
Our latest medium-term management plan concludes with the current fiscal year. We regard this year as not only the time for ensuring the achievement of our four financial targets, but as a crucial transitional period linking the current plan to the next medium-term management plan. We will continue to lay the groundwork for the further development based on initiatives undertaken and achievements made to date.

Envisioned goal (Vision)
A solutions provider leading the transformation of efficient and sustainable supply chains



Financial Targets (concluding in the fiscal year ending March 31, 2027)

Aiming to achieve the following four goals by pursuing key initiatives while maintaining and growing a stable financial foundation



Business Portfolio

Focusing investment on the **ICT solutions business** to achieve an optimal business portfolio that drives business growth and enhances shareholder value

• A low-volatility business portfolio **100% non-resource businesses**

- Growth of the ICT solutions business
- Profit growth in other segments through synergy with KEL



- Supply chain solutions
- Securing revenue growth by improving value propositions

DX GX
Innovation

Materiality

The Kanematsu Group's five materialities are based on Kanematsu's Corporate Principle, importance to management, and stakeholder expectations while also reflecting the global increase in awareness of the importance of sustainability and ESG management as well as such major trends as the shift toward decarbonization. The three key issues linked by the circle in the illustration are issues to address through business activities, while the two below the circle are key to nurturing the management base supporting said business activities.

Kanematsu's Envisioned Goal **A solutions provider leading the transformation of efficient and sustainable supply chains** (Vision)



Building a Sustainable Supply Chain

We will respect the environment and human rights, communicate with diverse actors in society, and realize stable and sustainable procurement, supply, distribution, and services together with our partners and customers.



Decarbonization Initiatives

Aiming to achieve net zero greenhouse gas emissions, we will promote our clean fuel and renewable energy business to contribute to the mitigation of global warming.



Mutual Development with Local Communities

Through our global operations, we will support the lives of people around the globe, work on improving social infrastructure, and contribute to the sustainable growth and development of local communities.



Creating an Environment That Enables Diverse Work Styles

We will create a work environment that encourages each individual to leverage his or her unique talents and qualities, supporting diverse work styles. Furthermore, we will improve training programs to develop managers capable of creating and expanding businesses.



Enhancement of Governance and Compliance

We will maintain a robust supervisory system to prevent accidents and fraud and aim for sustainable growth through the transparent disclosure of information to stakeholders.



ICT Solution

The ICT Solution Division, led by Kanematsu Electronics Co., Ltd. (KEL), is dedicated to addressing customer needs through information systems and ICT infrastructure. The division provides services that extend beyond products to encompass comprehensive offerings in operations, maintenance, and cybersecurity resilience; all tailored to meet individual customer needs.

With demand growing in the digital domain, the search for a solution to the shortage of digital and cybersecurity talent has become a pressing concern, highlighting the necessity for human capital education and development. In addition to our internal initiatives, the ICT Solution Division contributes to addressing societal challenges by accelerating reskilling and upskilling efforts across society.

ICT Solution

- Develop as a solutions business that offers support for customers' IT strategies and issues
- Provide security solutions in line with the era of zero-trust networks
- Propose a service business that provides "as a Service" business models unique to the Group
- Develop bridge activities for customers who are engaged in global activities

Main Businesses		Products and Services
Service and Support Business	KEL Custom Cloud	On-site private cloud fully managed services
	KEL Managed Service	SOC services; Remote operation services; Remote monitoring services; System maintenance services
Systems Business	KEL Zero Trust Security Solutions	Network security services (SASE); Zero trust security products; OT security
	Infrastructure Platform Solutions	Server virtualization; Desktop virtualization (VDI/CADVDI); Hyper-converged infrastructure (HCI) storage; Mainframe, off-computer, and UNIX solutions
	Network Solutions	Data center network; Wireless LAN, WAN optimization
	DX Promotion Solutions	Container platforms; System operation automation (Ansible); System migration; AI-related solutions; Data management
	Global Solutions	Global human resource services; Sales and production management systems; PC & mobile management services



ICT Solution

| KEL Custom Cloud



KEL builds infrastructures customized to suit the needs of our customers, to whom we also provide fully managed services that include operation, maintenance, and management.

| KEL Managed Service



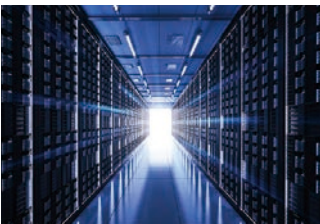
Together, operation and maintenance make up the longest and most time-consuming part of the IT life cycle. KEL Managed Service is an IT service group that removes the burden of operation and maintenance from our customers, whom we support through comprehensive and seamless services ranging from design and construction to operation and maintenance.

| KEL Zero Trust Security Solutions



It is necessary for customers to be able to access their data and applications securely and directly – anytime, anywhere, and from any device. KEL Zero Trust Security Solutions offer Zero Trust Architecture that not only provides the necessary security measures, but also convenience.

| Infrastructure Solutions



KEL has secured the technical capabilities to flexibly respond to rapid changes and technical innovations in the IT industry, while having a system in place that enables the design, verification, and implementation/construction of IT infrastructures by highly-skilled engineers.

| Network Solutions



KEL provides a high-quality, optimal network environment that meets our customer's needs, allowing them to use it comfortably and with peace of mind.

| DX Promotion Solutions



Amid growing interest in undertaking DX to establish a competitive advantage in business activities, KEL offers various solutions to accelerate the DX of businesses.

| Global Solutions



KEL has built an extensive global network throughout Europe, the Americas, and Asia, and we work with four local offices and dozens of strategic partners to provide strong support for the overseas expansion of our customer base.

Electronics & Devices

In our Electronics & Devices Division, we aim to provide premium value products and services.

