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(Securities code 9351)

June 8, 2026

Start date of measures for electronic provision: June 2, 2026

To Our Shareholders:

Masafumi Hara
Representative Director and President
TOYO WHARF & WAREHOUSE CO., LTD.
1-8-8 Harumi, Chuo-ku, Tokyo

**NOTICE OF
THE 115TH ANNUAL GENERAL MEETING OF SHAREHOLDERS**

We are pleased to announce the 115th Annual General Meeting of Shareholders of TOYO WHARF & WAREHOUSE CO., LTD. (the “Company”), which will be held as indicated below. In addition, we plan to publish our Annual Securities Report before the Annual General Meeting of Shareholders on June 22, 2026 (Monday), so please review it as well.

When convening this general meeting of shareholders, the Company takes measures for providing information that constitutes the content of reference documents for the general meeting of shareholders, etc. (matters for which measures for providing information in electronic format are to be taken) in electronic format, and posts this information as “Notice of the 115th Annual General Meeting of Shareholders” on the Company’s website. Please access either of the following websites by using the corresponding internet address shown below to review the information.

The Company’s website:

https://www.toyofuto.co.jp/ir/event/pdf/115_shoshutsuchi.pdf (in Japanese)

Website for posted informational materials for the general meeting of shareholders:

<https://d.sokai.jp/9351/teiji/> (in Japanese)

Tokyo Stock Exchange website (Listed Company Search):

<https://www2.jpx.co.jp/tseHpFront/JJK010010Action.do?Show=Show> (in Japanese)

(Access the TSE website by using the internet address, enter and search for “TOYO WHARF & WAREHOUSE CO., LTD.” in “Issue name (company name)” or the Company’s securities code “9351” in “Code” and click “Search”, then click “Basic information” and select “Documents for public inspection/PR information” under “Filed information available for public inspection”, click “Click here for access” under “[Notice of General Shareholders Meeting /Informational Materials for a General Shareholders Meeting]”, in order, and confirm contents).

If you do not attend the meeting on the day, you may exercise your voting rights via the internet or in writing (via postal mail). Please review the attached Reference Documents for the General Meeting of Shareholders and exercise your voting rights by 5:00 p.m. on Wednesday, June 24, 2026 (JST).

1. Date and Time: Thursday, June 25, 2026, at 10:00 a.m. (JST)
(Reception desk opens at 9:30 a.m.)

2. Venue: WEST Hall, 4th floor, TOC ARIAKE
3-5-7 Ariake, Koto-ku, Tokyo

3. Meeting Agenda:

Matters to be reported:

1. The Business Report, Consolidated Financial Statements for the Company's 115th Fiscal Year (April 1, 2025 - March 31, 2026) and results of audits by the Financial Auditor and the Audit and Supervisory Committee regarding the Consolidated Financial Statements
2. Non-consolidated Financial Statements for the Company's 115th Fiscal Year (April 1, 2025 - March 31, 2026)

Matters to be resolved:

Proposal No. 1: Appropriation of Surplus

Proposal No. 2: Election of Seven Directors Who Are Not Audit and Supervisory Committee Members

**4. Matters Determined upon Convening the General Meeting of Shareholders
(Instructions for Exercising Voting Rights)**

- (1) When voting rights are exercised in writing (via postal mail), if there is no indication of approval or disapproval of the proposal in the voting rights exercise form, it will be treated as approval.
- (2) If voting rights are exercised both via the internet and in writing (via postal mail), the voting rights exercised via the internet shall be considered valid.
If voting rights are exercised multiple times via the internet, the voting rights last exercised shall be considered valid.

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- When attending the meeting in person, please submit the voting form at the reception desk at the meeting venue.
 - If revisions to the matters subject to measures for electronic provision arise, a notice of the revisions and the details of the matters before and after the revisions will be posted on each website.
 - Among the items of electronic provision measures, in accordance with the provisions of laws and regulations and the Company's Articles of Incorporation, the following items are not provided in the paper-based documents delivered to shareholders who have requested delivery of such documents.

