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[Translation]

May 14, 2026

To whom it may concern

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Notice Regarding Revision of “Vision 2030”

SANKYU INC. (the “Company”) hereby announces that it has resolved, at a meeting of the Board of Directors held on May 14, 2026, to revise the “Vision 2030,” which was announced on January 30, 2023, as follows.

1. Background of revision

“Vision 2030” (FY2023–2030) was formulated amid an increasingly accelerating business environment. It sets forth the Group’s “purpose”—our reason for existing in society—while anticipating future changes, envisioning the ideal form of the Sankyu Group in 2030, and establishing the policies required to achieve it.

However, due to the delayed response to accelerating changes in the external environment, we revised the “Medium-Term Management Plan 2026” (FY2023–2026) on May 12, 2025, with the aim of addressing challenges related to profitability and return on capital in the logistics business.

Following the revision of the “Medium-Term Management Plan 2026,” we have decided to revise our management outlook as “Vision 2030 Revision” in preparation for 2030, the final year of the subsequent “Medium-Term Management Plan 2030.”

2. Details of revision

To realize our vision of becoming a re-growth company, we have reset the following policies with a theme of enhancing corporate value.

- (1) We have reset our management targets from three perspectives: “business,” “financial,” and “non-financial.”
- (2) We have re-organized the relationship between areas for improvement and our policies in light of changes in the business environment.

For further details, please refer to the attached document.

'Vision2030 Revision'