By leveraging our years of expertise, we provide comprehensive services from the development stage that meet market needs. We also make full use of our domestic and overseas business bases, globally meeting the needs of customers in the electronics and IT industries by providing products ranging from individual products, such as electronic materials, components, and semiconductors, to semiconductor/LCD manufacturing equipment and other large-scale machinery. Furthermore, in the Mobile business, we operate mobile carrier shops and provide various solutions services via the mobile Internet.



Electronics & Devices

- Business support leveraging our wealth of accumulated technological prowess and know-how
- Development of new business areas utilizing worldwide business networks
- Providing custom solutions that perfectly meet customer desires
- Product development in collaboration with manufacturers to provide products that reflect market needs

Main Businesses		Products
Semiconductor Equipment	Semiconductor/LCD Manufacturing Equipment	Semiconductor manufacturing and testing equipment; LCD manufacturing and testing equipment; OLED production equipment; Electronic component manufacturing and testing equipment
Electronic Materials and Equipment	Semiconductor and Circuit Board Materials	Semiconductor wafers; CMP (slurry, feed pumps); Plating chemicals (semiconductors, printed circuit boards, and those for connectors); Hybrid bonding; Glass substrate processing; Automated chemical analysis equipment; Printed circuit board substrates; Sintered copper paste; Copper/diamond heat dissipation materials; Copper foil; Screen masks; Connectors; Low-k dielectric materials
	Battery and Green Energy Materials	Lithium ion battery materials; Oxide all solid-state battery materials; Materials for lithium recovery and separation; Materials for water electrolysis hydrogen generation; Wet grinders
	Server Solutions	Immersion server cooling liquid; Heat spreader materials; Thermal conduction film; Optical transceivers; Fiber optics
	Automation Equipment	Automated transport robots; Automated forklift trucks; Palletizing robots
Industrial Electronics	Industrial Printers	Photo printers; ID card printers; Label printers and related consumables; Laser markers; Thermal heads; Magnetrons for industrial and consumer use (microwave devices)
	Industrial Batteries	Various batteries; Primary and secondary batteries; Portable power supplies; Retail solutions
Semiconductors & Devices	Semiconductors & Devices	Semiconductor devices; Sensor devices; LCD panels; Components for smartphones and tablets; Control modules for lithium-ion batteries; Image sensors; Image sensor back-end processing; Board assembly; Finished EMS products; IoT solutions; Amusement related products
Mobile		Mobile communication terminals; Mobile internet system and services
Data, AI, and SaaS		Data utilization consulting; Data exchange support; Data marketplace operation; AI solutions; SaaS distribution

Electronics & Devices

Semiconductor Equipment



This segment mainly deals in semiconductor and LCD manufacturing equipment and maintains a wide range of product lines as well as domestic and overseas support structures. We discover promising cutting-edge technologies and develop these technologies in partnership with Japanese and overseas manufacturers or on our own to commercialize them as de-facto industry standards that meet the needs of customers. Our system, which is capable of responding to large numbers of requests, is creating stronger relationships of trust with customers.

Electronic Materials and Equipment



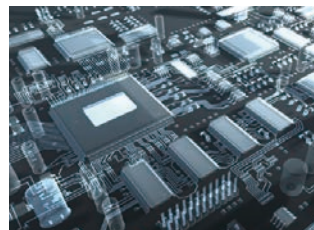
We offer a wide array of electronics-related components and materials. These include chemicals for semiconductors and printed circuit boards, materials related to green energy, and next-generation solutions for servers. We also offer a broad range of related equipment and sub-materials. Through our overseas network, we quickly provide high-performance, low-cost, environmentally friendly materials made by manufacturers both in and outside Japan.

Industrial Electronics



We primarily offer commercial printers and passport photo printing systems as well as related consumables and maintain domestic and overseas sales channels and a service network. We are expanding our business, including OEM and ODM, in a wide range of countries. In industrial batteries, we handle various products for retail solutions as well as primary batteries and portable power supplies.

Semiconductors & Devices



We supply semiconductors made by domestic and overseas manufacturers and offer a wide array of products, from general purpose power ICs and memories to cutting-edge technologies, such as ASICs, high-precision sensors, and CMOS image sensors. Moreover, we provide optimal solutions by supplying electronic components, primarily semiconductor products, and various modules for a wide range of applications, including in mobile devices, intelligent home appliances, vehicle equipment, and industrial machinery. Furthermore, we offer board assembly and EMS contracting of finished product production as well as IoT-related solutions.

Mobile



Using our nationwide sales network as a major primary distributor for a telecommunications carrier, we provide comprehensive services, including mobile device sales, system management and operations, and device collection. We are also developing wide-ranging systems and services that go beyond communications, such as those related to M2M and IoT technologies, offering solutions that deliver value to customers.

Mobile



We are an early adopter of data exchange platform technology with the aim of effectively utilizing data. We offer a wide range of services in a SaaS form that is easy for customers to adopt. We are implementing cross-segment initiatives that combine advanced technologies with our broad-ranging customer base as a trading company.

Foods, Meat & Grain

The Foods and Meat Products Division, and Grain, Oilseeds & Feedstuff Division work to ensure stable supplies of a wide range of products (including high-value-added products) and services related to food through an integrated supply system spanning raw material procurement to finished product processing. Products handled by these divisions include grain, agricultural products, meat and marine products, ingredients for desserts, alcoholic and non-alcoholic beverages, frozen foods, and processed foods as well as feedstuff and fertilizer.



