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(Securities Code 6287)
Mailing date: June 10, 2025
Provision in electronic format: Starting June 4, 2025

To Shareholders with Voting Rights:

Hiroyuki Konuma
Representative Director
SATO Corporation
3-1-1 Shibaura, Minato-ku, Tokyo, Japan

**NOTICE OF
THE 75TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

It is our pleasure to invite you to the 75th Annual General Meeting of Shareholders of SATO Corporation (the “Company”), which will be held for the purposes described in this notice.

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- 1. Date and Time:** June 25, 2025 (Wednesday), 10:00 a.m. Japan Time (Reception starts at 9:00 a.m.)
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- 2. Venue:** TKP Garden City PREMIUM Tamachi, 4th floor, Tamachi Station Tower S
3-1-21 Shibaura, Minato-ku, Tokyo, Japan
- * Please contact us if you wish to watch the meeting through our live webcast.
 - * We seek your understanding that we will not be distributing gifts to shareholders attending the meeting in person on the day.
 - * If you attend the meeting in person and wish to do so, you can tour our showrooms located in the building next to the venue following the conclusion of the meeting. A staff member will guide you through the showrooms and provide an explanation for around one hour. An advanced reservation (on a lottery basis) is required, so please apply by 11:59 p.m. on June 23, 2025 (Monday). If you have any questions, please send an e-mail to the following address.
grp-ir-information@sato-global.com
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- 3. Agenda:**
- | | |
|----------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Matters to be reported: | <ol style="list-style-type: none">1. The Business Report, Consolidated Financial Statements for the Company’s 75th Fiscal Year (April 1, 2024 – March 31, 2025) and Audit Results on Consolidated Financial Statements by Independent Auditor and Audit & Supervisory Board2. Non-Consolidated Financial Statements for the Company’s 75th Fiscal Year (April 1, 2024 – March 31, 2025) |
| Proposals to be voted on: | <p>Proposal No. 1: Distribution of Retained Earnings</p> <p>Proposal No. 2: Election of Eight Directors</p> <p>Proposal No. 3: Election of One Audit & Supervisory Board Member</p> <p>Proposal No. 4: Election of Two Substitute Audit & Supervisory Board Members</p> |
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In convening this shareholders’ meeting, the Company provides reference materials (in line with the electronic provision requirement that has come into effect following the amendment of Japan’s Companies Act) in electronic format by making them available online as follows.

The Company's Japanese website:
<https://www.sato.co.jp/about/ir/stockholder/shareholders/>

Japanese website for posting AGM materials:
<https://d.sokai.jp/6287/teiji/>

Web page offering Japanese information about listed companies, on the Tokyo Stock Exchange (TSE) website:
<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show>
(To use the TSE web page, search by the Company's name or securities code. From the search results, click to open the basic information page and select the correct tab to view this AGM notice and related documents.)

For shareholders not attending the meeting in person, please consider voting online (<https://evote.tr.mufg.jp/>) or in writing (by postal mail, using our voting instruction form). Please read the attached Reference Documents carefully and exercise your voting rights so that we receive your vote by 5:45 p.m. on June 24, 2025 (Tuesday).

Notes:

- For AGM information subject to the electronic provision requirement, a notice of corrections and details of information before and after correction will be posted on the above websites, if such corrections become necessary.
- For this shareholders' meeting, we are sending printed copies informing about electronic provision to all our shareholders.

The following items are excluded from the printed copies, as prescribed by law and Article 16 of the Company's Articles of Incorporation.

Progress and results of company operations, major creditors, issues to be addressed, current company status, policies and activities to ensure proper company operations, corporate governance of the Company, information concerning share acquisition rights, status of the Independent Auditor, policy regarding the distribution of retained earnings in the form of dividends, etc., notes to consolidated financial statements, non-consolidated balance sheets, non-consolidated statements of income, non-consolidated statements of changes in equity, notes to non-consolidated financial statements, audit report on consolidated financial statements, audit report on non-consolidated financial statements, and audit report by the Audit & Supervisory Board

The mentioned Business Report and consolidated/non-consolidated financial statements are part of the documents the Independent Auditor and Audit & Supervisory Board have audited when preparing their respective audit reports.

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Distribution of Retained Earnings

The Company aims to create value through our business; share the returns from our business with our four stakeholders: shareholders, employees, society and the company; strengthen relationships with our stakeholders; and increase corporate value. The Company has long realized stable and progressive dividends^(Note) and aims to continue the policy going forward.

