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NEWS RELEASE

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Notice Regarding the Formulation of the Business Plan for the Fiscal Year Ending March 31, 2027

SG Holdings Co., Ltd. (the “Company”) has formulated and approved the single-year business plan for the fiscal year ending March 31, 2027, at the Board of Directors meeting held on February 27, 2026. This plan represents the second year of the Mid-term Management Plan “SGH Story 2027” which has been promoted since the fiscal year ending March 31, 2026. An overview of the plan is provided below.

1. Basic Policy for the Fiscal Year Ending March 31, 2027

Based on the progress made in the fiscal year ending March 31, 2026, and the outlook for the near-term business environment, the Company will continue to conduct the basic policy of “SGH Story 2027: More Advanced Total Logistics and Expansion of Global Logistics Infrastructure” for the fiscal year ending March 31, 2027. We will advance nine key strategies, with particular emphasis on two focus points: driving returns on growth investments and sustaining essential investments with a mid-to-long-term perspective. Key initiatives for major segments are outlined below.

[Delivery Business]

① Acquiring Growth Markets

- Real Commerce: Promoting expansion of locations and collaborations, establishing service infrastructure and implementing promotional initiatives
- Cross-border e-commerce: Enhancing customer convenience, optimizing operations and receiving appropriate freight tariffs
- Low-temperature logistics: Leveraging Group resources, establishing business foundations

② Expanding Market Share in Existing Areas

- Enhancement of quality and convenience, improvement of customer satisfaction through developing products and services tailored to customer needs
- Optimizing sales based on customer-specific strategies (increasing the number of packages and receiving appropriate freight tariffs)

- Business growth and profit generation of the TMS and international cargo operations

③ Strengthening Business Foundations

- Securing transport capacity which includes handling seasonal fluctuations, restructuring the transport and delivery network, and advancing labor-saving R&D
- Promoting workforce reallocation, supported by securing personnel through improvements in the working environment and employment conditions, as well as productivity enhancement
- Expansion and provision of support programs for partner companies

[Logistics Business]

① Enhancing Value-Added Domestic Logistics

- Acquiring new customers, expanding proposal domains, and enhancing profitability through the collection of appropriate fees, labor-saving investments and operational efficiency improvements

② Building One of the Best Cold Chains in Japan through Expansion of Low-temperature Logistics Solutions

- Continuing seven synergy-creating measures and updating based on progress
- Continuing productivity improvements, efficiency enhancements, and collection of appropriate fees in existing operations

[Global Logistics Business]

① Advancing Initiatives for Revenue Expansion

- Promoting commercial activities across Japan-based International Division, Expolanka, and Morrison
 - Sharing customer pipelines and joint sales targeting key accounts
 - Joint sales targeting each company's top customers
 - Expanding share of wallet among customers through cross-selling
- Promoting the construction of a revenue structure less susceptible to market fluctuations through customer base review (improving excessive reliance on single customers)
- Increasing revenue per customer by expanding share of wallet with existing customers

② Reviewing Cost Structure

- Promoting procurement activities in collaboration with Expolanka and Morrison
 - Expanding joint transport lanes, primarily for Asia-to-Europe/US shipments
 - Establishing systems for Group centralized purchasing
- Operational efficiency improvements through the integration of Expolanka and Morrison
 - Consolidation of warehouses and locations, and streamlining of management functions
 - Mutual utilization of IT resources
- Reduction of Expolanka's fixed costs, review of executive and operational structures, and revision of executive compensation system
- Improvement of Morrison's current operations

③ Business Restructuring and Structural Reform

- Examination of the necessity to restructure non-core businesses

2. Numerical Targets for the Fiscal Year Ending March 31, 2027

In accordance with the above policy, we have established the following numerical targets.

	Forecast for the fiscal year ending March 31, 2026 <small>(Announced on February 6, 2026)</small>	Targets for the fiscal year ending March 31, 2027	YoY change	YoY
Total operating revenue	Millions of yen 1,635,000	Millions of yen 1,740,000	Millions of yen 105,000	% 106
Delivery Business	1,045,000	1,090,000	45,000	104
Logistics Business	208,000	210,000	2,000	101
Global Logistics Business	312,000	380,000	68,000	122
Real Estate Business	14,000	13,000	(1,000)	93
Other Businesses	56,000	47,000	(9,000)	84
Total operating income	90,000	97,000	7,000	108
Delivery Business	70,000	76,000	6,000	109
Logistics Business	6,000	7,500	1,500	125
Global Logistics Business	0	4,000	4,000	-
Real Estate Business	10,000	6,000	(4,000)	60
Other Businesses	2,500	2,500	0	100
Adjustments	1,500	1,000	(500)	67
Net income attributable to owners of the parent	59,000	60,000	1,000	102