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(Securities Code 6287)
Mailing date: June 9, 2026
Provision in electronic format: Starting June 4, 2026

To Shareholders with Voting Rights:

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

**NOTICE OF
THE 76TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

It is our pleasure to invite you to the 76th Annual General Meeting of Shareholders of SATO Corporation (the “Company”), which will be held for the purposes described in this notice.

1. Date and Time: June 25, 2026 (Thursday), 10:00 a.m. Japan Time (Reception starts at 9:00 a.m.)

2. Venue: Conference room of the Company, 26th floor, Tamachi Station Tower N
3-1-1 Shibaura, Minato-ku, Tokyo, Japan

- * Please note that this year’s venue differs from past years.
- * 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, 2026 (Tuesday). If you have any questions, please send an e-mail to the following address.
grp-ir-information@sato-global.com

3. Agenda:

Matters to be reported:	<ol style="list-style-type: none">1. The Business Report, Consolidated Financial Statements for the Company’s 76th Fiscal Year (April 1, 2025 – March 31, 2026) and Audit Results on Consolidated Financial Statements by Independent Auditor and Audit & Supervisory Board2. Non-Consolidated Financial Statements for the Company’s 76th Fiscal Year (April 1, 2025 – March 31, 2026)
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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 Two 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-global.com/ja/ir/event/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, 2026 (Wednesday).

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., consolidated statements of changes in equity, 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

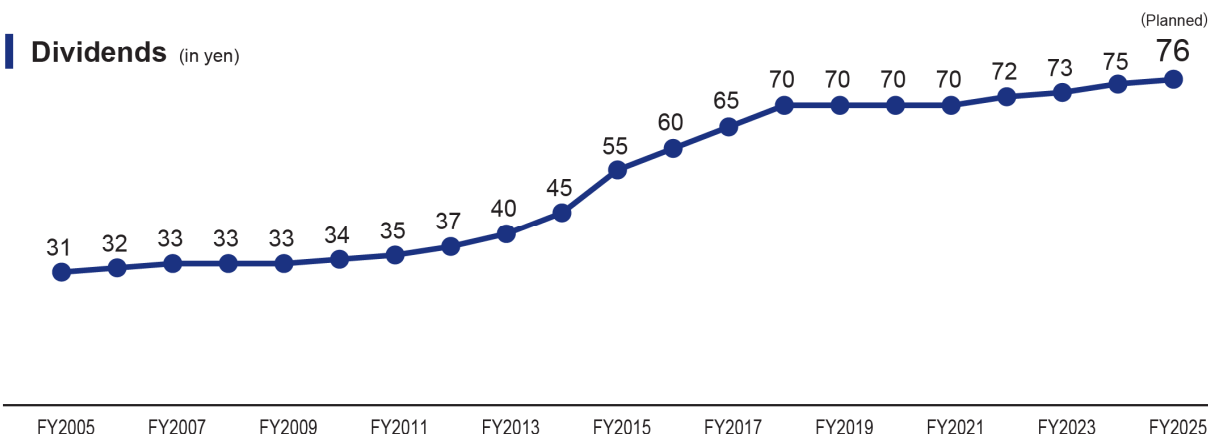
The Company aims to create value through our business; share the returns from our business with our four stakeholders: shareholders, employees, society and the company; strengthen relationships with our stakeholders; and increase corporate value. The Company has long realized stable and progressive dividends^(Note)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

The Company hereby proposes the following as the year-end dividend for the 76th 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	1,238,955,952 yen
Effective date	June 26, 2026

Combined with the interim dividend (38 yen per share), the total amount of annual dividends will be 76 yen per share, an increase of 1 yen compared with the previous fiscal year.



Proposal No. 2: Election of Eight Directors

The terms of office of the current seven directors 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	Hideo Yamada	Director, Chair of the Board	13/13 (100%)
5	For reelection Independent officer Candidate for external director	Sadayoshi Fujishige	Director, Chair of Nomination & Remuneration Advisory Committee	13/13 (100%)
6	For reelection Independent officer Candidate for external director	Yoshiko Nonogaki	Director	13/13 (100%)
7	For new election Independent officer Candidate for external director	Yukari Sakai	–	–
8	For new election Independent officer Candidate for external director	Katsuyuki Kondo	–	–

Notes:

1. No material conflicts of interest exist between the Company and any of the above candidates.
2. The Company has appointed Mr. Yamada, Mr. Fujishige, and Ms. Nonogaki as independent officers under the provisions of the Tokyo Stock Exchange and has filed a notification to that effect with the Exchange. If Ms. Sakai and Mr. Kondo are elected as directors of the Company, the Company also plans to appoint them as independent officers and file 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	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
	Hideo Yamada	Male External Independent	External director Chair of the Board	●				●	●	General legal/risk management
	Sadayoshi Fujishige	Male External Independent	External director Chair of Nomination & Remuneration Advisory Committee	●	●	●		●	●	Listed company management
	Yoshiko Nonogaki	Female External Independent	External director Member of Nomination & Remuneration Advisory Committee	●		●		●	●	Global management/marketing/diversity
	Yukari Sakai	Female New election External Independent	–	●	●		●	●		Finance and accounting/governance
	Katsuyuki Kondo	Male New election External Independent	–	●	●			●	●	Academic/healthcare
Audit & Supervisory Board members	Yoshimi Abe	Female New election	–	●				●		Domestic business (administration)/governance
	Masato Itoh	Male New election	–				●	●		Finance and accounting/governance
	Noriko Yao	Female External Independent	External Audit & Supervisory Board member			●		●	●	Global corporate legal
	Naoki Kubo	Male External Independent	External Audit & Supervisory Board member				●	●		Finance and accounting/auditing

Notes: The table includes the candidates for new directors under Proposal No. 2 and the candidates for new Audit & Supervisory Board members under Proposal No. 3.

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

In order for the Board of Directors to adequately fulfill its responsibilities, assuming they comply with the stipulations of the Companies Act and the stock exchange, the Company emphasizes the importance of Board members possessing diverse expertise and experience, such as in business management, academia, law, or finance. The Company also considers whether members are individuals who can be expected to freely express their opinions and insights from a fair and independent standpoint based on that knowledge.

Furthermore, the Company regards maintaining a framework where external directors account for the majority of the Board of Directors as a vital element of corporate governance.

<Basic principles for candidate selection>

-Possesses advanced discernment and is able to express opinions necessary for enhancing the Company's value in society

-Able to play a vital role in ensuring the validity of management decisions from an objective standpoint, securing transparency in decision-making, and strengthening an effective monitoring board

-Able to get to the essence of matters and, based on diverse knowledge, 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><input type="checkbox"/> For reelection</p> <p>Years of service: 6</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>	12,914
(Current position(s) at the Company) Representative Director, President and Group CEO			
(Reasons for nomination) 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.			
(Message from the candidate to shareholders) Two years have passed since we launched our medium-term management plan for FY2024 and beyond. We are beginning to see tangible results from our efforts to improve efficiency and profitability through organizational restructuring. We are also making steady progress in commercializing the "Perfect and Unique Tagging," outlined in the new management plan. We successfully launched a new product in January 2026, and it is off to an excellent start. Moving forward, we will continue to make growth investments and investments in business infrastructure in accordance with our management plan, while also implementing shareholder returns. We will enhance co-creation, not only internally, but also with other enterprises, to resolutely incorporate new technologies and elevate solutions offered to customers to a truly unique level, striving to enhance corporate value.			

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
2	<p>Yoshinori Sasahara (March 5, 1965)</p> <p><u>For reelection</u></p> <p>Years of service: 3</p> <p>Attendance at the board of directors meetings: 13/13 (100%)</p>	<p>April 1987 Joined the Company</p> <p>October 2005 General Manager of Hachioji Branch, Sales Headquarters</p> <p>April 2010 General Manager of Manufacturing Dept., Tokyo Division, Japan Sales Headquarters</p> <p>July 2012 Executive Officer; Head of Tokyo Business, Japan Sales Headquarters, SATO Corporation (former)</p> <p>April 2014 Executive Officer; Head of Sales Unit, SATO Corporation (former)</p> <p>April 2016 Executive Officer; Vice President, SATO Corporation (former)</p> <p>April 2019 Vice President and Chief Wellness Officer (CWO); Vice President, and General Manager of Production, SATO Corporation (former)</p> <p>April 2022 Vice President and CWO; Vice President, and General Manager of Production and RFID Business, SATO Corporation (former)</p> <p>April 2023 Vice President, oversees Japan business and internal IT platforms; President, SATO Corporation (former)</p> <p>June 2023 Director; President, SATO Corporation (former)</p> <p>April 2025 Director and Executive Vice President (to present)</p>	17,227
(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) This fiscal year, we have focused on strengthening our global management infrastructure, which serves as the foundation of our medium-term management policy, while advancing human capital management and refining our management practices. In particular, we will strive to improve productivity and strengthen our business foundation by introducing a new human resources system, implementing measures to boost employee engagement, and establishing a global PSI and procurement systems. We remain committed to further enhancing our corporate value and ask for your continued support.			

