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New logistics, nurturing a new society together.

Initiatives to Improve Corporate Value and Share Price

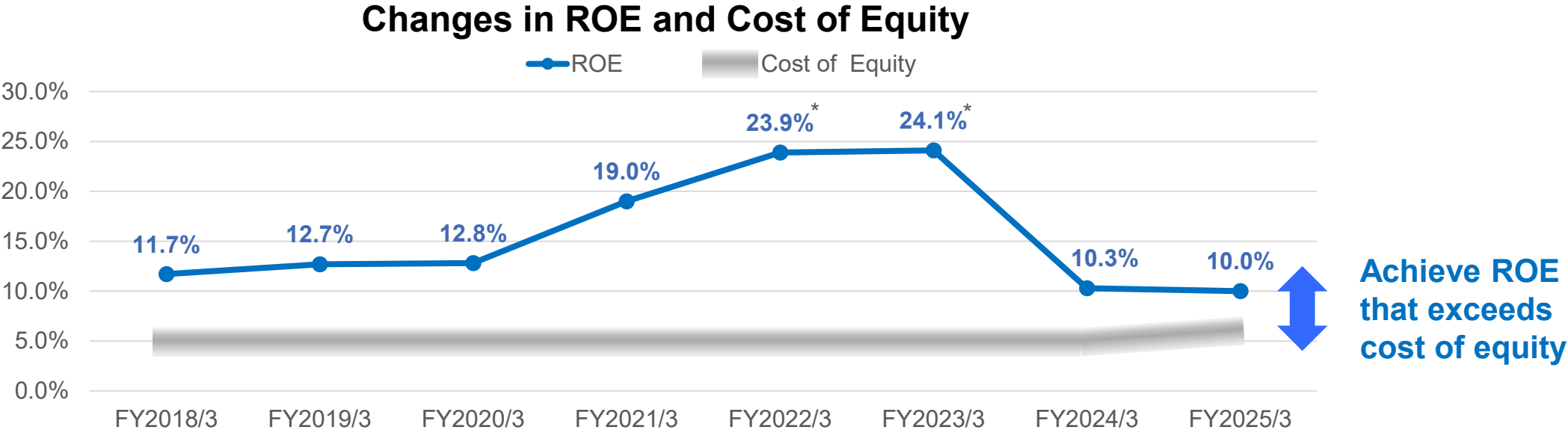
- Action to implement management that is conscious of cost of capital and stock price -

June, 2025

SG Holdings Co., Ltd.

Cost of Capital and Return on Capital – Current Status and Issues

Analysis of Current Situation	<ul style="list-style-type: none"> ■ ROE has consistently exceeded cost of equity since listing ■ In the period from FY2021/3 to FY2023/3, the Company's performance surged against the backdrop of COVID-19, and ROE reached its highest level. Return on capital by business segment is still improving as we prioritize scaling up logistics solutions other than express package delivery service ■ Current cost of equity is around 7-8% based on CAPM and other analysis
Recognition of the Issues	<ul style="list-style-type: none"> ■ Need to maintain and improve ROE above cost of equity on an ongoing basis ■ Cost of equity is also expected to rise to a certain level in the future due to changes in the business portfolio, etc.

