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Securities code: 2384

March 7, 2025

(Beginning date of measures for electronic provision: February 28, 2025)

To Shareholders with Voting Rights:

Masahiko Kamata
President and Representative Director
SBS Holdings, Inc.
8-17-1 Nishi-Shinjuku, Shinjuku-ku,
Tokyo, Japan

**CONVOCATION NOTICE OF
THE 39th ORDINARY GENERAL MEETING OF SHAREHOLDERS**

Dear Shareholders:

We would like to express our appreciation for your continued support and patronage.

We hereby inform you that the 39th Ordinary General Meeting of Shareholders of SBS Holdings, Inc. (the “Company”) will be held as described below.

The Company has adopted measures for electronic provision of materials with regard to the convocation of this General Meeting, and has posted matters to be provided electronically as “Convocation Notice of the 39th Ordinary General Meeting of Shareholders” on the internet website below.

Website of the Company <https://www.sbs-group.co.jp/sbshlds/ir/>

The same information is also posted on the internet website below.

Website of the Tokyo Stock Exchange (Listed Company Search)

<https://www2.jpx.co.jp/tseHpFront/JJK020010Action.do?Show=Show>

Please access the website above, enter the company name or securities code to search for the Company, select “Basic information,” and then “Documents for public inspection/PR information” to view the materials.

Please review the Reference Documents for the General Meeting of Shareholders included in the matters provided electronically and exercise your voting rights by either of the methods described on page 4 of this convocation notice (available only in Japanese).

- 1. Date and Time:** Tuesday, March 25, 2025, at 10:00 a.m. Japan time
(Reception will open at 9:30 a.m.)
- 2. Place:** Conference Room, SBS Holdings, Inc.
37th floor, Sumitomo Realty & Development Shinjuku Grand Tower
8-17-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo, Japan

3. Meeting Agenda:

- Matters to be reported:**
1. The Business Report and Consolidated Financial Statements for the Company's 39th Fiscal Year (January 1, 2024 - December 31, 2024) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements
 2. Non-consolidated Financial Statements for the Company's 39th Fiscal Year (January 1, 2024 - December 31, 2024)

Proposals to be resolved:

- Proposal 1:** Election of Nine (9) Directors Not Serving as Audit & Supervisory Committee Members
- Proposal 2:** Election of Three (3) Directors Serving as Audit & Supervisory Committee Members
- Proposal 3:** Election of One (1) Substitute Director Serving as Audit & Supervisory Committee Member

4. Matters decided in convening the Meeting

- (1) If you vote both on paper and via the internet, only your vote placed via the internet will be valid.
 - (2) If you submit your vote multiple times via the internet, only the last vote will be valid.
- When attending the meeting, please submit the Voting Rights Exercise Form at the reception desk.
 - This document also serves as a paper copy of the document stating matters to be provided electronically that is sent to shareholders who have requested its delivery. Please note that the matters listed below are not included in the said paper copy, pursuant to the provisions of laws and regulations and Article 17 of the Company's Articles of Incorporation. Accordingly, the said paper copy constitutes a part of the materials that have been audited by the Audit & Supervisory Committee and the Accounting Auditor in the preparation of audit reports.
 - (1) "Outline of Resolution Contents Regarding Establishment of a System to Ensure the Appropriateness of Business Activities" and "Outline of Operating Status of System to Ensure the Appropriateness of Business Activities" in the Business Report
 - (2) "Notes to Consolidated Financial Statements" in the Consolidated Financial Statements and "Notes to Non-consolidated Financial Statements" in the Non-Consolidated Financial Statements
 - Should any electronically provided matters require amendment, such amendment will be posted on each website on which they have been posted.
 - To Shareholders with Physical or Other Disabilities
Please contact us by the day before the meeting if you need any support such as wheelchair assistance, escort to your seat or bathroom, or communication in writing at the reception.
(phone: +81-3-6772-8200)

Method of Receipt of Convocation Notice of General Meeting of Shareholders

From the next General Meeting of Shareholders, convocation notices may be sent by e-mail. Shareholders who wish to receive such notices by e-mail are asked to use a computer or smartphone to apply on the voting rights exercise website listed on the next page (available only in Japanese). Please note that this application cannot be made with a regular cellphone. Please also be aware that a mobile e-mail address cannot be specified as the address for receipt of e-mails.

Reference Documents for the General Meeting of Shareholders

Proposals and References

Proposal 1: Election of Nine (9) Directors Not Serving as Audit & Supervisory Committee Members

The terms of all eight (8) Directors not serving as Audit & Supervisory Committee Members will expire at the conclusion of this General Meeting.

Accordingly, the Company proposes the election of nine (9) Directors not serving as Audit & Supervisory Committee Members.

The candidates for Director not serving as Audit & Supervisory Committee Members are as follows.