Foods, Meat & Grain

Foods

- In addition to trading, build a value chain with reinforced manufacturer functions
- Develop new businesses targeting sales in overseas markets, mainly in Southeast Asia
- Coordinate with Group companies to provide logistics, processing, and development functions

Meat Products

- Leverage accumulated expertise to develop business based on a wide-ranging product lineup to secure a leading market share
- Develop global meat product value chains, from securing overseas raw material sources to processing, distribution, and sales
- Stably provide attentive service with highly specialized staff and differentiated, safe, and reliable value-added products

Grain, Oilseeds & Feedstuff

- Ensure a stable supply of safe, secure grains and feedstuff and promote sales in Japan and overseas
- Supply differentiated products and manufacture and offer distinctive, high-value-added products

Main Businesses

Foods
(Agricultural Products,
Marine Products, Beverages, Liquor)

Cooked and Processed Foods

Processed Agricultural Products

**Meat (poultry, beef, pork, lamb, etc.)
& Processed Meat Products**

Grain, Food Soybeans, Oilseeds

**Feedstuff Materials,
Mixed Feedstuff**

Products

Processed fruits (frozen/canned); Concentrated fruit/vegetable juices; Confectionery ingredients (nuts, dry fruits, dairy products, couverture chocolate, cocoa powder, etc.); Coffee (beans, extract, instant); Teas; Alcoholic beverages (wine, whiskey, etc.); Sesame seeds; Sugar; Honey; Peanuts; Pulses and peas; Nuts and seeds; Cephalopods (octopus, squid, etc.); Shrimps; Frozen fish; Seafood ingredients for sushi; Others

Cooked and processed foods for commercial use (agricultural, marine, and meat products); Consumer frozen foods; Others

Processed wheat (wheat flour, pasta, frozen bread dough, etc.); Cereal ingredients; Vegetable oil; Olive oil; Plant-based meat; Others

Beef; Pork; Chicken; Mutton/Lamb; Horsemeat; Turkey; Duck; Processed meat products; Live cattle; Others

Rice; Wheat; Barley; Corn; Soybeans (for food, for oil); Defatted soya-flake for soy sauce production; Buckwheat; Corn grits; Corn starch; High-fructose corn syrup; Rapeseed; Cottonseed; Others

Feed grain (corn, milo, soybeans, etc.); Plant protein meal (soybean meal, rapeseed meal, etc.); Animal protein meal (Fish meal, etc.); Other feed by-products; Dairy products for feed (skim milk, whey powder); Roughage (baled hay, beet pulp pellets, etc.); Fish oil; Prebiotics (Laxel Force); Fertilizer; Pet food; Others

Foods, Meat & Grain

Foods (Agricultural Products, Marine Products, Beverages, Liquor)



Focusing on B-to-B sales of imported processed fruits and prepared foods, our joint-venture plants overseas boast an integrated management system covering everything from plantations and raw ingredients to finished products to provide high-quality, safe food. For food and beverages, such as confectionery ingredients, coffee, and wine, we inspect farm and factory conditions all over the world to select our business partners, and for agricultural products we develop new production areas to improve supply stability and quality.

In marine products, cephalopods, shrimps, and processed marine products (consumed raw, cooked, or as flavoring) are our three core product areas. Centered on our facility in Vietnam, we have developed delicious, distinctive, sustainable products by connecting the production area to the dining table.

Cooked and Processed Foods



Changing lifestyles are driving expanding demand for easy, delicious pre-cooked foods. Using high-quality raw ingredients procured from around the world, our joint-venture and partner plants in and outside Japan provide safe, delicious cooked foods made from agricultural, marine, and meat products.

Specialized development staff analyze market trends to constantly develop products that meet current needs and guide production at plants, striving to improve safety, reliability, and quality.

Overseas, to meet expanding demand in Asian food markets, we are developing food processing and logistics businesses, including production at plants with central kitchen functions.

Processed Agricultural Products



Italian-made pasta and olive oil are used in the foodservice industry, such as in restaurants, processed into frozen pasta and used as ingredients for ready-made meals, such as deli products for use in bagged and boxed lunches. In addition, we sell French frozen bread dough and pie dough to such foodservice providers as bakeries and pastry shops. Oats and barley are also products of focus as ingredients for cereals.

To address social issues, such as the protein crisis created by the growing global population and increasing environmental burden, we aim to promote sustainable food culture through collaborations with startup companies with advanced technologies and the development and sale of products that utilize those technologies.

Meat (poultry, beef, pork, lamb, etc.) & Processed Meat Products



We are leveraging our strengths as an industry leader to build value chains in order to establish systems for stably supplying safe, reliable, high-value-added products that meet customer needs. In upstream areas of the value chain, we are diversifying product sources and strengthening relationships with suppliers through investment and business tie-ups. In mid- and downstream areas, we are working with Group companies and external partners to strengthen functions in sales, storage, logistics, processing, and other businesses. In addition, in Asian markets, which are expected to see accelerating growth, we have established a joint venture meat product primary processing and sales company with a local partner in an effort to capture demand for meat products.

Grain, Food Soybeans, Oilseeds



In the grain business, we sell an assortment of grain, including rice, wheat, and corn, primarily in Japan and Asia. Notably, we handle one of the industry's largest trade volumes of corn for grits. Kanematsu contributes to a stable food supply in Japan through its ownership of grain silos in Kashima and Moji.

The food soybean business operates a soybean sorting plant in the U.S. state of Ohio and has achieved integrated traceability from agricultural fields to the customer and through seed development and direct farming contracts with farms. Kanematsu meets the various needs for edible soybeans through its supply of safe and secure nongenetically modified (non-GMO) soybean brands in Japan and overseas.

Feedstuff Materials, Mixed Feedstuff



We handle a wide range of feedstuff materials around the world, constantly adapting to changing supply conditions and quality requirements. Our business includes the large vessel shipping of grain and secondary materials for animal feedstuff from North and South America, operation of roughage factories in North America and Australia, handling of aquafeed materials from South America and around the world, and supply of materials for pet food to factories in Japan and overseas. In recent years, we have been focusing efforts on sales and investment in the Chinese and ASEAN markets, our most important markets after Japan, and advancing vertical integration and horizontal business expansion. In cooperation with domestic and overseas Group companies in these regions, we are striving to expand our functions and meet customer demand.