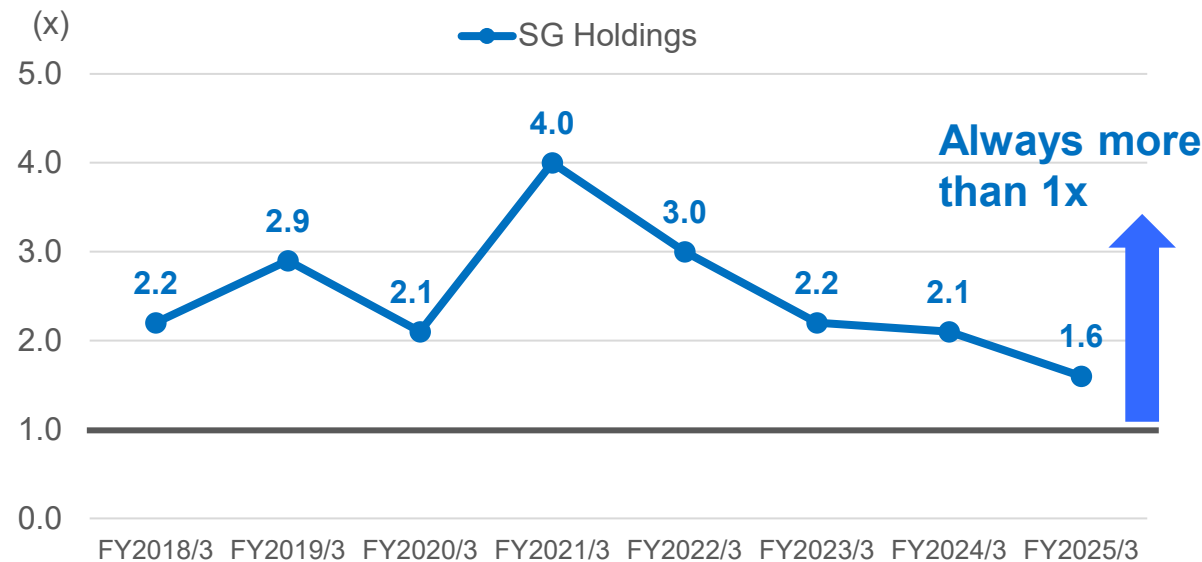


* Net income attributable to owners of the parent for FY2022/3 and FY2023/3 includes extraordinary gains from the sale of shares of LOGISTEED, Ltd. (the same thereafter).

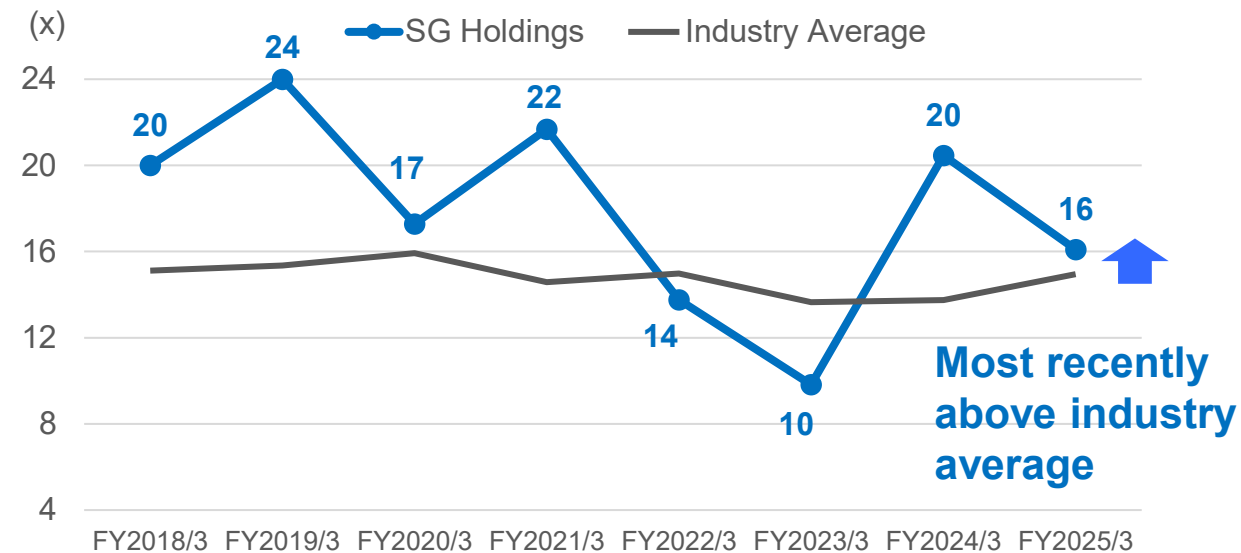
Market Evaluation – Current Status and Issues

Analysis of Current Situation	<ul style="list-style-type: none"> ■ PBR has always remained above 1x since listing ■ Current PER is approximately 16x, roughly in line with the industry average of around 13x to 16x (TSE Prime Market and land transportation sector)
Recognition of the Issues	<ul style="list-style-type: none"> ■ Necessary to achieve a PBR of over 1x on a sustained basis by improving transparency of capital policies and enhancing dialogue with the capital market, etc. ■ The current PER remains at a level that does not sufficiently reflect growth potential, highlighting the need for improvement efforts