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 style="border: 1px solid black; padding: 2px; display: inline-block;">For reelection</div> Years of service: 18 Attendance at the board of directors meetings: 13/13 (100%)	August 2000 Joined the Company Senior Manager of Secretary's Office 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	25,578
	(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 director, I will validate the appropriateness of the results of decision-making by our executive team and the status of its implementation, and also work closely with external directors to ensure that the board effectively fulfills its supervisory role to meet the expectations of our shareholders and other stakeholders. I will work to foster a more proactive corporate culture through employee-led improvement activities based on our corporate motto of Ceaseless Creativity, and the internal sharing and utilization of their outcomes, thereby driving sustainable growth.		

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
4	<p data-bbox="256 456 440 510">Hideo Yamada (January 23, 1952)</p> <p data-bbox="280 535 416 566">For reelection</p> <p data-bbox="288 595 408 627">Independent</p> <p data-bbox="304 656 392 687">External</p> <p data-bbox="252 714 445 745">Years of service: 11</p> <p data-bbox="261 772 435 875">Attendance at the board of directors meetings: 13/13 (100%)</p>	<p data-bbox="475 275 1230 306">March 1984 Graduated from the Legal Training and Research Institute</p> <p data-bbox="475 315 1190 347">April 1984 Registered as attorney (Daini Tokyo Bar Association)</p> <p data-bbox="475 356 1201 416">October 1992 President, Hideo Yamada Law Office (now Yamada & Ozaki Law Office) (to present)</p> <p data-bbox="475 425 1182 486">May 1998 External Audit & Supervisory Board Member, Taiyo Chemical Industry Co., Ltd. (to present)</p> <p data-bbox="475 495 999 526">June 2004 External Director of the Company</p> <p data-bbox="475 535 1018 566">March 2006 External Director, Lion Corporation</p> <p data-bbox="475 575 1225 636">June 2007 External Audit & Supervisory Board Member, Ishii Food Co., Ltd.</p> <p data-bbox="475 645 1198 705">June 2007 External Audit & Supervisory Board Member, Mikuni Corporation</p> <p data-bbox="475 714 1110 745">March 2009 External Director, Hulic Co., Ltd. (to present)</p> <p data-bbox="475 754 1238 786">April 2010 Executive Governor, Japan Federation of Bar Associations</p> <p data-bbox="475 795 1182 855">April 2014 Vice President, Japan Federation of Bar Associations Chairperson, Daini Tokyo Bar Association</p> <p data-bbox="475 864 1185 925">June 2015 External Director of the Company (to present) Chairperson, Akiko Tachibana Memorial Foundation (to present)</p> <p data-bbox="475 934 1158 965">June 2016 External Director, Mikuni Corporation (to present)</p> <p data-bbox="475 974 1206 1005">April 2021 Chair of the Company's Board of Directors (to present)</p> <p data-bbox="475 1014 1217 1075">June 2023 External Director, YOSHIMOTO KOGYO HOLDINGS CO., LTD. (to present)</p>	3,937
(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
5	<p>Sadayoshi Fujishige (January 1, 1947)</p> <p><u>For reelection</u></p> <p><u>Independent</u></p> <p><u>External</u></p> <p>Years of service: 6</p> <p>Attendance at the board of directors meetings: 13/13 (100%)</p>	<p>March 2004 Representative Director and President, Lion Corporation</p> <p>January 2012 Representative Director and Chairperson, Lion Corporation</p> <p>April 2012 External Director, Showa Nishikawa Co., Ltd.</p> <p>June 2014 Chairperson, Japan Table Tennis Association</p> <p>March 2016 Advisor, Lion Corporation</p> <p>June 2016 Chairperson, Advertising Council Japan</p> <p>May 2019 Chairperson, Japan Marketing Association (to present)</p> <p>June 2020 External Director of the Company (to present) External Director, Nitto Boseki Co., Ltd. (to present)</p> <p>March 2021 Special Advisor, Lion Corporation</p> <p>April 2021 Chair of the Company's Remuneration Advisory Committee</p> <p>June 2021 External Director, TV Asahi Holdings Corporation (to present) External Audit & Supervisory Board Member, TV Asahi Corporation (to present)</p> <p>June 2024 Chair of the Company's Nomination & Remuneration Advisory Committee (to present)</p>	7,226
(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	
6	Yoshiko Nonogaki (July 31, 1957) <input type="checkbox"/> For reelection <input type="checkbox"/> Independent <input type="checkbox"/> External Years of service: 5 Attendance at the board of directors meetings: 13/13 (100%)	April 1980 Joined Sony Corporation (now Sony Group Corporation) 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 April 1999 General Manager, Planning and Marketing Department, Personal IT Network Company, Sony Corporation April 2006 General Manager, Business Planning Department, Business and Professional Solutions Group, Sony Corporation April 2009 Senior General Manager, Planning and Marketing Division, Business and Professional Solutions Group, Sony Corporation April 2013 Director, Global Diversity, Sony Corporation 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)	767	
		(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 providing oversight of business execution by the Company's directors 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 practical application of AI, the emergence of geopolitical risks, 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, and enhancing its brand strength alongside the value it provides. 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
7	Yukari Sakai (June 23, 1968)	April 1991 Joined Nomura Securities Co., Ltd.	0
	<input type="checkbox"/> For new election	June 2005 Outside Audit & Supervisory Board Member, UNITED ARROWS LTD.	
	<input type="checkbox"/> Independent	June 2021 Outside Director, PACIFIC METALS CO., LTD. (to present)	
	<input type="checkbox"/> External	June 2022 Outside Director (Audit & Supervisory Committee Member), TOYO KANETSU K.K. (to present)	
	Attendance at the board of directors meetings: –		
	(Current position(s) at the Company)		
	–		
	(Reasons for nomination and expected roles)		
	Ms. Sakai has been involved in various types of corporate analysis at a securities firm, and has extensive experience serving on company boards as an external member and on audit & supervisory boards as an external member at other companies, giving her broad expertise in overseeing general management. So while she has no experience in corporate management other than serving on company boards as an external member, the Company believes that, given its ongoing global growth, she is capable of providing oversight of business execution by the Company's directors from a fair and objective position based on her extensive experience and broad insights, and therefore nominates her as a candidate for external director.		
	(Message from the candidate to shareholders)		
	Given the recent increases in supply chain complexity and labor shortages, I believe that SATO's technology, which digitizes and optimizes all manner of processes, serves as an indispensable foundation for a sustainable society. I am also confident that the contribution to society through the application of auto-ID technologies to solve challenges will continue to grow in the future. Drawing on my experience and expertise, and while valuing the perspectives of our shareholders, I will devote my full efforts to fulfilling duties as external director to ensure that the Company continues to grow sustainably as an organization that remains indispensable in an ever-changing society.		