Furthermore, the Audit and Supervisory Committee and the Financial Auditor shall audit the documents requiring auditing, including the following items.

- (i) "System to Ensure Appropriate Operations and the Operational Status of such System" in the Business Report
- (ii) "Consolidated Statement of Changes in Equity" and "Notes to the Consolidated Financial Statements" of the Consolidated Financial Statements
- (iii) "Non-consolidated Statement of Changes in Equity" and "Notes to the Non-consolidated Financial Statements" of the Non-consolidated Financial Statements

Reference Documents for the General Meeting of Shareholders

Proposal No. 1: Appropriation of Surplus

In accordance with our dividend policy, the Company proposes the appropriation of surplus as follows:

Year-end dividends

(i) Type of dividend property

To be paid in cash.

(ii) Allotment of dividend property and its aggregate amount

The Company proposes to pay a dividend of ¥50 per common share of the Company.

In this event, the total dividends will be ¥359,557,500.

Accordingly, including the interim dividend of ¥30 per share, the annual dividend will be ¥80 per share.

(iii) Effective date of dividends of surplus

June 26, 2026

Proposal No. 2: Election of Seven Directors Who Are Not Audit and Supervisory Committee Members

At the conclusion of this Annual General Meeting of Shareholders, the terms of office of all seven Directors who are not Audit and Supervisory Committee Members will expire. Therefore, the Company proposes the election of seven Directors who are not Audit and Supervisory Committee Members.

As for this proposal, the review and examination processes and others in the voluntary Nomination and Remuneration Advisory Committee, which consists of a majority of outside independent Directors including Directors who are Audit and Supervisory Committee Members, were examined by the Audit and Supervisory Committee of the Company based on the policy of electing candidates for the role of Director, which resulted in finding that there were no matters requiring additional comments.

Candidates for the role of Director who is not an Audit and Supervisory Committee Member are as follows:

No.	Name			Current position and responsibilities in the Company	Attendance at Board of Directors meetings
1	Masafumi Hara	Male	<u>Reelection</u>	Representative Director and President	14/14 (100%)
2	Shuichi Nishi	Male	<u>Reelection</u>	Senior Managing Director General Manager of Kawasaki Branch	14/14 (100%)
3	Shinji Mikami	Male	<u>Reelection</u>	Managing Director General Manager of Operations Dept., Supervisor of Kansai·Chukyou Area, and Responsible for Fruit & Vegetable Sales Dept., International Sales Dept., Corporate Planning Dept., Digital Promotion Dept. and Customs Clearance Dept.	14/14 (100%)
4	Wataru Tominaga	Male	<u>Reelection</u>	Director Executive Officer, General Manager of Shibushi Branch, Supervisor of Kyushu Area, and Responsible for Port Transport & Container Dept.	14/14 (100%)
5	Buichi Ono	Male	<u>Reelection</u>	Director Executive Officer, General Manager of Administration Div., and Responsible for General Affairs Dept., Accounting Dept., Information Management Dept., Operations Audit Dept., Safety & Quality Control Dept. and Public Relations Dept.	10/10 (100%)
6	Tatsuyoshi Hori	Male	<u>Reelection</u> <u>Outside</u> <u>Independent</u>	Outside Director	14/14 (100%)
7	Masamitsu Nambu	Male	<u>Reelection</u> <u>Outside</u> <u>Independent</u>	Outside Director	14/14 (100%)

Reelection Candidate for Director to be reelected

Outside Candidate for outside Director

Independent Independent officer as provided for by Tokyo Stock Exchange

Note: As Buichi Ono was newly appointed at the 114th Annual General Meeting of Shareholders held on June 26, 2025, his attendance status is provided for Board of Directors Meetings held after his appointment.