Steel, Materials & Plant

The Steel, Materials & Plant Division develops project-forming businesses that contribute to regional economic development, beginning with infrastructure projects in various countries. Accordingly, the division focuses on off-shore investment programs that support globalized production by Japanese manufacturers and concentrates the strengths of each Group company in order to propose new environmental and energy solutions. We are developing high-value-added products with customers in areas that include environmentally friendly items in the steel and chemical sectors as well as pharmaceuticals and health food ingredients that help counter the effects of Japan's aging society.



Steel, Materials & Plant

Steel

- Expand business in growth markets where demand is increasing, including in Europe, the Americas, and Asia
- Increase the supply of high-value-added products to companies in the environment and energy field

Materials

- Maintain and improve the global environment through the supply of biomass fuels
- Transition to a circular economy through plastic recycling
- Provide a wide range of environmental products, including those made using the fabless manufacturing model
- Offer total energy solutions from upstream to downstream

Plants

- Expand businesses that anticipate local needs by fully leveraging our worldwide networks
- Contract new shipbuilding through in-house construction supervision
- Offer package deals that include marine equipment and design

Main Businesses		Products
Steel	Foreign Trade of Iron, Steel, and Specialty Steel	Various steel sheets; Porcelain enamel steel sheets; Stainless steel; High-performance alloys; Titanium; Specialty steel wire rods and bars; Welding consumables
	Domestic and Foreign Trade of a Full Range of Steel Products	Steel; Ferrous raw materials; Steel raw materials and sub-materials
Steel Tubing		Natural resource drilling-related product processing, manufacture, and sales
Chemicals	Functional Chemicals	Chemical products; Environmentally friendly materials; Incense materials; Petrochemical products; Catalytic agents; Processing aids
	Healthcare	Functional food materials; Health supplements
	Life Sciences	Pharmaceuticals; Pharmaceutical and agrichemical intermediates; Pharmaceutical ingredients
	Recycling	Bio-recycling of plastics
Energy	Renewable Energy	Biomass fuels (PKS and wood pellets); Solar power generation
	Petroleum Products LPG	Jet fuel oil; Gasoline; Kerosene; Diesel oil; Fuel oil (bunker A and C); Lubricant oil and additives for industrial and automobile use LPG (propane, butane, autogas)
Plants & Ships	Plants	Chemical and petrochemical plants; Industrial plants (papermaking plants, auto-manufacturing plants and other plants); Utility systems; Process systems; Infrastructure facilities; Environmental facilities
	Cargo Vessels	Shipbuilding; Used ships; Equipment package deals for new ships (including ship design, engineering)
	Electric Power Projects	Wind-power and other electric power projects; Power generation plants (including design, engineering, installation)
	ODA	ODA projects (medicine/pharmaceuticals, health care, broadcasting and communications, power generation, environment, infrastructure, water supply, education)
Geo-tech, Wood & Manufacturing Materials	Geo-tech (Ground Improvement) Wood Processing	Ground surveying; Foundation reinforcement; Subsidence correction; Ground improvement; Foundation security Preservative-treated wood products (treated wood foundations, preservative-treated structural laminated lumber, outdoor products, preservative-treated structural plywood, etc.); wood preservation treatments
Visual Solutions		CCTV cameras and recorders; Systems for alive monitoring; AI cameras

Steel, Materials & Plant

Steel



Kanematsu is expanding its efforts in growth markets, including Europe, the Americas, and Asia.

We are developing business in cooperation with Japan's steel industry through the export and third-country trading of steel products and the trading of steel raw materials. We seek to further open up new markets and build high-value-added businesses.

We are also promoting business expansion through our overseas partners focused on the provision of high-performance, high-quality products and services.

Steel Tubing



We build strong relationships with partners to construct value chains encompassing manufacturing, processing, and sales and provide high-performance, high-quality, and environmentally friendly products to the steel tubing market, mainly in North America. At our newly built technical center, we are advancing exacting testing to improve and develop threaded connections with an eye to meeting future customer needs.

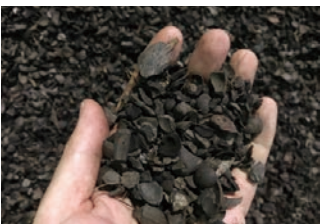
Chemicals



Focusing on development and proposal-based businesses, we are concentrating on our specialty areas of functional chemicals, life science, and recycling while working with Japanese and overseas suppliers and customers to build supply chains. In life sciences, we are taking an active role in helping Japanese society deal with an increasingly low birth rate and an aging population by supplying pharmaceuticals and functional food materials.

We are also supporting the transition to a circular economy by investing in a plastic recycling venture as well as working to develop applications for structural protein materials made from plant-derived biomass through a microbial fermentation process.

Energy



In the renewable energy business, we are reinforcing biomass fuel trading and working to address environmental problems. We are seizing new opportunities brought about by changes in environmental regulations. Leveraging our customer-oriented know-how and services as well as our tank facilities, we are operating value-added businesses and a fuel sales business.

Plants & Ships



In the plants business, we are developing our plants and machinery exporting businesses using a variety of trading methods, mainly in Asia and the Middle East. We are also actively involved in ODA projects and decarbonization-related businesses, including renewable energy, in and outside Japan.

In the ships business, we are focusing on markets in which we can effectively demonstrate the Company's value, such as shipbuilding, used ship trading, and equipment package deals, including ship design.

