

## We think our most important social responsibility is to make serious efforts in our business operations which are part of the social infrastructure.

We aim to become a company responsible to society through the delivery of the customers' valuable parcels as if they were our own, efforts in safety and protecting the environment, and a wide variety of other activities.

What is the ideal social responsibility (CSR) of SG Holdings Group (SgH) under the current severe economic situation?

We interviewed Eiichi Kuriwada, Chairman and President of SG Holdings Co., Ltd.



### How do you think CSR is holding up under the current economy?

I think we must review our CSR now because the economy is stagnant. CSR must be continued by any means. When the CSR is considered to be an activity which is totally different from the main business operations, it is hardly continued or developed. Physical distribution, which is the core business of SG Holdings, plays a large role in the expansion and development of industrial and social infrastructures. Therefore, I think SG Holdings Group's main business operations per se are our CSR, and for this reason, it is important to have a view of how our business operations will lead to the revitalization of the economy and the expansion and the development of industrial and social infrastructures in terms of both CSR and business operations.

The development of physical distribution has improved speed and efficiency in industries and businesses, and has also contributed to their development. We hope to make efforts to make a further contribution to industries and businesses while continuing our cooperation in the environmental issues, safety, and the construction of a society where people can live happily. We are proud that the efforts made by the distribution and transport business industries were important for home shopping services which we have highly emphasized as a purchase style for general consumers, and I think this is because the superiority of home shopping services responding to social changes such as a stagnation of the economy and penetration of IT as well as 'physical distribution' which delivers parcels speedily, reliably, securely, and safely, have been one of the major factors for the revitalization of consumption.

It is very important to forecast demands of the times a half step ahead. This contributes to the development of

the entire society. As a company, We consider that activities designed to overcome various problems when the economy is stagnant will also contribute to the wealth of the society.

### How is the “SgH First Stage Plan” progressing?

This mid-term management plan looks at SG Holdings Group for the next ten years, and we created the SgH First Stage Plan as a plan for the initial three years. Since our goal is clear, it will not fluctuate or be lowered even when the economic environment changes. All we must do is identify important issues sensitively, and act solidly together toward the achievement of the goal.

Stagnation of the economy may be used as an excuse because it is a problem of the whole society, but a resolute attitude whereby we consider, “Now is a chance because we face a crisis,” overcomes such a situation and creates wisdom and activities in a company. When we cannot find a way out, an ad hoc performance cannot solve the problems. However, our group is a strong organization which has thrived on adversity since its beginning. We have a field force of sales which is stimulated by adversity and a strong organizational power and readiness to support it. The advertising catch phrase of Sagawa Express, Fit Your Business, entirely represents our field force, organizational power, and readiness.

### What do you think of SG Holdings Group’s CSR? In addition, what do you think of the relationship between the business operations and the CSR?

Since the ‘physical distribution’ is closely connected with industries, businesses, and society, I think the business operations of SG Holdings Group per se have a large social responsibility. I believe implementing secure and safe distribution and responding to the environment seriously as our daily work in light of our own business operations, without isolating the concept and activities of CSR, will produce a sound CSR. SG Holdings Group’s business operations have the advantage of being able to meet customers directly. It is important to understand customer demands and to build an organization which can meet them effectively.

For compliance and internal control, it is important to create an organization which prioritizes the ideas and thinking that are utilized in society, and not prioritizing the mechanism, and has a recovery function when it goes off the road. We must think why we cannot observe the rules together with the staff in the field, not limiting the activities of the relevant department, aiming to solve problems throughout the whole company. The current internal control and company rules have an excellent system, but we need to be flexible to always respond to the challenges of society.



### What is your future plan for environmental activities?

We establish and implement our group’s own goals for environmental activities. Of course, it is also necessary to watch national and global trends carefully and link them with our goals, but I recognize it is important to understand/capture the validity and problems correctly as a company and as a distribution company, and then proactively develop activities to solve problems.

In particular, it is necessary to evaluate important issues such as the adoption of new transport means and methods and alternative energy as the times and society are developing by watching national and global trends carefully and seeing their essence.

Establishing goals for a couple of decades for the next generation and the generation after that by society, people, and companies is very important for the future. At the same time, an activity such as reducing the amount of CO<sub>2</sub> emissions in front of us now as much as possible is also important. Innovative transport methods and measures to improve energy efficiency such as the Eco Safety Drive and Tri-Cycles are ideas created through our daily work in the field. I think a field force is important in terms of not only sales activities, but also these environmental activities.

SG Holdings Co., Ltd.  
Chairman and President

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