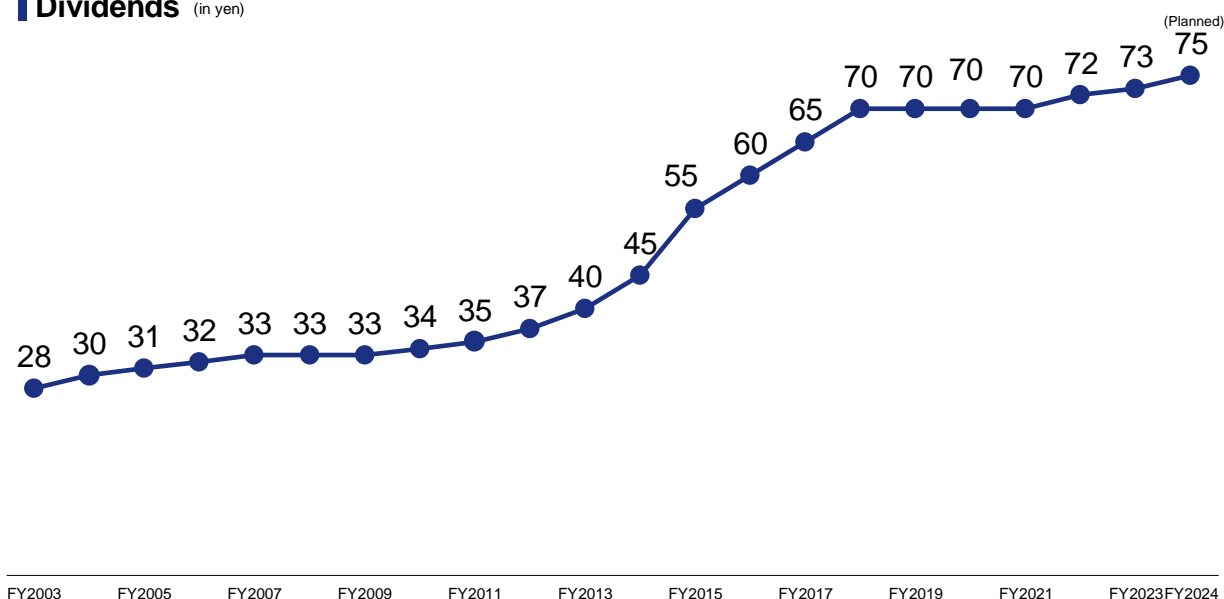
The Company hereby proposes the following as the year-end dividend for the 75th fiscal year:

Note: The policy of stable and progressive dividends reflects the Company's determination to either maintain or increase dividend payout per share without reducing it.

Type of dividend assets	Cash
Allocation of dividends	38 yen for each share of the Company's common stock
Total amount of dividends	1,238,985,972 yen
Effective date	June 26, 2025

Combined with the interim dividend (37 yen per share), the total amount of annual dividends will be 75 yen per share, an increase of 2 yen compared with the previous fiscal year.

Dividends (in yen)



Proposal No. 2: Election of Eight Directors

The terms of office of eight directors elected last year will expire at the conclusion of this year's annual general meeting of shareholders. The Company hereby proposes the election of eight directors, as decided by the board of directors.

The candidates are as follows:

No.		Name	Position(s) at the Company	Attendance at the board of directors meetings
1	For reelection	Hiroyuki Konuma	Representative Director, President and Group CEO	13/13 (100%)
2	For reelection	Yoshinori Sasahara	Director, Executive Vice President	13/13 (100%)
3	For reelection	Tatsuo Narumi	Director	13/13 (100%)
4	For reelection Independent officer Candidate for external director	Ryoji Itoh	Director	13/13 (100%)
5	For reelection Independent officer Candidate for external director	Hideo Yamada	Director, Chair of the Board	13/13 (100%)
6	For reelection Independent officer Candidate for external director	Sadayoshi Fujishige	Director, Chair of Nomination & Remuneration Advisory Committee	13/13 (100%)
7	For reelection Independent officer Candidate for external director	Yoshiko Nonogaki	Director	13/13 (100%)
8	For reelection Independent officer Candidate for external director	Hiroshi Nagumo	Director	10/10 (100%)

Notes:

1. No material conflicts of interest exist between the Company and any of the above candidates.
2. The Company has appointed Mr. Itoh, Mr. Yamada, Mr. Fujishige, Ms. Nonogaki, and Mr. Nagumo as independent officers under the provisions of the Tokyo Stock Exchange and has filed a notification to that effect with the Exchange.
3. To let internal directors and Audit & Supervisory Board members focus on performing their duties adequately, the Company covers them with liability insurance that protects and indemnifies them from losses or claims of losses which may arise from actions taken within the scope of their responsibilities. Corresponding candidates named above will be subject to the insurance if they are elected or reelected as proposed, and the insurance cover will be renewed during their term of office.
4. To let external directors and Audit & Supervisory Board members focus on performing their duties adequately, the Company's current Articles of Incorporation also set forth that the Company may enter into agreements with them in accordance with the provisions of Article 427, Paragraph (1) of the Companies Act, to limit their personal liabilities to the minimum extent permitted by law.
The Company shall continue or enter into such agreement with corresponding candidates named above if they are reelected or elected as proposed.

Reference

1. Skill matrix for directors and Audit & Supervisory Board members

The following shows skills/competencies of the Company's directors and Audit & Supervisory Board members mapped against what is expected of their roles.

Directors and Audit & Supervisory Board members have skills/competencies that are appropriately well-balanced with the Company's needs.