Geo-tech and Wood Processing Businesses



In the Geo-tech business, we design and construct ground surveys, ground improvement projects, and foundation reinforcement projects. We have also developed Eco Wood Piles, a proprietary technology for ground improvement that uses highly durable wood and contributes to the SDGs.

In the wood processing business, we sell preservative treated wood products, provide design support for wooden structures and contracts for wood preservation treatments, and research, develop, and sell wood preservatives and wood preservation treatments.

Through business activities related to ground improvement and timber using our proprietary technologies, we will help realize an environmentally friendly society.

Visual Solutions



In Visual Solutions, we import and sell video monitoring devices that boast world-leading market shares. Such devices are widely employed in various areas, including financial institutions, shopping complexes, manufacturing plants, medical institutions, warehouses, business offices and buildings, and residences. To meet growing security needs, we not only sell equipment, but offer installation and a wide range of other services.

Motor Vehicles & Aerospace

The Motor Vehicles & Aerospace Division operates in a variety of business areas related to passenger and cargo vehicles, including automobiles, motorcycles, construction and agricultural equipment, aircraft, and satellites. In these areas, based on the supply chains we have built, we are leveraging our bases of operations and logistics networks around the world to expand our businesses globally.

Furthermore, as the mobility business undergoes transformation with the advance of CASE, MaaS, and other technologies, we are developing new businesses, among them the data business, that will be future cornerstones with the aim of creating new value.



Motor Vehicles & Aerospace

- Establish export, import, and third-country trade businesses that build on our existing base of customers and business partners through our worldwide sales and sourcing network
- Develop the OEM automotive and motorcycle parts business by enhancing technical development, quality management, and logistics capabilities
- Develop business related to fixed-wing aircraft, helicopters, satellites, and related equipment as well as components/parts for Japanese government agencies
- Launch telematic services using vehicle data, such as driving management and driving safety analysis services
- Proactively take on flying vehicles and other new domains in air mobility and work to solve logistics issues using drones and data analysis in order to create businesses in the next-generation mobility field

Main Businesses		Products
Motor Vehicles and Parts		Motorcycle and automobile parts; Complete Built Up (CBU) vehicles; Construction & industrial machinery; Power products
Aerospace		Fixed-wing aircraft; Helicopters; Equipment and Components/Parts for aircraft & helicopters; Aircraft rotatable parts; Satellites; Space-related products; Space Situational Awareness systems; Defense equipment; Night vision goggles
Machine Tools & Industrial Machinery	Machine Tools	Domestically produced and imported machine tools and peripheral equipment, mainly for the electric power, machinery, and automotive industries
	Industrial Machinery	Wide-ranging industrial machinery and facilities for diverse industries

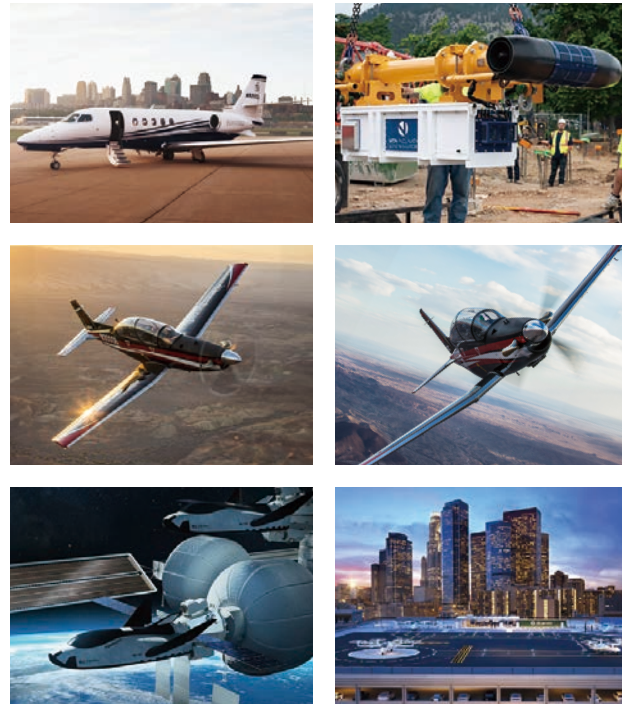
Motor Vehicles & Aerospace

Motor Vehicles and Parts



To meet diversifying customer needs, we are working to expand the business base of our OEM automotive and motorcycle parts business by fully leveraging our accumulated business infrastructure, including worldwide sales and purchasing channels, technical development capabilities, and logistics networks. Also, to build the foundations for future businesses, we are gathering information around the world on cutting-edge technologies in the mobility field, which is undergoing dramatic changes due to the evolution of AI and the IoT, as well as actively investing in businesses with strategic partners. As part of these efforts, we have entered into a telematic services business that leverages vehicle data and are engaging in the development and sale of products using carbon nanotubes (CNT), a new material.

Aerospace



Handling mainly fixed-wing aircraft, helicopters, and related equipment and components and parts for Japanese government agencies, we are expanding our aerospace business. In the defense field, we are working to expand our business areas by proactively making proposals related to defense equipment, including target drones. In other areas, we are expanding our space business base through satellites, satellite-related equipment, satellite communications monitoring systems, and space-related services.

In the commercial aviation market, where further market recovery is expected, we are advancing aggressive business investment and future-oriented infrastructure development in the aircraft part-out business and aircraft rotatable parts business.

As part of new business creation efforts, we have launched a partnership with a startup engaged in the development of equipment to prevent the spinning of hoisted loads, such as cargoes or emergency supplies carried by helicopters and materials lifted by cranes, aiming to enhance efficiency and safety in rescue operations and construction. In addition, we are advancing demonstration experiments in cooperation with local governments aimed at advancing the social implementation of air mobility services.