No.	Name	Current positions at the Company	Current responsibilities at the Company and positions in the Group	Attendance at the Board of Directors meetings
1	Masahiko Kamata [Reappointment]	President, Representative Director and CEO	Responsible for overall management, President and Representative Director of SBS Logicom Co., Ltd., Representative Director of SBS Sokuhai Support Co., Ltd.	14/14 100%
2	Shuichi Hoshi [Reappointment]	Director and Senior Managing Executive Officer	Responsible for Sustainability Promotion Division Representative Director, Chairman, Executive Officer and CEO of SBS Flec Co., Ltd.	14/14 100%
3	Masato Taiji [Reappointment]	Director and Managing Executive Officer	Responsible for Human Resources and General Affairs	14/14 100%
4	Yasuhito Tanaka [Reappointment]	Director and Managing Executive Officer	Responsible for Corporate Planning & Business Strategy	14/14 100%
5	Natsuki Gomi [Reappointment]	Director and Executive Officer	Responsible for Finance	14/14 100%

No.	Name	Current positions at the Company	Current responsibilities at the Company and positions in the Group	Attendance at the Board of Directors meetings
6	Katsuhisa Wakamatsu [Reappointment]	Director and Executive Officer	Responsible for Group Business Strategy Division and E-Commerce Business Promotion Division Representative Director, President, and Chief Executive Officer of SBS RICOH LOGISTICS SYSTEM CO., LTD.	14/14 100%
7	Jiro Iwasaki [Reappointment] [Outside] [Independent]	Outside Director		14/14 100%
8	Yoshinobu Kosugi [Reappointment] [Outside] [Independent]	Outside Director		13/14 93%
9	Chizu Sekine [New Appointment] [Outside] [Independent]	—		—

Notes: Persons of excellent character with the knowledge, experience, and abilities to perform the required duties are proposed as candidates for senior management executive positions, including the Directors of the Company and Representative Directors of Group companies.