			Knowledge and experience to lead management and business appropriately			Knowledge and experience to establish and maintain an appropriate management foundation			Diversity to ensure sustainability (specialized fields, main experience, etc.)
			a	b	c	d	e	f	Notable specialized fields, main experience, etc.
Directors	Name	Current main responsibilities							
	Hiroyuki Konuma Male	Representative Director, President and Group CEO Member of Nomination & Remuneration Advisory Committee	●	●	●		●		Domestic and overseas business (management/sales/healthcare)
	Yoshinori Sasahara Male	Director and Executive Vice President	●	●					Domestic business (sales/production)
	Tatsuo Narumi Male	Director Member of Nomination & Remuneration Advisory Committee	●					●	Human resource and labor relations/corporate planning
	Ryoji Itoh Male	External director/independent officer Member of Nomination & Remuneration Advisory Committee	●	●	●	●	●		Management consulting/academic/IT
	Hideo Yamada Male	External director/independent officer Chair of the Board	●				●	●	General legal/risk management
	Sadayoshi Fujishige Male	External director/independent officer Chair of Nomination & Remuneration Advisory Committee	●	●	●		●	●	Listed company management
	Yoshiko Nonogaki Female	External director/independent officer Member of Nomination & Remuneration Advisory Committee	●		●		●	●	Global management/marketing/diversity
Audit & Supervisory Board members	Hiroshi Nagumo Male	External director/independent officer Member of Nomination & Remuneration Advisory Committee	●	●	●		●		Global management/healthcare
	Kiyohiko Yoshii Male	Full-time Audit & Supervisory Board member			●	●	●		Overseas operations management/finance and accounting
	Noriko Yao Female	External Audit & Supervisory Board member/independent officer			●		●	●	Global corporate legal
	Naoki Kubo Male	External Audit & Supervisory Board member/independent officer				●	●		Finance and accounting/auditing

Note that the table outlines particular skills/competencies that reflect the individual's experience and expertise, and is not an exhaustive definition of their capabilities.

a. Business/organizational management:

Have experience in management/executive positions at listed companies (including subsidiaries) or experience managing public and independent organizations

b. Technology development, innovation, and digital transformation:

Have practical experience and expertise

c. Global business:

Have global experience, including overseas assignments

d. Finance and accounting:

Have practical experience and expertise

e. Governance, risk management, and compliance:

Have practical experience and expertise

f. Human resource and labor relations/human resource development:

Have practical experience and expertise

2. Appointment and dismissal of directors

The Company's policy is to select via a transparent process candidates who are able to actively contribute to the board's managerial decision-making and oversight function with their extensive experience/expertise and excellent character/discernment.

The Company established the Nomination Advisory Committee as an advisory committee to the board of directors in April 2021, and integrated this committee with the Remuneration Advisory Committee in June 2024, renaming it the Nomination & Remuneration Advisory Committee. Chaired by an independent external director, the committee, comprised in majority of external directors, functions to not only propose the appointment and dismissal of individual candidates, but also look into the board's composition and overall operation (including decision making on appointment policies or standards/processes and succession planning) to provide advice and recommendations.

Appointment/selection criteria are as follows:

a. Candidates for internal director

Candidates need to be executive officers who possess the following experience, skills and attributes.

- Strategic judgment from a medium- to long-term perspective (ability to get to the essence of matters, think critically, and have foresight and decisiveness)

- Leadership qualities to unite the organization and carry through radical changes (ability to lead collaboration, innovation and talent development toward results)

- High ethical standards and accountability toward the company and society (integrity, acumen, alignment with corporate values, and impartiality)

- Strong sense of independence and awareness of problems (pertaining to market, business, company resources and self-improvement)

- Sufficient industry experience/knowledge and abundant mental/physical strength (work performance and personal health)

Candidates for representative directors and executive leaders must, in addition to the above, have an outstanding track record of delivering successful results.

b. Candidates for external director

Candidates need to meet the following requirements and be chosen from diverse fields of specialization (such as business management, academia, law, or finance). The number of external directors must account for majority of the board for proper governance.

- Able to get to the essence of matters and raise issues to management in a rigorous manner

- Able to place priority on attending the company's board meetings and committing to board duties

c. Appointment/selection process

When consulted by the board of directors, the Nomination & Remuneration Advisory Committee engages in discussions to prepare and submit a candidate list based on the above criteria. The board shall deliberate on the committee's recommendations to select director candidates or appoint representative directors and executive directors.

d. Dismissal process

If there is objective evidence or other reasons to suggest that representative directors and executive leaders are deviating materially from the appointment/selection criteria, the Nomination & Remuneration Advisory Committee will discuss their dismissal and present its recommendations when consulted by the board of directors. Dismissal shall be granted upon deliberation and consent of the board.

If directors are deemed to not fully meet the criteria, the board will not nominate them for election or reelection at the next general meeting of shareholders.