Machine Tools & Industrial Machinery



Within the machine tools business, we operate a wide range of businesses, serving the electric power, machinery, automotive, and other key Japanese industries as well as such fields as IT equipment and aircraft parts, providing high-added-value products and comprehensive services.

In the industrial machinery business, we provide optimal equipment and systems to meet customer needs in a wide range of industries related to food, clothing, and housing.

Major Group Companies (As of April 1, 2026)

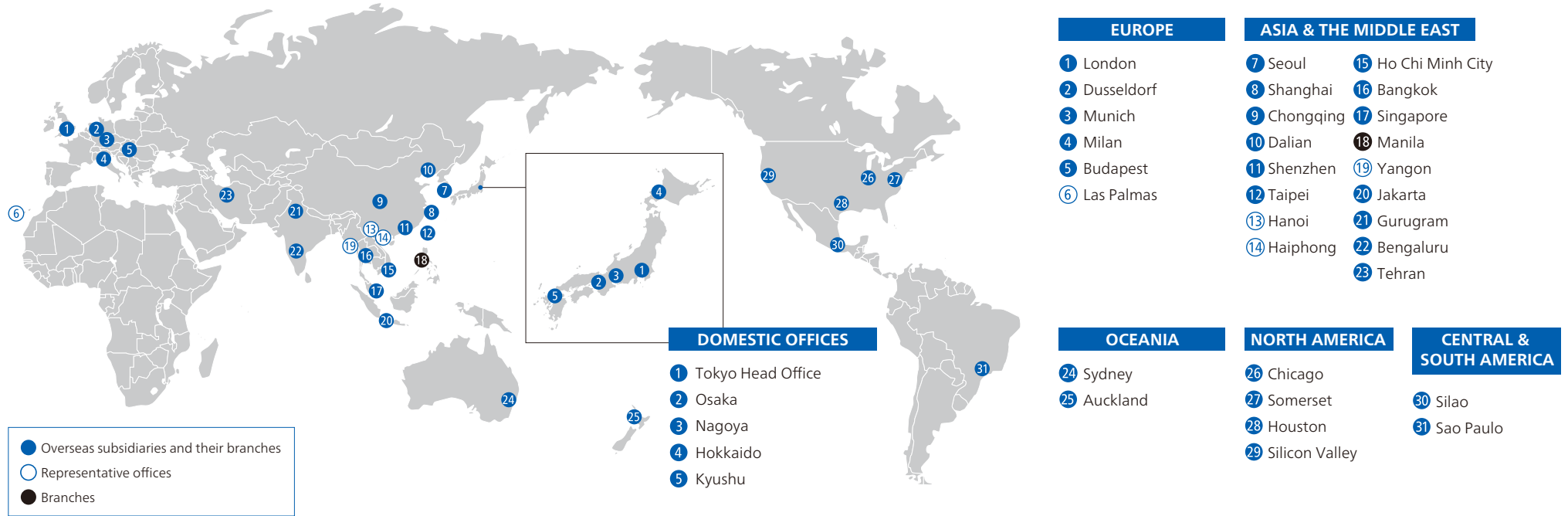
ICT Solution	Japan	Kanematsu Electronics Ltd.	System integration of ICT and communications equipment	
		Nippon Office System Ltd.	Development, sales, and maintenance of software for computers and computer peripherals, etc.	
		KEL Technical Service Ltd.	Design, implementation, operation, and maintenance services related to IT systems and related products	
		KEL CRESTIA LTD	System integration, software development, infrastructure construction and system support, and personnel dispatching services	
		Root Riff Systems, Inc.	Consulting, design, implementation, verification services, and operational training related to IT infrastructure, as well as overseas operations	
China	Kanematsu Electronics (Chengdu) Ltd.	IT infrastructure construction, IT equipment maintenance, 3D-CAD software sales, engineer dispatch, etc.		
Thailand	Kanematsu Electronics (Thailand) Ltd.	Sales, construction, maintenance, and operation services for IT infrastructure equipment; Design support and contracting for the manufacturing industry		
Electronics & Devices	Japan	Kanematsu Communications Ltd.	Sales of mobile communications devices; Mobile internet systems and services	
		NSC Company Limited	Sales of mobile communications devices; ICT solution services	
		Kinkitelem CO., LTD.	Sales of mobile communications devices; Internet connection services	
		CCD Co., Ltd.	Sales of mobile communications devices	
		Emori Planning Co., Ltd.	Sales of mobile communications devices	
		Kanematsu Granks, Corp.	Website planning, building, and operation; Content planning, production, and sales	
		Kanematsu Futuretech Solutions Corporation	Import, export, processing, development, design, manufacture, and sales of semiconductors, electronic components, and module products; EMS business	
		J REP Corporation	Trading company specializing in power semiconductors and other electronic components	
		Kanematsu Advanced Materials Corp.	Import, export, storage, sales, and processing of materials and components for vehicle equipment, industrial electronics, and communication devices	
		Kanematsu Kangawa Co., Ltd.	Sales of industrial materials and raw materials, electronic components and materials, agricultural materials, and packaging materials	
	China	Kanematsu PWS LTD.	Design, development, and sales of semiconductor production equipment, testing equipment, and wafer marking equipment; Technical services	
		P.R.A. Co., Ltd.	Design and manufacture of plasma power supplies and other equipment; Repair of peripheral equipment for semiconductor manufacturing equipment	
		NS Technologies Inc.	Design, development, and manufacture of IC test handlers	
		JM Technology Inc.	Semiconductor equipment engineering, parts repair and sales, and IoT solution services, etc.	
		G-Printec, Inc.	Design, development, manufacture, sales, and maintenance services (OEM) for card printers and related equipment	
		ELECTRONICS AND MATERIALS CORPORATION LIMITED	Sales of silicon wafers and compound wafers, etc.	
		China	Kanekoh Electronics (Shanghai) Co., Ltd.	Design, development, manufacture, and sales of control modules for lithium ion batteries
		Singapore	Getech Automation Pte Ltd	Manufacture, sales, and maintenance services for depanelers and system integrator services for automated machinery
		Germany	KIS Global GmbH	Sales of card printers
		Canada	www.CanadianPassportPhotos.ca Inc	Sales and maintenance services for passport photo printing systems
Foods, Meat & Grain	Japan	Kanematsu Foods Corp.	Food wholesaling and cold storage	
		Kanematsu Agritec Co., Ltd.	Manufacture and sales of feed and fertilizer	
		Kanematsu Soytech Corp.	Sales of soybeans, pulses & peas, and grain; Development and marketing of tofu and other ingredients for processed foods	
		Glocal Pet Care Corporation	Sales of pet food and other products	
	China	Dalian Tiantianli Food Co., Ltd.	Manufacture of dim sum and delicatessens	
		Shangdong Lufeng Foods Co., Ltd.	Production of processed vegetables and fruits	
		Dalian Matsutomo Foods Co., Ltd.	Primary processing of beef	
	Thailand	Siam Aloe Vera (2005) Co., Ltd.	Processing and sales of aloe vera	
	Indonesia	PT. Kanemory Food Service	Manufacture of processed foods; Management of central kitchen	
	Uruguay	FRIGORÍFICO SAN JACINTO – Nirea S.A.	Slaughtering and butchering of live cattle and sheep; Processing, distribution, and export of beef and lamb	
		Agropecuaria La Escalera S.A.S.	Breeding, raising, and feeding of live cattle; Production of feed grains	
	U.S.A.	KAI Enterprises, Inc.	Sales of hay and roughage	
		Sage Hill Northwest, Inc.	Production of hay	
		KG Agri Products, Inc.	Seed development; Contract farming; Sorting, processing, and sales of food soybeans	
		Nippon Trends Food Service, Inc.	Ramen noodle manufacturing	