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	<p>Masahiko Kamata (June 22, 1959)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Length of service as Director] 37 years</p>	<p>April 1979 Joined Tokyo Sagawa Express Co., Ltd. (currently SAGAWA EXPRESS CO., LTD.)</p> <p>December 1987 Director, Kanto Sokuhai Co., Ltd. (currently the Company)</p> <p>March 1988 President and Representative Director, the Company (current position)</p> <p>March 2004 CEO, the Company (current position)</p> <p>June 2004 Director, Yukijirushi Butsuryu Co., Ltd. (currently SBS Flec Co., Ltd.) (current position)</p> <p>September 2004 Outside Director, ZERO CO., LTD. (current position)</p> <p>September 2005 President and Representative Director, Tokyu Logistics Co., Ltd. (currently SBS Logicom Co., Ltd.) (current position)</p> <p>January 2006 Director, Zentsu Co., Ltd. (currently SBS Zentsu Co., Ltd.) (current position)</p> <p>July 2013 Representative Director, Kamata Foundation (currently SBS Kamata Foundation) (current position)</p> <p>June 2015 Representative Employee, Kamata Kikaku LLC (currently Representative Director, Kamata Kikaku Co., Ltd.) (current position)</p> <p>June 2017 Representative Director, SBS Sokuhai Support Co., Ltd. (current position)</p> <p>August 2018 Director, RICOH LOGISTICS SYSTEM CO., LTD. (currently SBS RICOH LOGISTICS SYSTEM CO., LTD.) (current position)</p> <p>November 2020 Director, TOSHIBA LOGISTICS CORPORATION (currently SBS TOSHIBA LOGISTICS CORPORATION) (current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • President and Representative Director, SBS Logicom Co., Ltd. • Representative Director, SBS Sokuhai Support Co., Ltd. • Representative Director, SBS Kamata Foundation • Representative Director, Kamata Kikaku Co., Ltd. 	—
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Masahiko Kamata has demonstrated strong leadership in the 37 years since founding the Company in December 1987, and with his strong leadership of the Company and the Group, the Company has achieved dramatic growth in the logistics industry. In the belief that this strong leadership, as well as the abundant experience, wide-ranging knowledge, and personal networks that he has built up over the years as a management executive will continue to be necessary for the sustainable growth and development of the Group, the Company has nominated him as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	<p>Shuichi Hoshi (September 6, 1955)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Length of service as Director] 6 years</p>	<p>April 1979 Joined ITOCHU Corporation</p> <p>September 1998 Director, Family Corporation Co., Ltd.</p> <p>December 2002 Director, Yukijirushi Access Co., Ltd. (currently NIPPON ACCESS, INC.)</p> <p>April 2009 General Manager of Food Products Marketing & Distribution Department, ITOCHU Corporation</p> <p>April 2010 Executive Officer, ITOCHU Corporation</p> <p>April 2011 Vice President and Representative Director, ITOCHU-SHOKUHN Co., Ltd.</p> <p>June 2013 President and Representative Director, ITOCHU- SHOKUHN Co., Ltd.</p> <p>June 2016 Director and Advisor, ITOCHU-SHOKUHN Co., Ltd.</p> <p>June 2017 Counsellor, ITOCHU-SHOKUHN Co., Ltd.</p> <p>April 2018 Part-time Advisor, the Company</p> <p>March 2019 Outside Director, the Company</p> <p>July 2023 Director and Senior Managing Executive Officer, the Company (current position)</p> <p>March 2024 Representative Director, Chairman, Executive Officer and CEO, SBS Flec Co., Ltd. (current position)</p> <p>(Responsibilities at the Company: Sustainability Promotion Division)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> Representative Director, Chairman, Executive Officer and CEO, SBS Flec Co., Ltd. 	3,300
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Shuichi Hoshi participated in corporate management for many years with the responsibility for the food products marketing and distribution division of a general trading firm. Since his appointment as a Director of the Company, he has made remarks at meetings of the Company's Board of Directors based on his wealth of operational experience and executive management abilities. In the expectation that he will continue to contribute to the decision-making of the Board of Directors by utilizing his experience and executive management abilities as a Director of the Company, the Company has nominated him as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	<p>Masato Taiji (October 24, 1961)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Length of service as Director] 8 years</p>	<p>April 1984 Joined TOKYU FREIGHT SERVICE Co., Ltd. (currently SBS Logicom Co., Ltd.)</p> <p>September 2004 General Manager of Human Resources Division, Tokyu Logistics Co., Ltd. (currently SBS Logicom Co., Ltd.)</p> <p>March 2006 Executive Officer and General Manager of Human Resources Division, TL LOGICOM Co., Ltd. (currently SBS Logicom Co., Ltd.)</p> <p>March 2010 Executive Officer and General Manager of Corporate Planning Division, TL LOGICOM Co., Ltd.</p> <p>March 2013 Executive Officer and General Manager of Human Resources and General Affairs Division, the Company</p> <p>March 2017 Director, the Company</p> <p>March 2019 Director and Managing Executive Officer, the Company (current position)</p> <p>March 2022 Director, SBS Logicom Co., Ltd. (current position)</p> <p>(Responsibilities at the Company: Human Resources and General Affairs)</p>	13,100
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Masato Taiji has been involved in operations in positions of responsibility in planning and administration divisions, such as corporate planning, human resources, general affairs, and legal affairs of Group companies and the Company. In the belief that he will continue to leverage the wealth of professional experience and insight that he has accumulated in those positions going forward, the Company has nominated him as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
4	<p>Yasuhito Tanaka (July 31, 1964)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Length of service as Director] 4 years</p>	<p>April 1987 Joined The Sumitomo Bank, Ltd. (currently Sumitomo Mitsui Banking Corporation)</p> <p>November 2010 Joined the Company Assistant General Manager of Corporate Planning Division</p> <p>July 2013 Representative Director, Marketing Partner Co., Ltd.</p> <p>September 2014 General Manager of Group Management Division, the Company</p> <p>March 2016 Executive Officer and General Manager of Group Management Division, the Company Director, A-MAX Co., Ltd. (currently SBS Asset Management Co., Ltd.) (current position) Director, L-MAX Co., Ltd. (current position)</p> <p>August 2018 Director, RICOH LOGISTICS SYSTEM CO., LTD. (currently SBS RICOH LOGISTICS SYSTEM CO., LTD.) (current position)</p> <p>December 2018 Executive Officer and General Manager of Corporate Planning Division, the Company</p> <p>November 2020 Director, TOSHIBA LOGISTICS CORPORATION (currently SBS TOSHIBA LOGISTICS CORPORATION) (current position)</p> <p>March 2021 Director, Executive Officer, and General Manager of Corporate Planning Division, the Company</p> <p>March 2022 Director, Executive Officer, the Company</p> <p>March 2024 Director and Managing Executive Officer, the Company (current position)</p> <p>(Responsibilities at the Company: Corporate Planning & Business Strategy</p>	4,400
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Yasuhito Tanaka has leveraged the experience and insight gained in a financial institution to promote key projects, including M&As, in the Company's corporate planning division, and he has also overseen the management of Group companies. In the belief that he will continue to leverage his extensive professional experience and insight in executive management, the Company has nominated him as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
5	<p>Natsuki Gomi (May 3, 1961)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Length of service as Director] 2 years</p>	<p>April 1984 Joined The Long-Term Credit Bank of Japan, Limited (currently SBI Shinsei Bank, Limited)</p> <p>May 2006 General Manager, Strategy Business Division, The Long-Term Credit Bank of Japan, Limited</p> <p>July 2007 Executive Officer; Deputy General Manager, Financial Business Administration Division; and Department Manager, Financial Business Administration Department, Rakuten, Inc.</p> <p>November 2013 Executive Officer (in charge of corporate planning, finance, credit, legal affairs and compliance), The Nomura Trust and Banking Co., Ltd.</p> <p>April 2019 Senior Corporate Managing Director (in charge of corporate planning, finance, risk management, legal affairs and compliance), The Nomura Trust and Banking Co., Ltd.</p> <p>July 2021 Senior Advisor, the Company</p> <p>October 2021 Executive Officer, the Company</p> <p>March 2023 Director, Executive Officer, the Company (current position) Director, SBS Asset Management Co., Ltd. (current position) Director, L-MAX Co., Ltd. (current position)</p> <p>(Responsibilities at the Company: Finance)</p>	6,300
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Natsuki Gomi worked for many years for financial institutions and other firms, where he held numerous officer positions responsible for corporate planning, finance, legal affairs & compliance, and business development, etc. At the Company, he has been engaged in the corporate management as an officer responsible for each of finance, information & logistics technology operations. In the belief that, as a Director of the Company, he will continue to leverage the wealth of operational experience and executive management abilities he has developed as a company officer, the Company has nominated him as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
6	<p>Katsuhisa Wakamatsu (October 15, 1959)</p> <p>[Reappointment]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Length of service as Director] 6 years</p>	<p>March 1982 Joined Ricoh Company, Ltd.</p> <p>April 2003 General Manager of Group Management Department, Corporate Planning Division, Ricoh Company, Ltd.</p> <p>April 2005 General Manager of Business Strategy Office, Office Business Planning Center, Ricoh Company, Ltd.</p> <p>April 2008 Head of Production Management Center, Ricoh Company, Ltd.</p> <p>April 2011 Director, Executive Officer, RICOH LOGISTICS SYSTEM CO., LTD. (currently SBS RICOH LOGISTICS SYSTEM CO., LTD.)</p> <p>October 2011 General Manager of Group Management Division and General Manager of Recycling Division, RICOH LOGISTICS SYSTEM CO., LTD.</p> <p>April 2013 Director and Senior Managing Executive Officer, RICOH LOGISTICS SYSTEM CO., LTD.</p> <p>October 2013 Representative Director, President and Chief Executive Officer, RICOH LOGISTICS SYSTEM CO., LTD. (current position)</p> <p>March 2019 Director, the Company</p> <p>June 2022 Director, SBS TOSHIBA LOGISTICS CORPORATION (current position)</p> <p>March 2023 Director, Executive Officer, the Company</p> <p>April 2023 Director, Executive Officer and General Manager of Business Strategy Division, the Company</p> <p>August 2023 Director, Executive Officer, the Company (current position)</p> <p>(Responsibilities at the Company: Group Business Strategy Division and E-Commerce Business Promotion Division)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> Representative Director, President and Chief Executive Officer, SBS RICOH LOGISTICS SYSTEM CO., LTD. 	6,700
<p>[Reason for nomination as candidate for Director]</p> <p>Mr. Katsuhisa Wakamatsu worked for many years in the management division of a machinery manufacturer and was engaged in executive management as the Representative Director of that manufacturer's logistics subsidiary. In addition, since RICOH LOGISTICS SYSTEM CO., LTD. (currently SBS RICOH LOGISTICS SYSTEM CO., LTD.) became part of the Group, he has participated in the executive management of the Company as a Director. In the belief that, as a Director of the Company, he will continue to leverage the operational experience he has accumulated to date and his executive management abilities as a company officer, the Company has nominated him as a candidate for Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions		Number of shares of the Company held
7	<p>Jiro Iwasaki (December 6, 1945)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Length of service as Outside Director] 10 years</p>	<p>April 1974 Joined TDK Corporation</p> <p>June 1996 Director and General Manager of Personnel Education Department, TDK Corporation</p> <p>June 1998 Managing Director and General Manager of Recording Media Business Group, TDK Corporation</p> <p>June 2006 Executive Vice President and Director, TDK Corporation</p> <p>March 2008 Outside Audit & Supervisory Board Member, GCA Corporation</p> <p>June 2009 Director, Managing Executive Officer, and General Manager of Corporate Strategy Department, JVCKENWOOD Corporation</p> <p>March 2011 Outside Audit & Supervisory Board Member, the Company</p> <p>April 2011 Professor, Department of Business Administration, Faculty of Economics, Teikyo University</p> <p>March 2015 Outside Director, the Company (current position)</p> <p>March 2016 Outside Director (Full-time Audit & Supervisory Committee Member), GCA Corporation</p> <p>June 2016 Outside Director, Renesas Electronics Corporation (current position)</p> <p>[Significant concurrent positions] • Outside Director, Renesas Electronics Corporation</p>		200
<p>[Reason for nomination as candidate for Outside Director and expected roles]</p> <p>Mr. Jiro Iwasaki has participated in corporate management as a company officer for many years, and since his appointment as an outside officer of the Company, he has made remarks at meetings of the Company's Board of Directors based on his wealth of experience and wide-ranging insight concerning corporate management. In the expectation that he will continue to contribute to the decision-making of the Board of Directors by applying his experience and knowledge to the management of the Company, the Company has nominated him as a candidate for Outside Director.</p>				