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
1	<p>Masafumi Hara (November 12, 1959)</p> <p><u>Male</u></p> <p><u>Reelection</u></p> <p>Attendance at Board of Directors meetings: 14/14 (100%)</p>	<p>Apr. 1985</p> <p>Jun. 2009</p> <p>Jun. 2010</p> <p>Apr. 2013</p> <p>Apr. 2014</p>	<p>Joined the Company</p> <p>Executive Officer and General Manager of Corporate Planning Dept.</p> <p>Director, Executive Officer, General Manager of Operations Dept., and in Charge of Sales Dept. and Corporate Planning Dept.</p> <p>Director, Managing Executive Officer, General Manager of Operations Dept., General Manager of Port Transport Dept., and in Charge of Sales Dept., Fruit & Vegetable Sales Dept. and International Sales Dept.</p> <p>Representative Director and President (current position)</p>	34,700 shares
<p>[Reasons for nomination as candidate for the role of Director who is not an Audit and Supervisory Committee Member]</p> <p>Masafumi Hara has been involved in Company operations, including the Warehouse and Port Transportation businesses, and has abundant experience and achievements across all businesses of the Group, both domestically and overseas, such as being in charge of international divisions as Director and Managing Executive Officer since 2013. Currently, he serves as Representative Director, President, and Chairperson of the Board of Directors, contributing to the strengthening of the Board of Directors' functions, while also being involved in establishing a compliance and risk management system for the Group, enhancing corporate governance, and promoting ESG management. To achieve the sustainable enhancement of the Group's corporate value, the Company has nominated him as a candidate for the role of Director who is not an Audit and Supervisory Committee Member.</p>				
2	<p>Shuichi Nishi (January 16, 1961)</p> <p><u>Male</u></p> <p><u>Reelection</u></p> <p>Attendance at Board of Directors meetings: 14/14 (100%)</p>	<p>Nov. 1986</p> <p>Jun. 2010</p> <p>Apr. 2014</p> <p>Jun. 2014</p> <p>Apr. 2016</p> <p>Apr. 2017</p> <p>Jun. 2021</p> <p>Apr. 2022</p> <p>Apr. 2023</p> <p>Apr. 2024</p>	<p>Joined the Company</p> <p>Executive Officer and General Manager of Shibushi Branch</p> <p>Executive Officer and General Manager of Kawasaki Branch</p> <p>Director, Executive Officer, and General Manager of Kawasaki Branch</p> <p>Director, Executive Officer, General Manager of Kawasaki Branch, and Responsible for and in Charge of Port Transport Dept.</p> <p>Director, Managing Executive Officer, General Manager of Kawasaki Branch, and General Manager of Port Transport Dept.</p> <p>Managing Director, General Manager of Kawasaki Branch, and General Manager of Port Transport Dept.</p> <p>Senior Managing Director, General Manager of Kawasaki Branch, and General Manager of Port Transport Dept.</p> <p>Senior Managing Director, General Manager of Kawasaki Branch, and Responsible for Port Transport Dept.</p> <p>Senior Managing Director and General Manager of Kawasaki Branch (current position)</p>	13,300 shares
<p>[Reasons for nomination as candidate for the role of Director who is not an Audit and Supervisory Committee Member]</p> <p>Shuichi Nishi has been involved in Company operations, including the Warehouse and Port Transportation businesses, and has abundant experience and achievements across all businesses of the Group, both domestically and overseas, such as serving in important roles in the port transport divisions, which serves as the core for international trade. Additionally, through his experience as a director and president of a subsidiary, he contributes to exercising the Group's integrated strengths related to corporate management and personnel development, while also being involved in establishing a compliance and risk management system, enhancing corporate governance, and promoting ESG management. To achieve the sustainable enhancement of the Group's corporate value, the Company has nominated him as a candidate for the role of Director who is not an Audit and Supervisory Committee Member.</p>				