* Companies with shares listed on a stock exchange

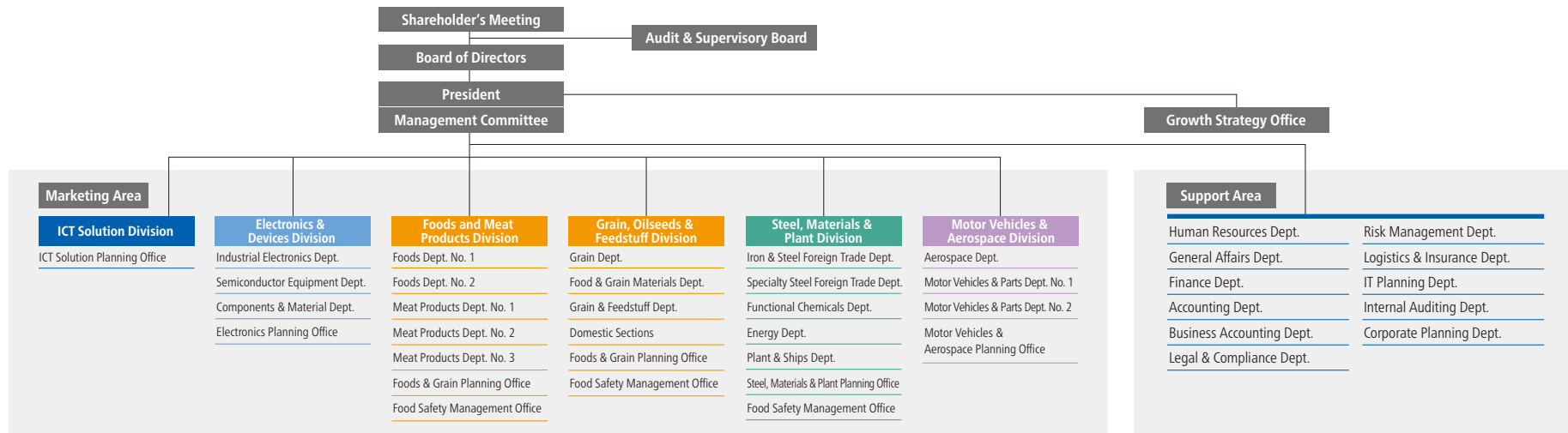
Steel, Materials & Plant	Japan	Kanematsu Sustech Corporation	Manufacture and sales of home-construction materials; Ground inspection services and improvement work; Installation and sales of security cameras	
		UGR CORPORATION	Geological and geotechnical investigations and ground improvement work, Soil contamination investigations and remediation work	
		Nissan Kogyo Corporation	Operation of gasoline stations; Sales of daily necessities and miscellaneous goods	
		Saitama Yaei Industrial Co., Ltd.	Sales of iron construction products and industrial machinery; Contracting and execution of civil engineering and construction, etc.	
		Kanematsu Petroleum Corp.	Sales of petroleum products and LPG	
		Kanematsu Yuso Co., Ltd.	Delivery and storage of petroleum products	
		Kanematsu Chemicals Corp.	Domestic sales, import, and export of chemical products, pharmaceuticals, pharmaceutical ingredients, and functional food materials	
Vietnam	Kanematsu Wellness Corp.	Sales of health foods and provision of medical information		
	ATAD Steel Structure Corp.	Design, manufacture, transportation, and installation of various steel structures		
U.S.A.	Steel Service Oilfield Tubular, Inc.	Sales of steel materials for natural resource excavation		
	Benoit Premium Threading, LLC	Steel tubing fabrication; Manufacture and sales of steel tubing-related parts		
Motor Vehicles & Aerospace	Japan	Kanematsu KGK Corp.	Sales of machine tools and industrial machinery	
		KGK Engineering Corp.	Machinery installation and maintenance; Automation technical support and sales of related equipment	
		Watachukikai Corp.	Wholesale of cutting tools and peripheral and auxiliary tools	
		Aioi Sekkei Co., Ltd.	Design, manufacture, and installation of plant equipment	
		KANEYO Co., Ltd.	Sales of bedding, fiber raw materials for industrial materials, and synthetic fiber raw materials	
		Kanex Corporation	Sorting, inspection, storage, and shipping of recycled products	
		Kanematsu Aerospace Corp.	Sales of aircraft, defense, and aerospace-related products as well as 3D laser scanners and XR solution equipment	
	China	Datatec Co., Ltd.	Development and sales of network services for vehicle operation management, driving safety analysis, etc.; Development and sales of vehicle measuring instruments	
		Kanematsu KGK Trade & Sales (Shanghai) Co., Ltd.	Sales of machine tools and industrial machinery	
	Thailand	KGK Engineering (Thai) Co., Ltd.	Sales of machine tools and industrial machinery	
	Indonesia	PT. Kanematsu KGK Indonesia	Sales of machine tools and industrial machinery	
	Vietnam	Kanematsu KGK Vietnam Co., Ltd.	Sales of machine tools and industrial machinery	
	Ireland	KG Aircraft Rotables Co., Ltd.	Aircraft rotatable parts exchange, repair, and sales	
Poland	Aries Motor Ltd.	Sales and maintenance of automobiles		
U.S.A.	Aries Power Equipment Ltd.	Sales of engines, generators, lawnmowers, and other general-purpose machinery		
U.S.A.	KG Aircraft Rotables USA, Inc.	Aircraft rotatable parts exchange, repair, and sales		
U.S.A.	Seibu America Corporation	Sales of Seibu Electric Co., Ltd. products in the North American market		
Other	Japan	Hokushin Co., Ltd.*	Manufacture and sales of medium-density fiberboard	
		Shintoa Corp.	Import, export, and sales of pet supplies, soft drinks for vending machines, aero-engines, feed materials, and metal products	
		KOEI SANGYO CO., LTD.	Manufacture of Sato-type circular vibratory sieving machines	
		Ks Lynx corporation	Sales and installation of circular vibratory sieving machines and powder handling equipment and sales of molds	
		Kanematsu Logistics & Insurance Ltd.	Insurance agency and forwarding business; Consigned freight forwarding business	
	Indonesia	Japan Logistics Co., Ltd.	Warehouse and self-storage operation	
		Kanematsu Seed Port Ltd.	System development; DX consulting	
		PT. Dunia Express Transindo	Total logistics services, including trucking, warehousing, customs clearance, domestic and international forwarding, and container depot operations	
		U.S.A.	Kanematsu Ventures Inc.	Investment in VC funds; Seeking out advanced technologies; Growth support for startups