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
1	<p>Hiroyuki Konuma (March 14, 1973)</p> <p>For reelection</p> <p>Years of service: 5</p> <p>Attendance at the board of directors meetings: 13/13 (100%)</p>	<p>July 2000 Joined the Company</p> <p>April 2010 General Manager of Medical Dept., Tokyo Division, Japan Sales Headquarters</p> <p>April 2013 President for healthcare business (formerly a business division), SATO Corporation (former)</p> <p>April 2014 President, SATO Healthcare Co., Ltd.</p> <p>July 2015 Executive Officer and Chief Wellness Officer</p> <p>April 2019 Vice President; President and Head of RFID business, SATO Corporation (former)</p> <p>April 2020 Vice President; President, oversees global business, SATO Corporation (former)</p> <p>June 2020 Director and Vice President; President, oversees global business, SATO Corporation (former)</p> <p>April 2021 Director and Vice President, oversees Japan business; President, SATO Corporation (former)</p> <p>April 2023 Representative Director, President and Group CEO (to present)</p>	12,575
(Current position(s) at the Company) Representative Director, President and Group CEO			
<p>(Reasons for nomination)</p> <p>Mr. Konuma has served important roles in the health care business, expanding the business significantly upon his appointment to president of SATO Healthcare in 2014. He steered both the Japan and overseas businesses forward after assuming president of SATO Corporation (former) in 2019 and went on to become the Company's director in 2020. He then focused mainly on the Japan business, demonstrating strong leadership at driving sales through strengthening in-house know-how for delivering solutions specific to different customer pain points in target markets and industries. In his latest appointment as Representative Director, President and Group CEO in April 2023, he taps his extensive experience and knowledge to lead and oversee overall business operations. The Company has determined that he is qualified to drive business management to speed up business growth and globalization toward maximizing customer value, and therefore renominates him as a candidate for director.</p>			
<p>(Message from the candidate to shareholders)</p> <p>Starting April 2023, I have been responsible for running business operations of the whole SATO Group. We have executed absorption-type mergers of subsidiaries in a manner that retooled our organizational framework away from the previous holding company structure. This enabled us to breathe new life into SATO Corporation and make a fresh start in April 2025. Our tagging technology has developed to such an extent that it not only resolves pain points faced by customers around the world, but also contributes solutions to industry-specific issues and even global social challenges. Co-creating not only internally but also with other enterprises will allow us to resolutely incorporate new technologies and augment solutions offered to customers, as well as steadily implement our medium-term management plan and diligently strive to enhance corporate value.</p>			

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)		Number of company shares owned
2	Yoshinori Sasahara (March 5, 1965) <div>For reelection</div> Years of service: 2 Attendance at the board of directors meetings: 13/13 (100%)	April 1987	Joined the Company	16,821
		October 2005	General Manager of Hachioji Branch, Sales Headquarters	
		April 2010	General Manager of Manufacturing Dept., Tokyo Division, Japan Sales Headquarters	
		July 2012	Executive Officer; Head of Tokyo Business, Japan Sales Headquarters, SATO Corporation (former)	
		April 2014	Executive Officer; Head of Sales Unit, SATO Corporation (former)	
		April 2016	Executive Officer; Vice President, SATO Corporation (former)	
		April 2019	Vice President and Chief Wellness Officer (CWO); Vice President, and General Manager of Production, SATO Corporation (former)	
		April 2022	Vice President and CWO; Vice President, and General Manager of Production and RFID Business, SATO Corporation (former)	
		April 2023	Vice President, oversees Japan business and internal IT platforms; President, SATO Corporation (former)	
		June 2023	Director; President, SATO Corporation (former)	
		April 2025	Director and Executive Vice President (to present)	
(Current position(s) at the Company) Director and Executive Vice President				
(Reasons for nomination) Mr. Sasahara has demonstrated strong leadership as the head of sales and production departments in Japan. Since becoming the Company’s executive officer in 2012 and vice president in 2019, he has been driving the Japan business with genbaryoku, SATO’s core competency of going deep into customer sites to understand and solve their pain points. In his latest appointment as president of SATO Corporation (former) in April 2023, he oversees R&D, production and sales activities for the Japan business. Considering the above, the Company has determined that he is qualified to drive sustainable business management globally, and therefore renominates him as a candidate for director.				
(Message from the candidate to shareholders) Consolidation of our operations made it possible for SATO Corporation to make a fresh start. With the external environment changing rapidly, we will not only focus on governance, digital transformation, and ESG management priorities, but also seek to grow our RFID business, a key sector. We will strive globally to enhance corporate value and achieve sustainable growth.				

