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NEWS RELEASE

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Notice on New Management Structure, Structure of the Nomination and Remuneration Advisory Committee, and Remuneration of Directors

SG Holdings Co., Ltd. (the "Company") hereby announces that the new management structure and the structure of the Nomination and Remuneration Advisory Committee were determined in the 19th Ordinary General Meeting of Shareholders held today and the subsequent meetings of the Nomination and Remuneration Advisory Committee and the Board of Directors.

The Company also announces that the evaluation criteria for remuneration of the Company's Directors were also reviewed.

1. New Management Structure

Position	Name	Responsibilities and key concurrent positions, etc.
Chairperson and CEO	Eiichi Kuriwada	Chairman, Sagawa Express Co., Ltd.
President and COO	Hidekazu Matsumoto	President, SG Holdings Global Pte. Ltd.
Representative Director and Vice President	Masahide Motomura	In charge of Business Promotion
Director	Koji Takagaki	In charge of Finance and Corporate Planning Director, Meito Transportation Co., Ltd. Director, SGH Global Japan Co., Ltd. Director, SG Holdings Global Pte. Ltd. Director, SG Realty Co., Ltd.
Director	Kimiaki Sasamori	President, Sagawa Express Co., Ltd.

Outside Director	Mika Takaoka	Professor, College of Business, Rikkyo University Outside Director, Kyodo Printing Co., Ltd. Outside Director, NIPPN CORPORATION
Outside Director	Osami Sagisaka	Consultant, Hideaki Ozawa Law Office Chairman, Emergency Medical Network of Helicopter and Hospital (HEM-Net)
Outside Director	Masato Akiyama	
Outside Audit & Supervisory Board Member	Satoshi Tajima	
Audit & Supervisory Board Member	Tomonari Niimoto	
Outside Audit & Supervisory Board Member	Yoshitaka Ooshima	Outside Director, Daiho Corporation External Committee Member, Compliance Committee, Nomura SPARX Investment, Inc. Partner, Kohki Law Office
Outside Audit & Supervisory Board Member	Tomoko Tada	Outside Director (Audit and Supervisory Committee Member), Nippon Chemical Industrial Co., Ltd. Outside Director (Audit & Supervisory Board Member), Muro Corporation CEO, Tada International Consulting Co., Ltd. CEO, Tada International Labor and Social Security Attorney Corporation
Executive Officer	Takayuki Yoshida	In charge of Management and Control, and General Manager of General Affairs Department Director, Hutech norin Co., Ltd. Director, SGH Global Japan Co., Ltd. Director, SG Holdings Global Pte. Ltd. Director, SG Assetmax Co., Ltd. Director, SG Systems Co., Ltd.
Executive Officer	Masanori Yamamoto	
Executive Officer	Bokuto Yamauchi	In charge of Global Strategy, and General Manager of Global Strategy Department Director, SG Holdings Global Pte. Ltd. Chairperson and President, EXPOLANKA HOLDINGS Limited

2. Structure of Nomination and Remuneration Advisory Committee

In order to enhance the transparency and objectivity of procedures related to the nomination of Director candidates and deliberation of the appropriateness of remuneration received by Directors, and to further strengthen the corporate governance structure, the Chairperson will be changed from a Representative Director to an Independent Outside Director.

<Chairperson and Members after the Change>

Chairperson: Mika Takaoka (Independent Outside Director)

Members: Osami Sagisaka (Independent Outside Director)

Hidekazu Matsumoto (President and COO)

* Eiichi Kuriwada will continue to be involved in management of the Company and the Group, and lead management of the Group as Chairperson and CEO.

3. Remuneration of Directors

The remuneration of the Company's Directors is determined by taking into consideration the economic environment and business performance, etc. to sufficiently function as an incentive for the sustained enhancement of corporate value, and we have adopted a basic policy for determining the remuneration of individual Directors that it should be at an appropriate level based on their respective responsibilities, etc. Specifically, the remuneration of Directors who execute business consists of basic remuneration in the form of monetary remuneration and performance-linked share-based remuneration as a form of non-monetary remuneration, and Outside Directors who perform supervisory functions are only provided with basic remuneration in consideration of their duties.

We have revised the evaluation criteria for the basic remuneration of Directors who execute business to directly reflect their contributions to sustained corporate growth and enhancement of corporate value, effective from June 2025. The policy is that the amount of remuneration shall be based on a basic remuneration table specified according to position and duties, and ultimately determined by making adjustments based on the level of achievement of the previous fiscal year's consolidated operating revenue, consolidated operating income, return on equity (ROE), total shareholder return (TSR), and other factors.

The specific details of the remuneration, etc. of individuals (amount of base remuneration and the number of shares granted under performance-linked share-based remuneration) are determined at the sole discretion of the Nomination and Remuneration Advisory Committee, which is a voluntary advisory body to the Board of Directors, pursuant to a resolution of the Board of Directors, based on the content of deliberation in the Committee.

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