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
8	<p>Yoshinobu Kosugi (February 8, 1954)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at the Board of Directors meetings] 13/14 (93%)</p> <p>[Length of service as Outside Director] 2 years</p>	<p>April 1976 Joined Nippon Television Network Corporation (currently Nippon Television Holdings, Inc.)</p> <p>June 2008 Operating Officer and Director General of Programming, Nippon Television Network Corporation</p> <p>June 2011 Board Director, Operating Officer, Nippon Television Network Corporation</p> <p>June 2012 Board Director, Managing Officer, Nippon Television Network Corporation, and concurrently, Board Director, Managing Officer, Nippon Television Network Corporation</p> <p>October 2012 Executive Board Director, Nippon Television Holdings, Inc.</p> <p>June 2013 Senior Executive Board Director, Nippon Television Holdings, Inc., and concurrently, Board Director, Senior Executive Operating Officer, Nippon Television Network Corporation</p> <p>June 2018 Executive Vice President, Nippon Television Holdings, Inc., and concurrently, Board Director, Vice President and Executive Officer, Nippon Television Network Corporation, Outside Auditor, the Yomiuri Shimbun Holdings (current position)</p> <p>June 2019 Representative Director, President, Nippon Television Holdings, Inc., and concurrently, Representative Director, President and Chief Executive Officer, Nippon Television Network Corporation</p> <p>June 2021 Representative Director, Vice Chairman, Nippon Television Holdings, Inc., and concurrently, Representative Director, Vice Chairman, Nippon Television Network Corporation</p> <p>June 2022 Advisor, Nippon Television Network Corporation (current position)</p> <p>March 2023 Outside Director, the Company (current position)</p> <p>June 2023 Outside Director, Resorttrust, Inc. (current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Advisor, Nippon Television Network Corporation • Auditor, The Yomiuri Shimbun Holdings • Outside Director, Resorttrust, Inc. 	—
<p>[Reason for nomination as candidate for Outside Director and expected roles]</p> <p>Mr. Yoshinobu Kosugi participated in corporate management for many years as a company officer. Since his appointment as an Outside Director of the Company, he has made remarks at meetings of the Company's Board of Directors based on his experience and executive management abilities. In the expectation that he will continue to contribute to the decision-making of the Board of Directors by utilizing his experience and insight for the management of the Company, the Company has nominated him as a candidate for Outside Director.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
9	Chizu Sekine (August 11, 1963) [New Appointment] [Outside] [Independent]	<p>April 1989 Joined Sumitomo Chemical Co., Ltd.</p> <p>April 2013 Associate Officer, Chief Researcher, Advanced Materials Development Laboratory, Sumitomo Chemical Co., Ltd.</p> <p>April 2019 Executive Vice President, Sumika Technical Information Service, Inc.</p> <p>June 2020 Representative Director & President, Sumika Technical Information Service, Inc.</p> <p>June 2024 Outside Director, KOKUSAI ELECTRIC CORPORATION (current position)</p> <p>July 2024 Outside Director, rVirogen, Inc. (current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Outside Director, KOKUSAI ELECTRIC CORPORATION • Outside Director, rVirogen, Inc. 	—
<p>[Reason for nomination as candidate for Outside Director and expected roles]</p> <p>Ms. Chizu Sekine has been engaged as management of a company in chemical industry which provides research and safety level assessment, patent search, and information services of various chemical product and and related technologies. She recently participated in corporate management as an outside director at multiple companies in the industry. In the expectation that her knowledge and experience will contribute to the decision-making of the Board of Directors of the Company, the Company has nominated her as a candidate for Outside Director.</p>			