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)		Number of company shares owned
3	Tatsuo Narumi (February 24, 1952) <div>For reelection</div> Years of service: 17 Attendance at the board of directors meetings: 13/13 (100%)	August 2000	Joined the Company Senior Manager of Secretary’s Office	25,246
		April 2001	Senior Manager of Human Resources Dept., Administration Division	
		June 2003	Executive Officer and Senior Manager of Planning Dept., Corporate Planning Division	
		October 2005	Executive Officer, General Manager of Corporate Planning Division, and Senior Manager of Planning Dept.	
		January 2006	Senior Executive Officer and General Manager of Corporate Planning Division	
		July 2007	Vice President and General Manager of Corporate Planning Division	
		June 2008	Director, Vice President, and General Manager of Corporate Planning Division	
		July 2009	Director (to present)	
		January 2020	Chair of the Board	
		April 2021	Chair of Senior Executive Management Meeting	
(Current position(s) at the Company) Director				
(Reasons for nomination) Mr. Narumi served as the Company’s executive officer for six years while heading its corporate planning division. Since joining the board in 2008 and becoming a non-executive director in 2009, he has led actions in setting management priorities and ensured proper submission of matters to the board. He has also served as Chair of the Board and Chair of Senior Executive Management Meeting during this time, collaborating with external directors to ensure oversight of management. Since he has demonstrated strong leadership in reinforcing corporate management foundations and governance frameworks, the Company has determined that he is qualified to drive business management to speed up business growth and globalization toward maximizing customer value, and therefore renominates him as a candidate for director.				
(Message from the candidate to shareholders) As non-executive internal director, I have been validating and providing opinions on the results and process of decision-making by our executive team and also working closely with external directors and tapping their diverse knowledge to help the board perform its supervisory functions effectively to meet the expectations of our shareholders and other stakeholders. To ensure that the Company plays its role as a public entity as proposed by the founder, I will work to establish a resilient corporate culture that is more proactive and has a higher perspective to contribute to sustainable growth of the Company in any way possible by promoting the sharing within the Company of employee-oriented improvement activities that stem from our Teiho system in line with our corporate motto of Ceaseless Creativity and their outcomes.				

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
4	<p>Ryoji Itoh (January 14, 1952)</p> <p><input type="checkbox"/> For reelection</p> <p><input type="checkbox"/> Independent</p> <p><input type="checkbox"/> External</p> <p>Years of service: 11</p> <p>Attendance at the board of directors meetings: 13/13 (100%)</p>	<p>July 1979 Joined McKinsey & Company</p> <p>January 1984 Partner, McKinsey & Company</p> <p>June 1988 Director for product development, UCC Ueshima Coffee Co., Ltd.</p> <p>September 1990 Representative Director, Schroder Ventures K.K.</p> <p>May 2000 Project Professor, Graduate School of Media and Governance, Keio University</p> <p>January 2001 President, Bain & Company Japan, Inc.</p> <p>April 2006 Representative Director, Planet Plan. Co., Ltd. (to present)</p> <p>June 2008 External Director of the Company</p> <p>May 2012 External Director, Renown Incorporated</p> <p>January 2013 Representative Director, El Sol Business Advisor Corporation</p> <p>June 2014 External Director of the Company (to present) External Director, H.U. Group Holdings Inc. (to present)</p> <p>April 2020 Part-time Lecturer, Faculty of Policy Management, Keio University</p> <p>April 2021 Senior Researcher, Keio Research Institute at SFC</p>	4,302
(Current position(s) at the Company) Director			
(Reasons for nomination and expected roles) Mr. Itoh possesses extensive experience and broad insights as corporate executive and graduate school professor, tapping them actively to offer opinions and recommendations on business-critical matters during deliberations at the board of directors meetings with an awareness of strengthening governance frameworks. He also proactively gives guidance from various perspectives to the Company's Nomination & Remuneration Advisory Committee, which he joined in April 2021. The Company believes that he is capable of providing qualified advice on driving sustainable business management globally, and therefore renominates him as a candidate for external director.			
(Message from the candidate to shareholders) With digital transformation taking place globally at increasing speed and the social value of data set to further increase in the future, I believe the SATO Group's social mission to tag data to things (and people) that move through supply chains will become more and more important. I will work to spread this corporate purpose worldwide to contribute to the development of the global society, ensuring that it will translate to creation of shareholder value by maintaining and strengthening corporate governance strategically from an independent standpoint to achieve further growth for the SATO Group.			