Changes in PBR



Changes in PER

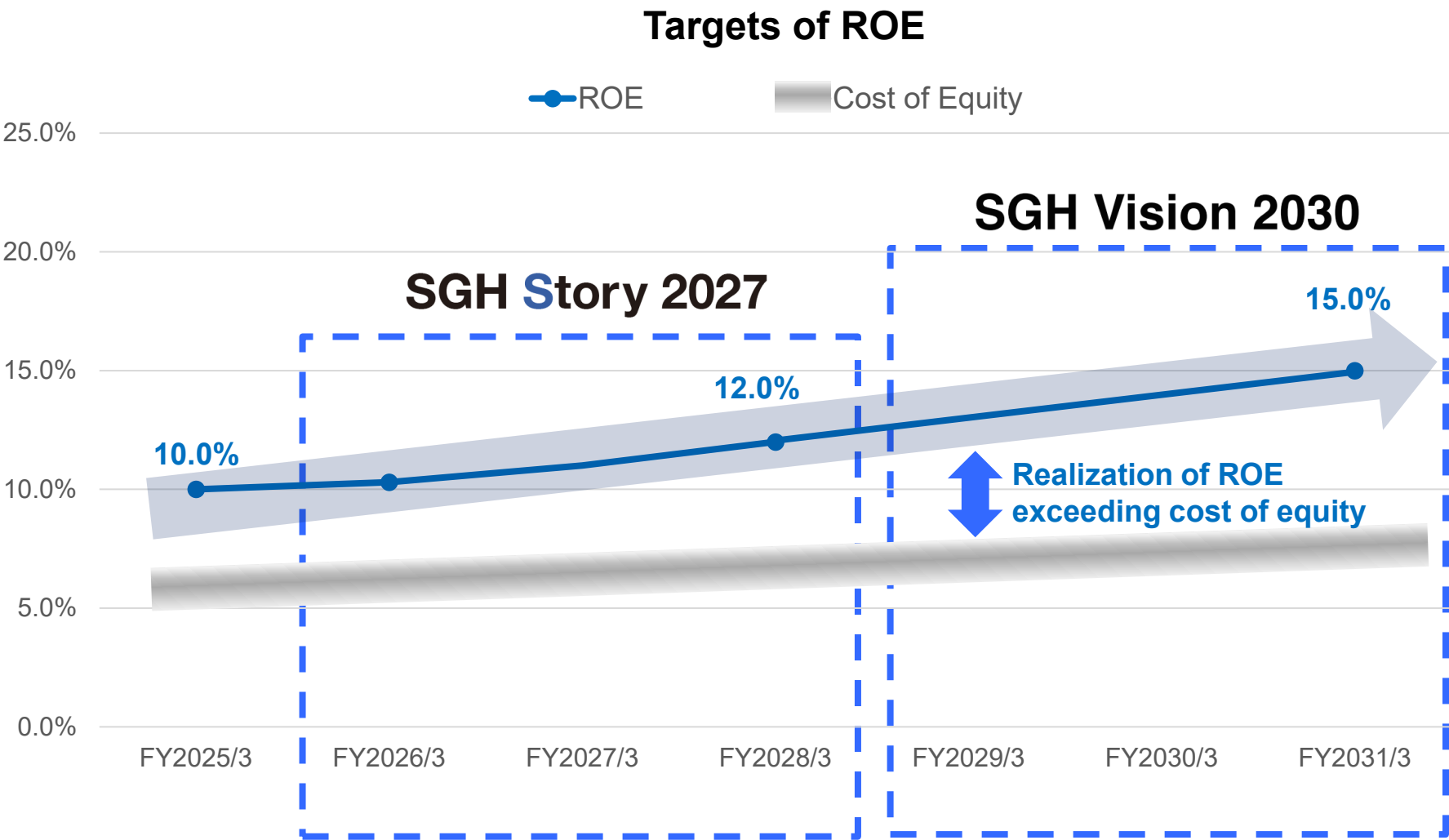


* The Company conducted a 2-for-1 stock split on November 1, 2020. The PBR and PER figures have been calculated on the assumption that the stock split had been effective from the beginning of FY2018/3.

Target Level

■

Aim for 15% ROE in FY2030 as a long-term trend target to continuously increase corporate value (improving the return on capital of each business, expanding shareholder returns, etc.)