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
3	<p>Shinji Mikami (March 21, 1965)</p> <p><u>Male</u></p> <p><u>Reelection</u></p> <p>Attendance at Board of Directors meetings: 14/14 (100%)</p>	<p>Apr. 1987 Joined the Company</p> <p>Apr. 2014 Executive Officer, General Manager of Fruit & Vegetable Sales Dept., and General Manager of Fruit & Vegetable Dept. of Kawasaki Branch</p> <p>Jan. 2015 Executive Officer, General Manager of Fruit & Vegetable Sales Dept., General Manager of Fruit & Vegetable Dept. of Kawasaki Branch, and General Manager of Oi Office</p> <p>Apr. 2016 Executive Officer, General Manager of Fruit & Vegetable Sales Dept., and General Manager of Fruit & Vegetable Dept. of Kawasaki Branch</p> <p>Jun. 2017 Director, Executive Officer, General Manager of Fruit & Vegetable Sales Dept., and General Manager of Fruit & Vegetable Dept. of Kawasaki Branch</p> <p>Apr. 2018 Director, Executive Officer, General Manager of Operations Dept., and Responsible for Fruit & Vegetable Sales Dept., International Sales Dept. and Corporate Planning Dept.</p> <p>Apr. 2023 Managing Director, General Manager of Operations Dept., Supervisor of Kansai·Chukyou Area, and Responsible for Fruit & Vegetable Sales Dept., International Sales Dept., Corporate Planning Dept. and Digital Promotion Dept.</p> <p>Apr. 2025 Managing Director, General Manager of Operations Dept., Supervisor of Kansai·Chukyou Area, and Responsible for Fruit & Vegetable Sales Dept., International Sales Dept., Corporate Planning Dept., Digital Promotion Dept. and Customs Clearance Dept. (current position)</p>	9,600 shares
<p>[Reasons for nomination as candidate for the role of Director who is not an Audit and Supervisory Committee Member]</p> <p>Shinji Mikami has been involved in Company operations, including the Warehouse and Port Transportation businesses, and has abundant experience and achievements across all businesses of the Group, both domestically and overseas, such as being in charge of international divisions as Director and Executive Officer since 2018, and being in charge of the digital promotion divisions as Managing Director since 2023. Additionally, through his experience as the officer responsible for management of subsidiaries, he contributes to exercising the Group's integrated strengths related to corporate management and personnel development, while also being involved in establishing a compliance and risk management system, and promoting the enhancement of corporate governance. To achieve the sustainable enhancement of the Group's corporate value, the Company has nominated him as a candidate for the role of Director who is not an Audit and Supervisory Committee Member.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company, and significant concurrent positions outside the Company		Number of the Company's shares owned
4	Wataru Tominaga (December 13, 1967)	Apr. 1990	Joined the Company	7,000 shares
	<div style="border: 1px solid black; display: inline-block; padding: 2px;">Male</div> <div style="border: 1px solid black; display: inline-block; padding: 2px;">Reelection</div> Attendance at Board of Directors meetings: 14/14 (100%)	Apr. 2020	Executive Officer and General Manager of Shibushi Branch	
		Jun. 2023	Director, Executive Officer, General Manager of Shibushi Branch, and Supervisor of Kyushu Area	
		Apr. 2024	Director, Executive Officer, General Manager of Shibushi Branch, Supervisor of Kyushu Area, and Responsible for Container Business Promotion Dept.	
		Apr. 2026	Director, Executive Officer, General Manager of Shibushi Branch, Supervisor of Kyushu Area, and Responsible for Port Transport & Container Dept. (current position)	
<p>[Reasons for nomination as candidate for the role of Director who is not an Audit and Supervisory Committee Member]</p> <p>Wataru Tominaga has been involved in Company operations, including the Warehouse and Port Transportation businesses, and has abundant experience and achievements across all businesses of the Group, both domestically and overseas, such as being in charge of supervising port transportation and managing operations in the Kyushu area. Additionally, through his experience as a director and president of a subsidiary, he contributes to exercising the Group's integrated strengths related to corporate management and personnel development, while also being involved in establishing a compliance and risk management system, enhancing corporate governance, and promoting ESG management. To achieve the sustainable enhancement of the Group's corporate value, the Company has nominated him as a candidate for the role of Director who is not an Audit and Supervisory Committee Member.</p>				