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
5	<p>Hideo Yamada (January 23, 1952)</p> <p><u>For reelection</u></p> <p><u>Independent</u></p> <p><u>External</u></p> <p>Years of service: 10</p> <p>Attendance at the board of directors meetings: 13/13 (100%)</p>	<p>March 1984 Graduated from the Legal Training and Research Institute</p> <p>April 1984 Registered as attorney (Daini Tokyo Bar Association)</p> <p>October 1992 President, Hideo Yamada Law Office (now Yamada & Ozaki Law Office) (to present)</p> <p>May 1998 External Audit & Supervisory Board Member, Taiyo Chemical Industry Co., Ltd. (to present)</p> <p>June 2004 External Director of the Company</p> <p>March 2006 External Director, Lion Corporation</p> <p>June 2007 External Audit & Supervisory Board Member, Ishii Food Co., Ltd. External Audit & Supervisory Board Member, Mikuni Corporation</p> <p>March 2009 External Director, Hulic Co., Ltd. (to present)</p> <p>April 2010 Executive Governor, Japan Federation of Bar Associations</p> <p>April 2014 Vice President, Japan Federation of Bar Associations Chairperson, Daini Tokyo Bar Association</p> <p>June 2015 External Director of the Company (to present) Chairperson, Akiko Tachibana Memorial Foundation (to present)</p> <p>June 2016 External Director, Mikuni Corporation (to present)</p> <p>April 2021 Chair of the Company's Board of Directors (to present)</p> <p>June 2023 External Director, YOSHIMOTO KOGYO HOLDINGS CO., LTD. (to present)</p>	3,662
(Current position(s) at the Company) Director, Chair of the Board			
(Reasons for nomination and expected roles) Mr. Yamada possesses extensive experience and broad insights as an attorney at law, tapping them actively to offer opinions and recommendations on business-critical matters during deliberations at the board of directors meetings from the perspective of meeting stakeholders' expectations. He also works to ensure effective management oversight as Chair of the Company's board of directors, a position to which he was appointed in April 2021. So while he has no experience in corporate management other than serving on company boards as an external member, the Company believes that he is fully qualified given his specialization and performance, and therefore renominates him as a candidate for external director.			
(Message from the candidate to shareholders) Since 2019 when the Reiwa era began, the external situation vis-à-vis Japan as well as Japanese companies has become unusually demanding. Globally, we have seen country risks rise due to the unpredictable international situation and wars in addition to economic losses as tariffs have weighed on operations. Domestically, there has been a rash of corporate scandals resulting from governance and compliance failures. Such circumstances combined with the environment, diversity, human rights, due diligence, and other obligations have intensified the difficulty of managing complex corporate operations, making it no longer acceptable to simply pursue profit. In such a business climate, I intend, in my role as an external director, to step forward and ask questions as well as express my views, while fully taking into account the perspectives of shareholders, business partners, and the general public.			

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)		Number of company shares owned		
6	Sadayoshi Fujishige (January 1, 1947) <div>For reelection</div> <div>Independent</div> <div>External</div> Years of service: 5 Attendance at the board of directors meetings: 13/13 (100%)	March 2004	Representative Director and President, Lion Corporation	6,010		
		January 2012	Representative Director and Chairperson, Lion Corporation			
		April 2012	External Director, Showa Nishikawa Co., Ltd.			
		June 2014	Chairperson, Japan Table Tennis Association			
		March 2016	Advisor, Lion Corporation			
		June 2016	Chairperson, Advertising Council Japan			
		May 2019	Chairperson, Japan Marketing Association (to present)			
		June 2020	External Director of the Company (to present) External Director, Nitto Boseki Co., Ltd. (to present)			
		March 2021	Special Advisor, Lion Corporation (to present)			
		April 2021	Chair of the Company’s Remuneration Advisory Committee			
		June 2021	External Director, TV Asahi Holdings Corporation (to present) External Audit & Supervisory Board Member, TV Asahi Corporation (to present)			
		June 2024	Chair of the Company’s Nomination & Remuneration Advisory Committee (to present)			
		(Current position(s) at the Company) Director, Chair of Nomination & Remuneration Advisory Committee				
		(Reasons for nomination and expected roles) Mr. Fujishige possesses extensive experience and deep insights as corporate executive. Having engaged in marketing/product planning for many years and led the development of eco-friendly products, he is profoundly knowledgeable about environmental issues and the social role of companies. He also demonstrates strong leadership as Chair of the Company’s Remuneration Advisory Committee (now Nomination & Remuneration Advisory Committee), a new position to which he was appointed in April 2021. The Company believes that he is capable of providing qualified advice on driving sustainable business management globally, and therefore renominates him as a candidate for external director.				
(Message from the candidate to shareholders) Companies depend on genbaryoku (on-site capabilities). Outstanding genbaryoku is what makes a company strong and its continuous developments possible. When we have different businesses linking up their site operations dynamically with one another, new value can be generated to improve productivity across our society. I understand SATO is a company that provides products and services for businesses to solve critical on-site issues, heighten genbaryoku, and create new value. As external director, I will do what I can to help the SATO Group contribute to the development of society.						

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
7	Yoshiko Nonogaki (July 31, 1957)	April 1980 Joined Sony Corporation (now Sony Group Corporation)	600
		September 1992 President and Representative Director, Sony Poland Sp. z o.o.	
		July 1994 General Manager, Sales and Marketing Department, Recording Media and Energy Company, Sony Corporation	
	For reelection	April 1999 General Manager, Planning and Marketing Department, Personal IT Network Company, Sony Corporation	
	Independent	April 2006 General Manager, Business Planning Department, Business and Professional Solutions Group, Sony Corporation	
	External	April 2009 Senior General Manager, Planning and Marketing Division, Business and Professional Solutions Group, Sony Corporation	
	Years of service: 4	April 2013 Director, Global Diversity, Sony Corporation	
	Attendance at the board of directors meetings: 13/13 (100%)	June 2019 External Director, Nifco Inc. (to present)	
		June 2020 External Director, GS Yuasa Corporation (to present)	
		June 2021 External Director of the Company (to present)	
(Current position(s) at the Company) Director			
(Reasons for nomination and expected roles) Ms. Nonogaki has been closely involved in business operations, and is experienced in running overseas subsidiaries and serving as external director for other companies. She also proactively gives guidance from various perspectives to the Company's Remuneration Advisory Committee (now Nomination & Remuneration Advisory Committee), which she joined in June 2021. The Company believes that she is capable of supporting the board's function in providing oversight of business execution from a fair and objective position based on her extensive experience and broad insights, and therefore renominates her as a candidate for external director.			
(Message from the candidate to shareholders) I am honored to be selected as an external director candidate for SATO, a company that has grown through value creation backed by its auto-ID technologies and on-site capabilities. Even as climate changes, practical application of AI and other disruptive shocks reshape our world, I believe that SATO can continue to cement its growth by delivering solutions for a sustainable society based on its corporate motto of Ceaseless Creativity. I hope to contribute my experience and efforts toward improving the company's corporate value in a sound and sustainable manner.			