- Notes:
1. No special interests exist between the Company and any of the candidates.
 2. Mr. Masahiko Kamata is a representative director and business executor of Kamata Kikaku Co., Ltd., the Company's parent company, as well as KMK Holdings Co., Ltd., a parent company of the said company.
 3. Mr. Jiro Iwasaki, Mr. Yoshinobu Kosugi, and Ms. Chizu Sekine are candidates for Outside Directors.
 4. Mr. Jiro Iwasaki's term of office as Outside Director will be ten (10) years at the conclusion of this General Meeting, but prior to his appointment as Outside Director, he served as Outside Audit & Supervisory Board Member for a period of four (4) years.
 5. Mr. Yoshinobu Kosugi's term of office as Outside Director will be two (2) years at the conclusion of this General Meeting.
 6. Pursuant to the provisions of the Company's Articles of Incorporation, the Company has entered into liability limitation agreements with Mr. Jiro Iwasaki and Mr. Yoshinobu Kosugi under Article 427, Paragraph 1 of the Companies Act. Should the reappointment of these two candidates be approved, the Company intends to continue with these agreements. The Company also intends to enter into a liability limitation agreement to the same effect with Ms. Chizu Sekine, should her election be approved.
In summary, these liability limitation agreements provide that liability under Article 423, Paragraph 1 of the Companies Act shall be limited to either 5 million yen or the minimum liability amount prescribed in applicable laws and regulations, whichever is the higher amount, where the execution of the officer's duties has been in good faith and there has been no material negligence.
 7. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract with an insurance company, which will cover damages payments and litigation costs to be borne by the insured persons. Each of the candidates approved for appointment under this proposal will be included as the insured person under this insurance policy. The Company plans to renew the insurance policy with the same contents when it is next due for renewal.

8. i. The Company has registered Mr. Jiro Iwasaki and Mr. Yoshinobu Kosugi with the Tokyo Stock Exchange as Independent Officers as prescribed by the Exchange. The Company has determined that the candidates have sufficient independence in light of the Independence Standards for Outside Directors set forth by the Company and plans to continue their registration as Independent Officers, should their reappointment be approved.
- ii. The Company has determined that Ms. Chizu Sekine has sufficient independence in light of the Independence Standards for Outside Directors set forth by the Company and plans to register her as an Independent Officer, should her appointment be approved.
9. The Company's Independence Standards for Outside Directors are disclosed on the "SBS Group Corporate Governance Guidelines" on the Company's website (available only in Japanese).
(<https://www.sbs-group.co.jp/sbshlds/csr/governance/>)
10. In addition to the number of meetings of the Board of Directors stated above, there were two resolutions in writing that are deemed to be resolutions of the Board of Directors under Article 370 of the Companies Act and Article 26 of the Company's Articles of Incorporation.