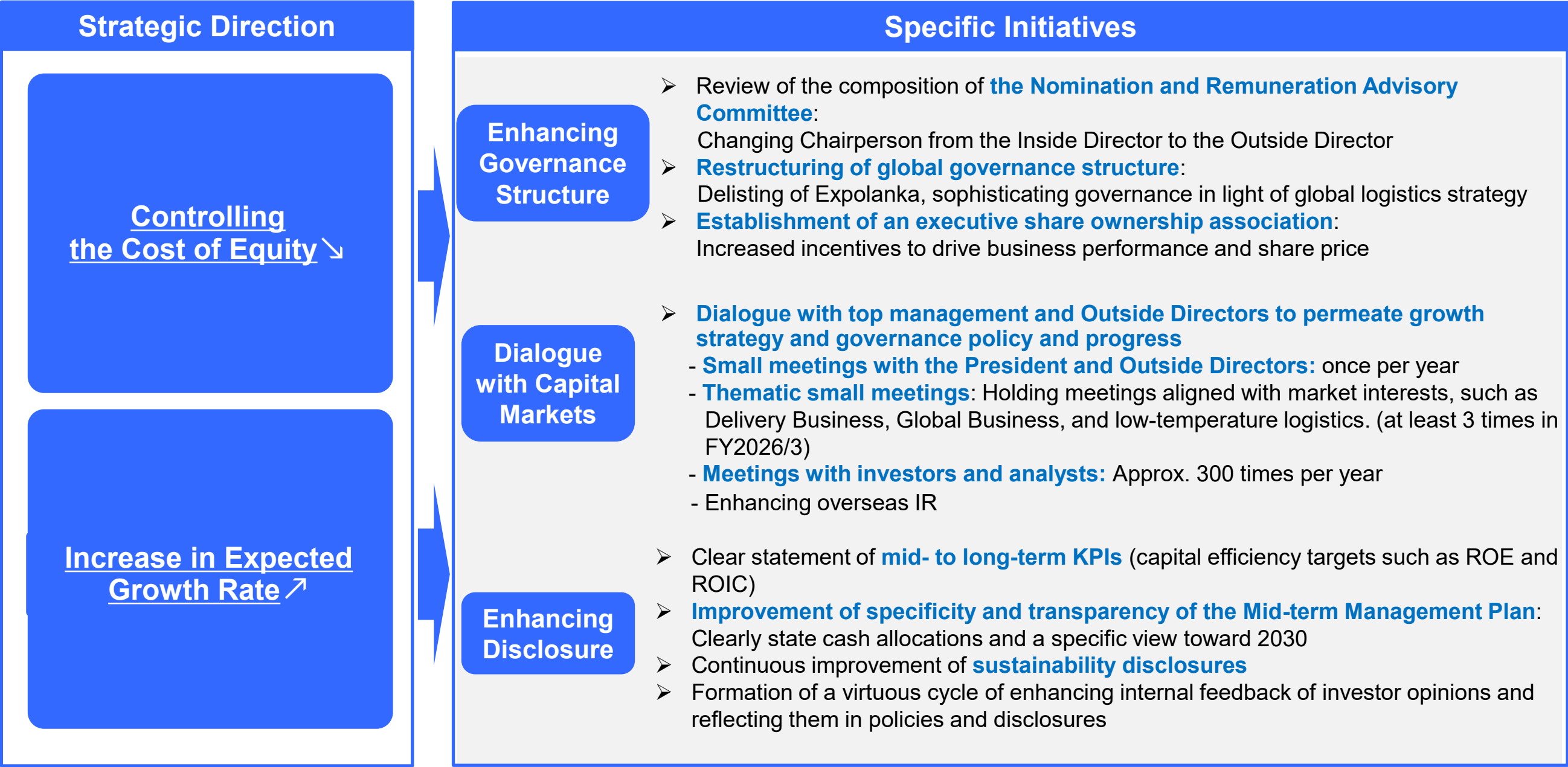


Target KPI	
SGH Story 2027	
ROE	12%
ROIC	8%
SGH Vision 2030	
ROE	15%
ROIC	10%



Initiatives to Achieve Management That is Conscious of Cost of Capital and Stock Price

– Specific Measures



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