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
5	Buichi Ono (October 17, 1965) <input type="checkbox"/> Male <input type="checkbox"/> Reelection Attendance at Board of Directors meetings: 10/10 (100%)	Apr. 1989 Joined The Dai-ichi Mutual Life Insurance Company (currently The Dai-ichi Life Insurance Company, Limited) Apr. 2009 Seconded to the Company Apr. 2013 Executive Officer and General Manager of Corporate Planning Dept. Apr. 2014 Executive Officer, General Manager of Operations Dept., and General Manager of Corporate Planning Dept. Apr. 2016 Transferred to the Company Apr. 2016 Executive Officer, General Manager of Operations Dept., and in Charge of Corporate Planning Dept. and International Sales Dept. Apr. 2018 Executive Officer and General Manager of Tokyo Branch Apr. 2020 Executive Officer and General Manager of Accounting Dept. Apr. 2023 Executive Officer, General Manager of Accounting Dept., and in Charge of Operations Audit Dept. Jun. 2025 Director, Executive Officer, General Manager of Accounting Dept., and Responsible for General Affairs Dept., Information Management Dept., Operations Audit Dept., Safety & Quality Control Dept. and Public Relations Dept. Apr. 2026 Director, Executive Officer, General Manager of Administration Div., and Responsible for General Affairs Dept., Accounting Dept., Information Management Dept., Operations Audit Dept., Safety & Quality Control Dept. and Public Relations Dept. (current position)	5,500 shares
<p>[Reasons for nomination as candidate for the role of Director who is not an Audit and Supervisory Committee Member]</p> <p>Buichi Ono leverages his experience working at financial institutions and has abundant experience and deep insight in financial affairs and accounting. After joining the Company, he has been involved in corporate planning and sales operations. Currently, he supervises the administrative divisions, strengthening administrative functions such as legal affairs, financial affairs, human resources, and information management, while also being involved in establishing a compliance and risk management system, enhancing corporate governance, and promoting ESG management. The Company believes his operational experience at financial institutions and the Company's administrative divisions will contribute to the sustainable enhancement of the Group's corporate value, and has thereby nominated him as a candidate for the role of Director who is not an Audit and Supervisory Committee Member.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
6	<p>Tatsuyoshi Hori (April 20, 1975)</p> <p><u>Male</u></p> <p><u>Reelection</u> <u>Outside</u> <u>Independent</u></p> <p>Attendance at Board of Directors meetings: 14/14 (100%)</p>	<p>Sep. 2010 General Manager of Hori Patent Office</p> <p>Nov. 2011 Director of TOKO SOKEN CO., LTD. (current position)</p> <p>Jun. 2015 Joined TOKO ENGINEERING CONSULTANTS CO., LTD.</p> <p>Jan. 2016 General Manager of Osaka Branch</p> <p>May 2016 Executive Officer and General Manager of Osaka Branch</p> <p>Apr. 2018 Executive Officer and General Manager of Kyusyu Branch</p> <p>May 2020 Director of TOKO GEOTECH CO., LTD. (current position)</p> <p>Nov. 2020 Director, Executive Officer, and General Manager of Kyusyu Branch of TOKO ENGINEERING CONSULTANTS CO., LTD.</p> <p>Apr. 2021 Director, Executive Officer, and General Manager of Business Dept. of the Head Office</p> <p>Oct. 2021 Director</p> <p>Apr. 2022 Managing Director and General Manager of Overseeing Dept.</p> <p>Dec. 2022 Representative Director and President of TOKO WAKAYAMA ENGINEERING CONSULTANTS CO., LTD. (current position)</p> <p>Jun. 2023 Outside Director of the Company (current position)</p> <p>Jan. 2024 Representative Director and President of TOKO FUKUOKA ENGINEERING CONSULTANTS CO., LTD. (current position)</p> <p>Nov. 2025 Managing Director of TOKO ENGINEERING CONSULTANTS CO., LTD. (current position)</p>	900 shares
<p>[Reasons for nomination as candidate for the role of outside independent Director who is not an Audit and Supervisory Committee Member and overview for expected role as an outside independent Director]</p> <p>Tatsuyoshi Hori has served in important roles at construction consulting companies, been involved in corporate planning, system development, and sales divisions, and has diverse experience and expertise in legal affairs and human resources, among other areas. He has used this experience to provide oversight and advice in relation to the Directors' execution of duties from an objective and neutral standpoint. In order for him to further provide oversight and advice in relation to the Group's management from an independent standpoint, thereby contributing to the sustainable enhancement of the Group's corporate value, the Company has nominated him as a candidate for the role of outside independent Director who is not an Audit and Supervisory Committee Member.</p>			