Proposal 2: Election of Three (3) Directors Serving as Audit & Supervisory Committee Members

The terms of all three (3) Directors serving as Audit & Supervisory Committee Members will expire at the conclusion of this General Meeting.

Accordingly, the Company proposes the election of three (3) Directors serving as Audit & Supervisory Committee Members.

The Audit & Supervisory Committee has consented to this proposal.

The candidates for Directors serving as Audit & Supervisory Committee Members are as follows.

No.	Name	Current positions at the Company	Attendance at the Board of Directors meetings	Attendance at the Audit & Supervisory Committee meetings
1	Hiroya Kawai [New Appointment]	—	—	—
2	Sachie Tsuji [Reappointment] [Outside] [Independent]	Outside Director (Audit & Supervisory Committee Member)	14/14 100%	14/14 100%
3	Eiichiro Washio [New Appointment] [Outside] [Independent]	—	—	—

Notes: Persons of excellent character with the knowledge, experience, and abilities to perform the required duties are proposed as candidates for senior management executive positions, including the Directors of the Company and Representative Directors of Group companies.

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
1	Hiroya Kawai (January 23, 1962) [New Appointment]	<p>April 1984 Joined San-ai Transport Co., Ltd. (currently SBS RICOH LOGISTICS SYSTEM CO., LTD.)</p> <p>April 2005 Manager, Business Planning Office, Tokyo Business Operation, Ricoh Logistics Co., Ltd. (currently SBS RICOH LOGISTICS SYSTEM CO., LTD.)</p> <p>April 2007 Manager, Business Planning Office, International Business Operation, Ricoh Logistics Co., Ltd.</p> <p>January 2011 General Manager, Delivery Management Division, Tokyo Department, Metropolitan Business Operation, Ricoh Logistics Co., Ltd.</p> <p>July 2011 Executive General Manager, Transportation Management Department, Metropolitan Business Operation, Ricoh Logistics Co., Ltd.</p> <p>April 2013 Executive General Manager, Eastern Region Business Operation, Ricoh Logistics Co., Ltd.</p> <p>April 2019 Executive Officer, Executive General Manager, Corporate Department, SBS RICOH LOGISTICS SYSTEM CO., LTD.</p> <p>January 2020 Executive Officer, Executive General Manager, Kansai Department, Domestic Sales, SBS RICOH LOGISTICS SYSTEM CO., LTD.</p> <p>March 2022 Director, Executive Officer, General Manager, Corporate Planning, SBS RICOH LOGISTICS SYSTEM CO., LTD.</p> <p>March 2023 Director, Managing Executive Officer, General Manager, Corporate Planning, SBS RICOH LOGISTICS SYSTEM CO., LTD. (current position)</p>	—
<p>[Reason for nomination as candidate for Director serving as Audit & Supervisory Committee Member]</p> <p>Since joining San-ai Transport Co., Ltd. (currently SBS RICOH LOGISTICS SYSTEM CO., LTD.), a Group company, Mr. Hiroya Kawai has gained extensive experience in the logistics business in Japan and overseas. Having served as manager of administrative divisions of the said company, he also has a wealth of experience and special knowledge in the business and administrative divisions. In the belief that he will appropriately perform his duties as a Director serving as Audit & Supervisory Committee Member of the Company based on this knowledge and experience, the Company has nominated him as a candidate for Director serving as Audit & Supervisory Committee Member. He is scheduled to resign as Director of SBS RICOH LOGISTICS SYSTEM CO., LTD. upon his appointment as Director serving as Audit & Supervisory Committee Member of the Company.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
2	<p>Sachie Tsuji (Married surname: Ueda) (April 23, 1972)</p> <p>[Reappointment] [Outside] [Independent]</p> <p>[Attendance at the Board of Directors meetings] 14/14 (100%)</p> <p>[Attendance at the Audit & Supervisory Committee meetings] 14/14 (100%)</p> <p>[Length of service as Director serving as Audit & Supervisory Committee Member] 4 years</p>	<p>October 1996 Joined Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)</p> <p>April 1999 Registered as a certified public accountant</p> <p>July 2015 President and Representative Director, SPLUS Corporation (currently Bizsuppli Corporation) (current position)</p> <p>Director, Tsuji Sachie Public Accounting Office (current position)</p> <p>June 2016 Director, Association of Certified Fraud Examiners Japan (current position)</p> <p>June 2017 Outside Audit & Supervisory Board Member, C'BON COSMETICS Co., Ltd.</p> <p>March 2021 Outside Director (Audit & Supervisory Committee Member), the Company (current position)</p> <p>June 2021 Outside Audit & Supervisory Board Member, Shindengen Electric Manufacturing Co., Ltd. (current position)</p> <p>March 2022 Outside Audit & Supervisory Board Member, Otsuka Holdings Co., Ltd. (current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Certified public accountant • President and Representative Director, Bizsuppli Corporation • Director, Association of Certified Fraud Examiners Japan • Outside Audit & Supervisory Board Member, Shindengen Electric Manufacturing Co., Ltd. • Outside Audit & Supervisory Board Member, Otsuka Holdings Co., Ltd. 	—
<p>[Reason for nomination as candidate for Outside Director serving as Audit & Supervisory Committee Member and expected roles]</p> <p>Ms. Sachie Tsuji possesses many years of experience working on internal control, internal auditing and compliance, in addition to her expert knowledge and experience as a certified public accountant. In the belief that she will leverage her expertise in these areas in the auditing of the Company, the Company has nominated her as a candidate for Outside Director serving as Audit & Supervisory Committee Member.</p>			