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
8	Hiroshi Nagumo (July 26, 1962)	April 1985 Joined Terumo Corporation	363
		April 2012 Representative Director, Terumo BCT, Inc.	
	<u>For reelection</u>	June 2012 Executive Officer, Terumo Corporation and President Representative Director, Terumo BCT, Inc.	
	<u>Independent</u>	April 2020 Executive Officer, Terumo Corporation Regional Representative, Latin America President and CEO, Terumo Americas Holding, Inc.	
	<u>External</u>	April 2022 Group Executive Officer, Regional Representative, Americas President and CEO, Terumo America Holdings, Inc.	
	Years of service: 1	April 2023 Advisor, Terumo Corporation (to present)	
	Attendance at the board of directors meetings: 10/10 (100%)	June 2024 External Director of the Company (to present)	
(Current position(s) at the Company) Director			
(Reasons for nomination and expected roles) Mr. Nagumo possesses extensive business experience in the manufacturing industry in and outside Japan. He also has run business as president of an overseas subsidiary and as executive officer at the headquarters of a company. He is familiar with the health care industry that the Company considers its focal field. Considering the above, the Company has determined that he is qualified to drive sustainable business management globally, and therefore renominates him as a candidate for external director.			
(Message from the candidate to shareholders) Rapid globalization and advancements in AI and digital technology have brought various changes to our lives. SATO's auto-ID technologies that visualize information on things and people will increase its value in such a society as indispensable technology that enriches our lives and provides us safety and security. I hope to continue to support the SATO Group with my experience and global perspective in increasing its corporate value and achieving sustainable business growth.			

Proposal No. 3: Election of One Audit & Supervisory Board Member

The term of office of Mr. Naoki Kubo, external Audit & Supervisory Board Member for the Company, will expire at the conclusion of this year's Annual General Meeting of Shareholders. Accordingly, the Company hereby proposes his reelection. The Audit & Supervisory Board has given its approval in advance.

The candidate is as follows:

Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
Naoki Kubo (July 7, 1956) <div>For reelection</div> <div>Independent</div> <div>External</div> Years of service: 4 Attendance at the board of directors meetings: 13/13 (100%) Attendance at the Audit & Supervisory Board meetings: 14/14 (100%)	October 1980 Joined Chuo Audit Corporation (later Misuzu Audit Corporation) March 1984 Registered as Certified Public Accountant (Japan) April 1999 Partner, Chuo Audit Corporation May 2004 Senior Partner, Chuo Audit Corporation September 2005 Registered as Certified Public Tax Accountant (Japan) July 2007 Left Misuzu Audit Corporation August 2007 Joined KPMG AZSA & Co. (now KPMG AZSA LLC) and became partner June 2016 Vice Chairman, Tokyo Chapter of The Japanese Institute of Certified Public Accountants June 2019 Retired as Partner, KPMG AZSA LLC Executive, Tokyo Chapter of The Japanese Institute of Certified Public Accountants July 2019 Established Kubo Accounting Office (to present) December 2019 External Director, Beauty Sharing Technologies Co., Ltd. June 2021 External Audit & Supervisory Board member of the Company (to present) Auditor, Japan Federation of Land and House Investigators' Association (to present) April 2022 Auditor, THE JAPAN-KOREA CULTURAL FOUNDATION (to present) June 2023 Auditor, Japan Institute of Design Promotion (to present) November 2024 Auditor, Federation Japonaise d'Escrime (to present)	1,078
(Current position(s) at the Company) Audit & Supervisory Board member		
(Reasons for nomination) Mr. Kubo possesses professional knowledge and experience as certified public/taxation accountant. So while he has no experience in corporate management other than serving on company boards as an external member and on audit & supervisory boards as an external member, the Company has determined that he would be committed to auditing the directors' execution of duties from a fair and objective position to contribute toward sustainable business management globally, and therefore nominates him as a candidate for external Audit & Supervisory Board member.		
(Message from the candidate to shareholders) In April 2025, the SATO Group consolidated its holding company and principal operating companies. The optimized organizational structure allows for quick decision-making as well as the selection and concentration of management resources. Moreover, the company announced that it will be promoting ESG management, effectively utilizing human capital, and further strengthening governance. Accordingly, with management required to focus greater awareness on capital costs, I will be making use of my experience and expertise gained as a certified public accountant to appropriately conduct audits from my independent standpoint as an external Audit & Supervisory Board member, taking the perspectives of compliance and governance group-wide as well as disclosure appropriateness. In addition, as it becomes increasingly important to disclose information about sustainability, I will also be scrutinizing the development and improvement of that scheme. I pledge to work diligently as an external Audit & Supervisory Board member to ensure the SATO Group enhances the company's value not only for its shareholders, but also society.		