No.	Name (Date of birth)	Career summary, position and responsibilities in the Company, and significant concurrent positions outside the Company	Number of the Company's shares owned
7	Masamitsu Nambu (January 5, 1963) Male Reelection Outside Independent Attendance at Board of Directors meetings: 14/14 (100%)	<p>Apr. 1985 Joined The Dai-ichi Mutual Life Insurance Company</p> <p>Apr. 2006 General Manager of Underwriting and Medical Dept.</p> <p>Apr. 2008 General Manager of Machida Branch</p> <p>Apr. 2010 General Manager of Machida Branch of The Dai-ichi Life Insurance Company, Limited</p> <p>Apr. 2011 General Manager of Retail Management Dept.</p> <p>Apr. 2012 Executive Officer and General Manager of Retail Management Dept.</p> <p>Apr. 2015 Managing Executive Officer</p> <p>Oct. 2016 Director and Managing Executive Officer</p> <p>Apr. 2020 Senior Managing Executive Officer of Dai-ichi Life Holdings, Inc. (currently Daiichi Life Group, Inc.)</p> <p>Apr. 2020 Representative Director and Senior Managing Executive Officer of The Dai-ichi Life Insurance Company, Limited</p> <p>Apr. 2023 Director and Senior Managing Executive Officer</p> <p>Apr. 2024 Advisor</p> <p>Jun. 2024 Outside Director of the Company (current position)</p>	400 shares
<p>[Reasons for nomination as candidate for the role of outside independent Director who is not an Audit and Supervisory Committee Member and overview for expected role as an outside independent Director]</p> <p>Masamitsu Nambu has served in important roles over many years at financial institutions, been involved in corporate planning and sales divisions, and has diverse experience and expertise in personnel development and other areas. He has used this experience to provide oversight and advice in relation to the Directors' execution of duties from an objective and neutral standpoint. In order for him to further provide oversight and advice in relation to the Group's management from an independent standpoint, thereby contributing to the sustainable enhancement of the Group's corporate value, the Company has nominated him as a candidate for the role of outside independent Director who is not an Audit and Supervisory Committee Member.</p>			

Notes:

- There is no special interest between any of the candidates and the Company.
- Tatsuyoshi Hori and Masamitsu Nambu are candidates for the role of outside independent Director who is not an Audit and Supervisory Committee Member.
- Tatsuyoshi Hori and Masamitsu Nambu are currently outside independent Directors of the Company, and at the conclusion of this meeting, Tatsuyoshi Hori's tenure will have been three years, and Masamitsu Nambu's tenure will have been two years.
- The Company has entered into agreements to limit the liability for damages with Tatsuyoshi Hori and Masamitsu Nambu, pursuant to the provisions of Article 427, paragraph (1) of the Companies Act. If the election of Tatsuyoshi Hori and Masamitsu Nambu is approved, the Company plans to renew the aforementioned agreements with them. The outline of the agreement is as follows
 - If an outside independent Director is liable for any damages arising from their negligence to the Company, that liability shall be limited to the minimum liability amount stipulated by laws and regulations.
 - The above limitation of liability shall be applied only when the relevant outside independent Director acted in good faith and without gross negligence in performing the duties giving rise to liabilities.
- The Company has submitted notification to Tokyo Stock Exchange, Inc. that Tatsuyoshi Hori and Masamitsu Nambu have been designated as independent officers as provided for by the aforementioned exchange.
- The Company has entered into indemnity agreements, pursuant to the provisions of Article 430-2, paragraph (1) of the Companies Act, with each candidate. Under said indemnity agreements, expenses as provided for by item (1) of paragraph (1) of the same article and losses as provided for by item (2) of the same paragraph shall be indemnified by the Company within the scope provided for by laws and regulations. If each candidate's election is approved, the aforementioned agreements with each candidate will be continued.
- The Company has entered into a directors and officers liability insurance policy as provided for in Article 430-3, paragraph (1) of the Companies Act with an insurance company and the insurance policy covers the legally mandated amount of indemnification and litigation expenses that are absorbed by all Directors who are not Audit and Supervisory Committee Members and that are assumed by insureds. If each candidate is appointed to the role of Director who is not an Audit and Supervisory Committee Member, each candidate will be included as the insured under this insurance

policy. For all of the insured persons, the Company bears all of the insurance premium. In addition, the Company plans to renew the insurance policy during their terms of office.

Reference

Standards of Independence for Outside Directors

In the election of candidates for the role of outside Director, the independence requirements established by Tokyo Stock Exchange shall be satisfied, and candidates for the role of outside Director of the Company shall, in principle, not fall under any of the items below.

- (1) An executing person of the Company or its subsidiary (hereinafter referred to as “the Group”)(*1)
 - (2) A major business partner(*2)
 - A person whose major business partner is the Group(*3) or an executing person of such a legal entity, etc.
 - A person who is a major business partner of the Group(*3) or an executing person of such a legal entity, etc.
 - An executing person of a financial or other institution that is essential to the Company’s financing and on whom the Company is dependent to the extent that there is no substitute.
 - (3) A professional(*2)
 - A consultant, accounting professional, or legal professional who has received a large amount of money or other properties from the Group, other than as compensation for being a Director
 - A person belonging to a law firm, accounting office, consulting company, or any other professional service provider that has received a large amount of money or other properties from the Group
 - (4) Donation
A person who receives a large donation, etc. from the Group or an executing person of the person
 - (5) Major shareholder(*4)
A person who is a major shareholder or an executing person of such a legal entity, etc.
 - (6) Immediate family members
An immediate family member (spouse or a relative within the second degree of kinship) of any of the persons listed below (excluding an insignificant person):
 - A person who falls under any of items (1) to (5) above
 - Director, Auditor, Executive Officer, or employee of the Group
- (*1) This means a person who has fallen under the item in the past ten business years.
- (*2) This means a person who has fallen under the item in the past one business year.
- (*3) This means a person whose business with the Group has a significant influence on the viability of the person’s company or the business of the Group.
- (*4) This means a person or legal entity which holds the Company’s shares with 10% or more of the total voting rights of shareholders and other holders.

Reference

Nomination and Remuneration Advisory Committee

The Company has established a voluntary Nomination and Remuneration Advisory Committee, which consists of a majority of outside independent Directors, in order to strengthen fairness, transparency, and objectivity in procedures regarding nomination, remuneration, etc. of Directors, enhance the supervisory function of the Board of Directors, and further improve its corporate governance system.

In the fiscal year under review, the Nomination and Remuneration Committee was composed of four members, three outside independent Directors including Directors who are Audit and Supervisory Committee Members and the Representative Director, and chaired by an outside independent Director.

(1) Roles of the Nomination and Remuneration Advisory Committee

The Committee reviews the matters listed below or other matters about which the Board of Directors consults the Committee, and provides reports to the Board of Directors.