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)		Number of company shares owned
8	Katsuyuki Kondo (October 30, 1965) <input type="checkbox"/> For new election <input type="checkbox"/> Independent <input type="checkbox"/> External Attendance at the board of directors meetings: –	May 1990	Worked at Akita University Hospital	0
		October 2021	Awarded the title of Professor Emeritus by Akita University	
		July 2024	Deputy Director, Fujiwara Memorial Hospital, Keitokukai Medical Corporation (to present)	
		April 2025	President, Keitokukai Medical Corporation (to present)	
		June 2025	President, Fair and safe use of Anonymized Standardized Health Data of Japan (FAST-HDJ) (to present)	
	(Current position(s) at the Company)			
	–			
	(Reasons for nomination and expected roles)			
	<p>Mr. Kondo has spent many years working on the front lines of healthcare as a physician. He also has extensive experience in implementing auto-ID technologies, including RFID, in clinical settings in Japan from a very early stage, and possesses outstanding expertise in the healthcare sector, which is a key growth area for the Company. As a Director and Vice President at Akita University, he has also been involved in organizational management, and possesses a wide range of experience in areas such as general affairs, human resources, and governance. So while he has never been directly involved in corporate management, the Company believes that he is qualified to accelerate the Company's business growth, and therefore nominates him as a candidate for external director.</p>			
	(Message from the candidate to shareholders)			
	<p>I am honored to be selected as an external director candidate. Throughout my career in the healthcare and information technology sectors, I have come to fully appreciate the importance of auto-ID technologies, including RFID, and traceability. Drawing on my experience, I am committed to ensuring that SATO's auto-ID technologies contribute even more effectively to solving social challenges. In my role as an external director, I will strive to contribute to strengthening corporate governance, fostering sustainable growth, and enhancing corporate value.</p>			

Proposal No. 3: Election of Two Audit & Supervisory Board Members

The term of office of Mr. Kiyohiko Yoshii, 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 to increase the number of Audit & Supervisory Board members by one, in order to strengthen the management structure, and to elect two Audit & Supervisory Board members. The Audit & Supervisory Board has given its approval in advance.