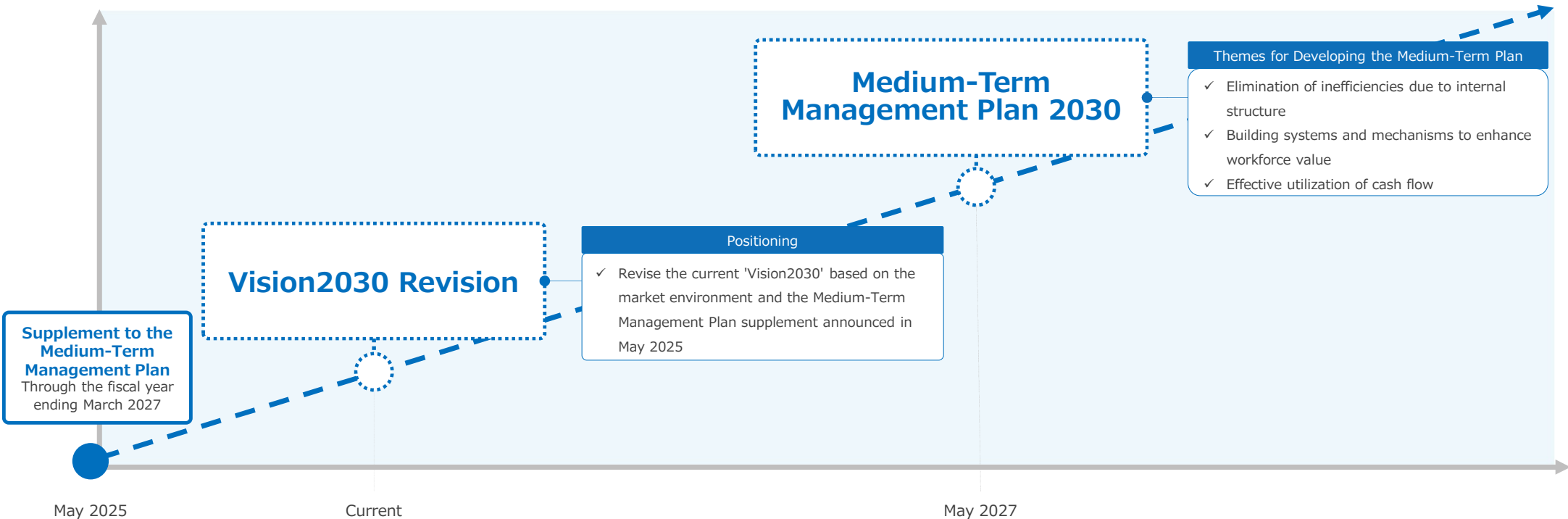
PRIME 9065

SANKYU



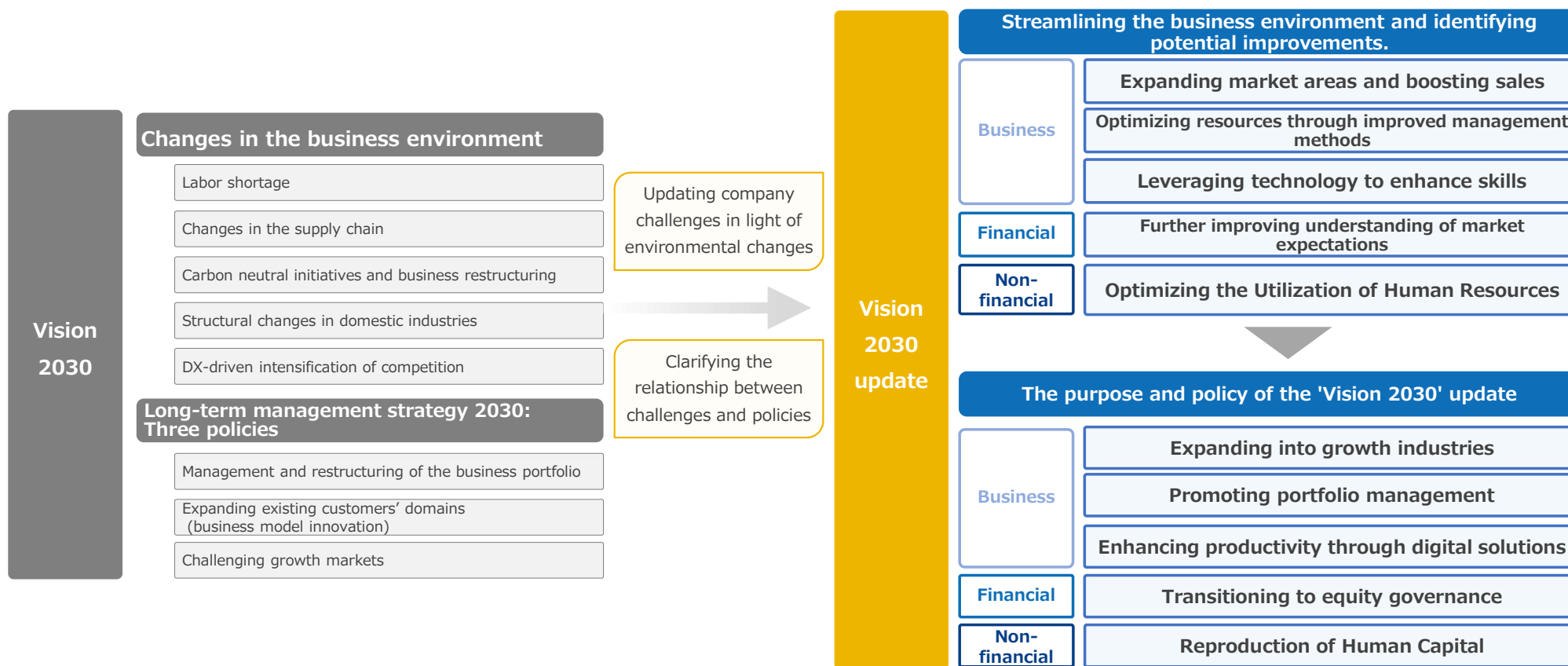
1. Positioning and Role of Each Medium- to Long-Term Management Plan

Prioritized the Medium-Term Management Plan 2030 and postponed the announcement of Vision 2040



2. Revisiting improvement opportunities and policies in response to changes in the business environment

Reassessing improvement opportunities and strategic priorities in response to changes in the business environment



3. Background of the Announcement of 'Vision2030 Revision'

Background of the announcement of 'Vision2030 Revision'

- In the Medium-Term Management Plan, targets for capital adequacy and ROE were set (May '25)
- Aiming to achieve record-high ROE, the policy for the outlook of the current long-term strategy has been redefined

Executive summary

Business

- Enhancing the quality of earnings and allocating resources to growth markets

Net sales	750.0 billion yen+a
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- Cost structure reform

Management costs <small>(compared with net sales)</small>	11% to 10% level
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Financial

- Capital management for maximizing corporate value

Equity	300.0 billion yen level
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- Optimizing cash in and out

ROE	14.6% or higher
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Non-Financial

- Develop a system that nurtures human capital and realize its value

Employee engagement results	50% or more
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- Digital investment to achieve business differentiation and operational rationalization

Digital investment amount <small>(FY2023 to FY2031 cumulative)</small>	30.0 billion yen
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*Employee engagement: The percentage of employees who responded positively in the internal job satisfaction survey