Network (As of March 31, 2026)

Kanematsu supplies products and services through its large network of business bases in Japan and overseas. In addition to the Company, the Kanematsu Group comprises 130 companies (105 consolidated subsidiaries and 25 equity-method affiliates) operating global businesses around the world.



Organization Chart (As of April 1, 2026)





Corporate Profile

Company Name	KANEMATSU CORPORATION
Established	August 15, 1889
Founded	March 18, 1918
President & CEO	Yoshiya Miyabe
Head Office	7-2 Marunouchi 2-chome, Chiyoda-ku, Tokyo 100-7017, Japan
Share Capital	¥27,781 million
Revenue	¥1,067,665 million (Year ended March 31, 2026)
Operating Profit	¥48,663 million (Year ended March 31, 2026)
Profit for the Year Attributable to Owners of the Parent	¥32,523 million (Year ended March 31, 2026)
Number of Employees	861 (Consolidated: 8,604)
Shares Outstanding	169,000,404
Stock Exchange Listings	Tokyo

Corporate Officers (As of April 1, 2026)

Directors and Audit & Supervisory Board Members

Chairman	Kaoru Tanigawa
President & CEO	Yoshiya Miyabe
Directors	Taro Unno Kazuo Kondo Yuko Tahara Kazuhiro Tanaka Hiroyuki Sasa

Audit & Supervisory Board Members (full-time)

Yoshio Tajima
Yoichiro Muramatsu

Audit & Supervisory Board Members

Yusaku Kurahashi
Nobuko Inaba

Executive Officers

President & CEO	Yoshiya Miyabe
Managing Executive Officer	Tetsuro Tsutano Ryoichi Kidokoro Masashi Kanematsu
Senior Executive Officers	Hiroshi Yamashina Akihiko Fujita Shuji Masutani
Executive Officers	Jun Nakajima Toru Hashimoto Koichi Nishimura Kaori Kusuda Akira Watanabe Shigenobu Makita Taro Unno Kazuo Kondo Yoichi Mori

- 1 Ms. Yuko Tahara, Mr. Kazuhiro Tanaka, and Mr. Hiroyuki Sasa are outside directors.
- 2 Mr. Yusaku Kurahashi and Ms. Nobuko Inaba are outside Audit & Supervisory Board members.
- 3 Ms. Yuko Tahara, Mr. Kazuhiro Tanaka, Mr. Hiroyuki Sasa, Mr. Yusaku Kurahashi, and Ms. Nobuko Inaba are independent officers, as defined by the Tokyo Stock Exchange.



Our Website

Detailed additional information about the Kanematsu Group is available on our website in English, Japanese and Chinese.

Content includes information about the Company and its businesses, press releases, investor relations materials, and details on its sustainability activities, and other topics.

English: <https://www.kanematsu.co.jp/en/>
 Japanese: <https://www.kanematsu.co.jp/>
 Chinese: <https://www.kanematsu.co.jp/cn/>