- Matters concerning the election and dismissal of Directors
- Matters concerning remuneration, etc. for Directors
- Other matters that are considered necessary by the Board of Directors

(2) Composition of the Nomination and Remuneration Advisory Committee

- The Committee shall consist of three or more Directors selected by the Board of Directors.
- The majority of the Committee shall consist of outside independent Directors.

Candidates for the role of Director who is not an Audit and Supervisory Committee Member are decided by the Board of Directors, based on the report by the voluntary Nomination and Remuneration Advisory Committee.

(Planned) Director Skill Matrix after This Annual General Meeting of Shareholders

Name	Position in the Company	Nomina- tion and Remu- neration Advisory Commit- tee	Corpo- rate manage- ment	Compli- ance/ Risk manage- ment/ Legal affairs	Sales/ Market- ing	Interna- tionality	IT/DX/ Tech- nology	ESG/ Sustaina- bility	Financial account- ing	Human resource/ Labor	Compre- hensive logistics and industry insight
Masafumi Hara	Representative Director and President	●	○	○	○	○		○		○	○
Shuichi Nishi	Senior Managing Director		○	○	○	○		○		○	○
Shinji Mikami	Managing Director		○	○	○	○	○			○	○
Wataru Tominaga	Director, Executive Officer		○	○	○			○		○	○
Buichi Ono	Director, Executive Officer		○	○	○		○	○	○	○	○
Tatsuyoshi Hori	Outside Independent Director	● (Chair- -man)	○	○	○		○			○	
Masamitsu Nambu	Outside Independent Director	●	○		○					○	
Kouji Suzuki (currently serving)	Director, Full-time Audit and Supervisory Committee Member		○	○	○			○	○	○	○
Hiroki Yamamoto (currently serving)	Outside Independent Director, Audit and Supervisory Committee Member	●		○	○				○	○	
Hideyuki Tokita (currently serving)	Outside Independent Director, Audit and Supervisory Committee Member			○				○	○		
Naoko Sugimoto (currently serving)	Outside Independent Director, Audit and Supervisory Committee Member							○	○		

It does not represent all the skills and experiences possessed by each Director.

Skills Definition and Reason for Selection

Skill	Definition	Reason for Selection
Corporate management	Management experience as a Representative Director or in an equivalent executive position	For the purpose of implementing/supervising management strategy to increase the Group's corporate value, and conducting company management
Compliance/Risk management/Legal affairs	Experience and knowledge in compliance system building/risk management/legal affairs	For the purpose of securing harmony with society and ethics necessary for the Company's continued existence, and for the purpose of compliance and appropriate risk management
Sales/Marketing	Experience and knowledge in sales/marketing	For the purpose of accurately capturing customers' needs and creating and providing high value added services that pioneer a new era
Internationality	Experience and knowledge in overseas operations	For the purpose of formulating growth strategies overseas and supervising overseas sites for the expansion of international logistics
IT/DX/Technology	Experience and knowledge in digital technology	For the purpose of creating a system for strengthening management foundation, establishing security measures, and conducting operational reforms
ESG/Sustainability	Experience and knowledge in environmental management/sustainability-related risk management	For the purpose of supervising management and managing risks with the aim of realizing a sustainable society so that the Company's business expansion itself will connect to ensuring sustainability across society
Financial accounting	Experience and knowledge in financial strategy/accounting/tax affairs	For the purpose of executing accounting and financial strategies linked to management strategies, and for the purpose of growth investment, promotion of capital policies, management supervision, and risk management
Human resource/Labor	Securing/developing/utilizing diverse personnel, and experience and knowledge in labor	For the purpose of improving the development and engagement of employees who are the key players of our growth strategies, as well as managing diverse personnel
Comprehensive logistics and industry insight	Experience and knowledge in logistics/logistics industry	For the purpose of business expansion, and to have full knowledge of industry customs, regulations, and rules to implement specific measures in a changing environment