No.	Name (Date of birth)	Career summary, positions, responsibilities, and significant concurrent positions	Number of shares of the Company held
3	Eiichiro Washio (January 3, 1977) [New Appointment] [Outside] [Independent]	<p>October 2001 Joined Shinnihon LLC (currently Ernst & Young ShinNihon LLC)</p> <p>June 2005 Registered as a certified public accountant Founded Washio Eiichiro Certified Public Accountant Office</p> <p>September 2005 Elected to the House of Representatives in the 44th General Election and the five subsequent elections in a row</p> <p>March 2006 Registered as a certified public tax accountant Founded Washio Eiichiro Certified Public Tax Accountant Office</p> <p>August 2006 Registered as a certified administrative procedures legal specialist Founded Washio Eiichiro Certified Administrative Procedures Legal Specialist Office</p> <p>October 2012 Parliamentary Vice-Minister for Agriculture, Forestry and Fisheries</p> <p>September 2019 Chairman, Committee on Environment, House of Representatives</p> <p>September 2020 State Minister for Foreign Affairs</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Certified public accountant • Certified public tax accountant • Certified administrative procedures legal specialist 	—
<p>[Reason for nomination as candidate for Outside Director serving as Audit & Supervisory Committee Member and expected roles]</p> <p>Mr. Eiichiro Washio has work experience and in depth knowledge in accounting and taxation, and legal etc., having engaged as certified public accountant at a major auditing firm and holds his own private practice after leaving the firm. In addition, he was elected to the House of Representatives six times, and has served in a number of important positions, including Parliamentary Vice-Minister for Agriculture, Forestry and Fisheries, Chairman of the Committee on Environment of the House of Representatives, and State Minister for Foreign Affairs. In the belief that he will appropriately perform his duties as a Director serving as Audit & Supervisory Committee Member of the Company based on this wide-ranging knowledge and experience, the Company has nominated him as a candidate for Outside Director serving as Audit & Supervisory Committee Member.</p>			

- Notes:
1. No special interests exist between the Company and any of the candidates.
 2. Ms. Sachie Tsuji and Mr. Eiichiro Washio are candidates for Outside Directors.
 3. Ms. Sachie Tsuji's term of office as Outside Director serving as Audit & Supervisory Committee Member will be four (4) years at the conclusion of this General Meeting.
 4. Pursuant to the provisions of the Company's Articles of Incorporation, the Company has entered into a liability limitation agreement with Ms. Sachie Tsuji under Article 427, Paragraph 1 of the Companies Act. Should her reappointment be approved, the Company intends to continue with the agreement. The Company also intends to enter into a liability limitation agreement to the same effect with Mr. Eiichiro Washio, should his election be approved. In summary, these liability limitation agreements provide that liability under Article 423, Paragraph 1 of the Companies Act shall be limited to either 5 million yen or the minimum

liability amount prescribed in applicable laws and regulations, whichever is the higher amount, where the execution of the officer's duties has been in good faith and there has been no material negligence.

5. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract with an insurance company, which will cover damages payments and litigation costs to be borne by the insured persons. Each of the candidates approved for appointment under this proposal will be included as the insured person under this insurance policy. The Company plans to renew the insurance policy with the same contents when it is next due for renewal.
6.
 - i. The Company has registered Ms. Sachie Tsuji with the Tokyo Stock Exchange as an Independent Officer as prescribed by the Exchange. The Company has determined that the candidate has sufficient independence in light of the Independence Standards for Outside Directors set forth by the Company and plans to continue her registration as an Independent Officer, should her reappointment be approved.
 - ii. The Company has determined that Mr. Eiichiro Washio has sufficient independence in light of the Independence Standards for Outside Directors set forth by the Company and plans to register him as an Independent Officer, should his appointment be approved.
7. Ms. Sachie Tsuji's married surname is Ueda, but she uses her birth name in her practice as a certified public accountant and in other professional roles.
8. In addition to the number of meetings of the Board of Directors stated above, there were two resolutions in writing that are deemed to be resolutions of the Board of Directors under Article 370 of the Companies Act and Article 26 of the Company's Articles of Incorporation.
9. The Company's Independence Standards for Outside Directors are disclosed on the "SBS Group Corporate Governance Guidelines" on the Company's website (available only in Japanese). (<https://www.sbs-group.co.jp/sbshlds/csr/governance/>)

<Reference>

Management system, provided Proposals 1 and 2 are approved (plan)