The candidates are as follows:

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
	<p>Yoshimi Abe (April 2, 1972)</p> <p>For new election</p> <p>Attendance at the board of directors meetings: –</p> <p>Attendance at the Audit & Supervisory Board meetings: –</p>	<p>April 1996 Joined the Company</p> <p>September 2013 General Manager of Shizuoka Branch, SATO Corporation (former)</p> <p>April 2016 General Manager of Corporate Management Dept, SATO Corporation (former).</p> <p>April 2018 General Manager of Auditor Office of the Company</p> <p>April 2020 General Manager of Corporate Management Dept., SATO Corporation (former)</p> <p>April 2023 General Manager of Audit Dept. (Japan) of the Company</p> <p>April 2024 Executive Officer and Chief Compliance Officer (CCO)</p> <p>April 2026 Assistant to Senior Manager of Corporate Management Headquarters (to present)</p>	1,172
1	(Current position(s) at the Company) –		
<p>(Reasons for nomination)</p> <p>Ms. Abe has extensive practical experience in areas such as sales branch management, business administration, and auditing. Also, since April 2024, as Chief Compliance Officer (CCO), she has led initiatives aimed at enhancing sustainable corporate value, including ensuring thorough governance, strengthening compliance systems, and promoting diversity. As outlined above, she has a thorough understanding of the SATO Group's operations, and the Company has determined that she will be extremely valuable in performing the audit and supervisory duties as Audit & Supervisory Board member, and therefore nominates her as a candidate for Audit & Supervisory Board member.</p>			
<p>(Message from the candidate to shareholders)</p> <p>As the importance of strengthening global management infrastructure to support business growth continues to grow, I believe that achieving sound and transparent management is essential. Based on this understanding, I will leverage my diverse experience I have cultivated within the Company to objectively assess whether corporate activities are being conducted under appropriate governance. Furthermore, to live up to the trust placed in us by our stakeholders, I will continue to uphold the principles of conviction and integrity that I have always valued. I will strive to fulfill my duties as Audit & Supervisory Board member through continuous self-improvement.</p>			

No.	Name (Date of birth)	Career summary (Positions/responsibilities held at the Company, incl. key concurrent roles)	Number of company shares owned
	<p>Masato Itoh (January 29, 1967)</p> <p><u>For new election</u></p> <p>Attendance at the board of directors meetings: –</p> <p>Attendance at the Audit & Supervisory Board meetings: –</p>	<p>October 1990 Joined Chuo Shinko Audit Corporation (later Misuzu Audit Corporation)</p> <p>April 1995 Registered as Certified Public Accountant (Japan)</p> <p>July 2007 Joined KPMG AZSA & Co. (now KPMG AZSA LLC)</p> <p>September 2014 Seconded to KPMG Shanghai</p> <p>October 2016 Seconded to KPMG Tianjin</p> <p>December 2020 Joined the Company</p> <p>June 2022 Senior Manager of Audit Dept. (Overseas)</p> <p>January 2024 Senior Manager of Group Governance Dept.</p> <p>April 2026 Assistant to Senior Manager of Corporate Management Headquarters (to present)</p>	3,201
2	(Current position(s) at the Company)		
	–		
	(Reasons for nomination)		
	<p>Mr. Itoh has extensive practical experience as a certified public accountant. Within the SATO Group, he has served responsibly as the head of Audit Dept. (Overseas) and Group Governance Dept. As outlined above, he possesses in-depth knowledge of the SATO Group's business operations and internal controls, and the Company has determined that his practical experience will be extremely valuable in performing the audit and supervisory duties as Audit & Supervisory Board member, and therefore nominates him as a candidate for Audit & Supervisory Board member.</p>		
	(Message from the candidate to shareholders)		
	<p>As the business environment surrounding the SATO Group undergoes significant changes driven by advancing globalization, the widespread adoption of AI, information security concerns, and climate change initiatives, the SATO Group is working to strengthen its global management infrastructure to ensure sustainable growth in the future. With the Group's risks becoming increasingly diverse and complex, I am committed to conducting highly effective audits from an independent position as Audit & Supervisory Board member to ensure sound and transparent management, prevent fraud, and enhance corporate value.</p>		

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. The above candidates will be subject to the insurance once they are elected, and the insurance cover will be renewed during their term of office.