Notes:

1. No material conflicts of interest exist between the Company and the candidate.
2. The Company has appointed him as an independent officer under the provisions of the Tokyo Stock Exchange and has filed a notification to that effect with the Exchange.
3. To let internal directors and Audit & Supervisory Board members focus on performing their duties adequately, the Company covers them with liability insurance that protects and indemnifies them from losses or claims of losses which may arise from actions taken within the scope of their responsibilities. The above candidate will be subject to the insurance once he is elected, and the insurance cover will be renewed during his term of office.
4. To let external directors and Audit & Supervisory Board members focus on performing their duties adequately, the Company's current Articles of Incorporation also set forth that the Company may enter into agreements with them in accordance with the provisions of Article 427, Paragraph (1) of the Companies Act, to limit their personal liabilities to the minimum extent permitted by law. The Company shall enter into such agreement with the above candidate if he is elected as proposed.
5. He was formerly a partner at KPMG AZSA LLC, the Company's Independent Auditor, but has been retired for five years or more.

Proposal No. 4: Election of Two Substitute Audit & Supervisory Board Members

To ensure that we do not fall below the minimum number of Audit & Supervisory Board Members required by law, the Company hereby proposes the election of two substitute members. The candidates are as follows.

The effective tenure of current substitute Audit & Supervisory Board members will expire at the opening of this year's general meeting of shareholders. Mr. Yoshifumi Kiyohara is internal candidate for appointing to Audit & Supervisory Board member and Ms. Yukie Toge is candidate for appointing to external Audit & Supervisory Board member on the occurrence of any such vacancy. The Audit & Supervisory Board has given its approval in advance.

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
1	Yoshifumi Kiyohara (March 15, 1961)	September 1986 Joined the Company July 2006 Executive Officer; Senior Manager, TC Promotion Dept., Sales Headquarters, SATO Corporation (former) October 2011 Senior Executive Officer; President, SATO Logistics Co., Ltd. April 2014 Senior Manager, Auditor Office April 2020 Senior Manager, Audit Dept. (Japan) April 2024 Senior Manager, Internal Audit Dept. (to present)	9,157
(Reasons for nomination) Mr. Kiyohara has deep knowledge of the Company's business operations given his years of experience in sales and operations planning in Japan. He has also served responsibly as the head of internal audit functions since April 2014. The Company has determined that he is qualified to audit the directors' execution of duties, and therefore nominates him as a candidate for substitute Audit & Supervisory Board member.			
2	Yukie Toge (December 22, 1966) <div>Independent</div> <div>External</div>	May 1999 Registered as Certified Public Accountant (Japan) February 2003 Head, Toge Yukie CPA Office (to present) June 2007 Representative Director, Felice Consulting Ltd. (to present) March 2019 Outside Director (Audit & Supervisory Committee member), Mabuchi Motor Co., Ltd. June 2019 Outside Audit & Supervisory Board member, Seven Bank, Ltd. August 2022 Outside Director, JDC Corporation (to present)	0
(Reasons for nomination) Ms. Toge has provided management support and oversight to companies and government agencies for many years as certified public accountant and systems consultant. In addition to general experience and expertise as auditor, she also possesses IT and system-related skills. The Company therefore nominates her as a candidate for substitute Audit & Supervisory Board member with the intention of considering her as a candidate for external Audit & Supervisory Board member in the future. If she is elected and appointed as external Audit & Supervisory Board member, the Company will appoint her as an independent officer under the provisions of the Tokyo Stock Exchange and will file a notification to that effect with the Exchange.			

Notes:

1. No material conflicts of interest exist between the Company and any of the above candidates.
2. To let internal directors and Audit & Supervisory Board members focus on performing their duties adequately, the Company covers them with liability insurance that protects and indemnifies them from losses or claims of losses which may arise from actions taken within the scope of their responsibilities. Mr. Kiyohara and Ms. Toge will be subject to the insurance once they are appointed Audit & Supervisory Board members, and the insurance cover will be renewed during their term of office.
3. To let external directors and Audit & Supervisory Board members focus on performing their duties adequately, the Company's current Articles of Incorporation also set forth that the Company may enter into agreements with them in accordance with the provisions of Article 427, Paragraph (1) of the Companies Act, to limit their personal liabilities to the minimum extent permitted by law. The Company shall enter into such agreement with Ms. Toge if she is appointed Audit & Supervisory Board member.