Name	Position	[Outside]	Nomination and Compensation Committee	Expertise and experiences of candidates for Director							
				Corporate management	Sales & marketing	Accounting & finance	Legal affairs & risk management	Human resources & HR development	Information & Logistics Technology	ESGs & sustainability	International
Masahiko Kamata	Representative Director		○	●	●	●	●			●	
Shuichi Hoshi	Director			●	●		●			●	●
Masato Taiji	Director			●			●	●		●	
Yasuhito Tanaka	Director			●	●	●			●	●	●
Natsuki Gomi	Director			●		●	●		●	●	
Katsuhisa Wakamatsu	Director			●	●				●	●	
Jiro Iwasaki	Director	○	○	●			●	●			●
Yoshinobu Kosugi	Director	○	○	●	●						
Chizu Sekine	Director	○		●		●				●	●
Hiroya Kawai	Full-time Audit & Supervisory Committee Member			●	●	●	●	●		●	●
Sachie Tsuji	Audit & Supervisory Committee Member	○		●		●	●				
Eiichiro Washio	Audit & Supervisory Committee Member	○		●		●	●			●	●

- Notes: 1. The Representative Director and the members of the Nomination and Compensation Committee will be decided at a Board of Directors meeting to be held after the conclusion of this General Meeting.
2. The table above shows the fields in which each candidate possesses greater expertise in accordance with his/her experience and other elements, and does not represent his/her entire expertise.

Proposal 3 Election of One (1) Substitute Director Serving as Audit & Supervisory Committee Member

As the validity of the election of Mr. Tomoyuki Suzuki, who was elected as the substitute Director serving as Audit & Supervisory Committee Member at the 38th Ordinary General Meeting of Shareholders held on March 27, 2024, will expire at the start of this General Meeting, the Company proposes the election of one (1) substitute Director serving as Audit & Supervisory Committee Member to provide for the case where the number of incumbent Directors serving as Audit & Supervisory Committee Members falls below the number stipulated by laws and regulations.

The Audit & Supervisory Committee has consented to this proposal.

The candidate for substitute Director serving as Audit & Supervisory Committee Member is as follows.

Name (Date of birth)	Career summary and significant concurrent positions	Number of shares of the Company held
Tomoyuki Suzuki (June 14, 1976) [Outside] [Independent]	<p>October 2003 Registered as Attorney with Dai-Ichi Tokyo Bar Association Joined Nagashima Ohno & Tsunematsu</p> <p>November 2004 Joined The Tokyo-Marunouchi Law Offices</p> <p>January 2019 Acting Representative, The Tokyo-Marunouchi Law Offices</p> <p>June 2019 Registered as Certified Public Tax Accountant</p> <p>December 2020 Outside Auditor, Cocorport Inc. (current position)</p> <p>June 2022 Director, Kyoei Sangyo Co., Ltd. (current position)</p> <p>January 2025 Representative, The Tokyo-Marunouchi Law Offices (current position)</p> <p>[Significant concurrent positions]</p> <ul style="list-style-type: none"> • Attorney • Certified Public Tax Accountant • Representative, The Tokyo-Marunouchi Law Offices • Outside Auditor, Cocorport Inc. • Director, Kyoei Sangyo Co., Ltd. 	—
<p>[Reason for nomination as candidate for substitute Outside Director serving as Audit & Supervisory Committee Member and expected roles]</p> <p>Mr. Tomoyuki Suzuki has cultivated advanced expert knowledge and experience as an attorney. In the expectation that such knowledge and experience would contribute to the execution of the duties of the Audit & Supervisory Committee, the Company has nominated him as a candidate for substitute Outside Director serving as Audit & Supervisory Committee Member.</p>		

- Notes: 1. Mr. Tomoyuki Suzuki is a candidate for substitute Outside Director serving as Audit & Supervisory Committee Member.
2. The candidate has entered into a legal advisory contract with the Company, but the value of advisory fees is less than 500,000 yen per year and thus has no bearing on the independence of either the candidate or the Company. There are also no special interests, including legal advisory contracts, between the law firm to which the candidate belongs and the Company.
3. The Company has determined that Mr. Tomoyuki Suzuki has sufficient independence in light of the Independence Standards for Outside Directors set forth by the Company and plans to register him as an Independent Officer based on the provisions set forth by the Tokyo Stock Exchange, should he assume the office of Director serving as Audit & Supervisory Committee Member.
- In addition, pursuant to the provisions of the Company's Articles of Incorporation, the Company plans to enter into a liability limitation agreement with the candidate under Article 427, Paragraph 1 of the Companies Act. In summary, this liability limitation agreement

provides that liability under Article 423, Paragraph 1 of the Companies Act shall be limited to either 5 million yen or the minimum liability amount prescribed in applicable laws and regulations, whichever is the higher amount, where the execution of the officer's duties has been in good faith and there has been no material negligence.

4. The Company's Independence Standards for Outside Directors are disclosed on the "SBS Group Corporate Governance Guidelines" on the Company's website (available only in Japanese).
[\(https://www.sbs-group.co.jp/sbshlds/csr/governance/\)](https://www.sbs-group.co.jp/sbshlds/csr/governance/)
5. The Company has entered into a directors and officers liability insurance (D&O Insurance) contract with an insurance company, which will cover damages payments and litigation costs to be borne by the insured persons. Should the candidate assume office as Director serving as Audit & Supervisory Committee Member, he will be included as the insured person under this insurance policy.