4. Existing Segment-Specific Management Objectives

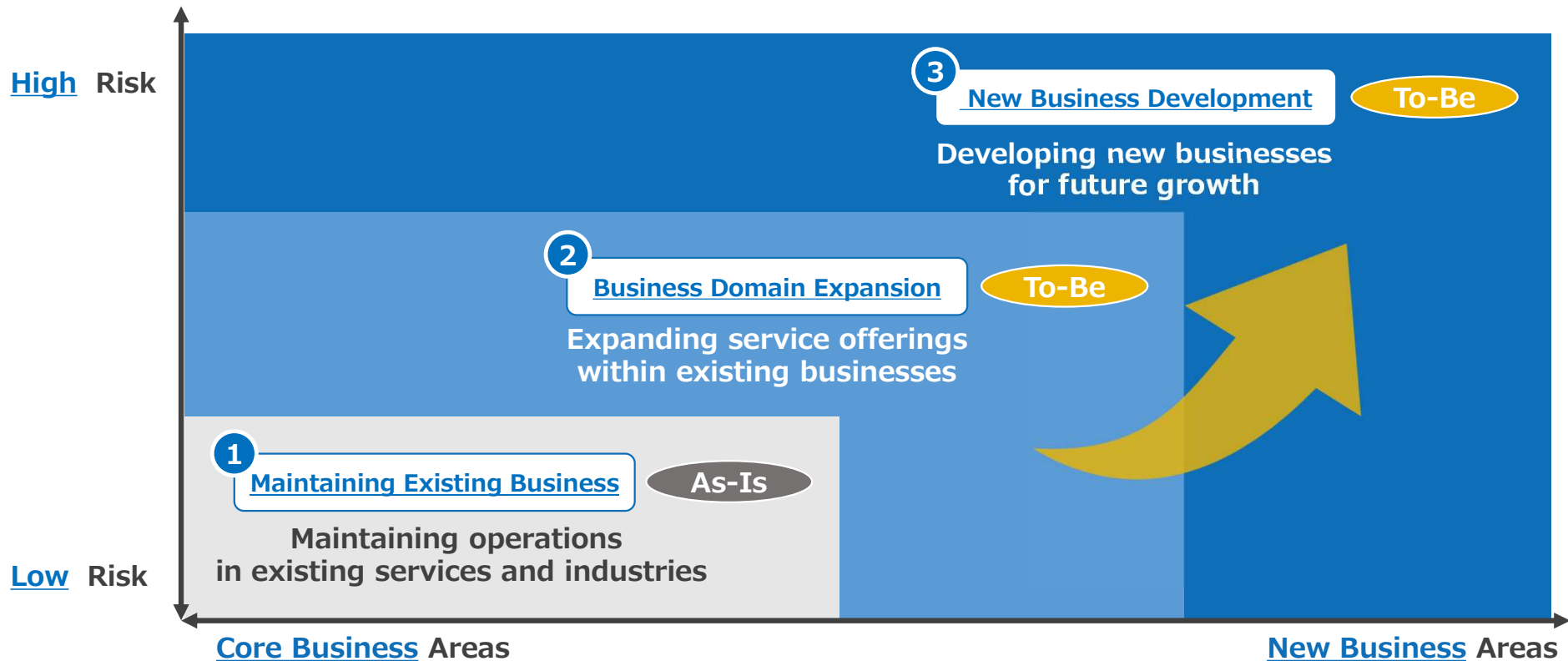
In addition to company-wide operating profit enhancement measures, pursue M&A in anticipation of further group expansion

(100 million yen)		Disclosed in May 2025 in the <u>Medium-Term Management Plan 2026 Review</u>			...	Target figures for Vision2030 Revision
		Fiscal Year Ended March 2025 (Actual)	Fiscal Year Ended March 2026 (Actual)	Fiscal Year Ending March 2027 (Forecast)		Fiscal Year Ending March 2031 (Forecast)
Consolidated	Net sales	6,068	6,316	6,385		7,500
	Operating profit	439	432	470		600
	Operating profit rate	7.2%	6.8%	7.4%		8.0%
Logistics	Net sales	2,956	2,953	2,965		3,500
	Operating profit	97	98	113		195
	Operating profit rate	3.3%	3.3%	3.8%		5.6%
Plant engineering	Net sales	2,833	3,075	3,111		3,700
	Operating profit	320	310	331		375
	Operating profit rate	11.3%	10.1%	10.6%		10.1%
Others	Net sales	279	289	310		300
	Operating profit	22	25	27		30
	Operating profit rate	7.9%	8.6%	8.7%		10.0%

+ α
(M&A, etc.)

Shift toward prioritized growth investments in target markets

We will flexibly utilize leverage and other financial measures as needed to enhance long-term return on equity (ROE).



6. Measures to improve productivity – Human Capital.

Aim to enhance corporate value by globally expanding the mechanism for reproducing human capital

Quantity

Optimal Structure.

Reconstructing from 'securing headcount' to 'circular structure'

Construct a reproducible talent circulation system to secure human resources

Supply Stability

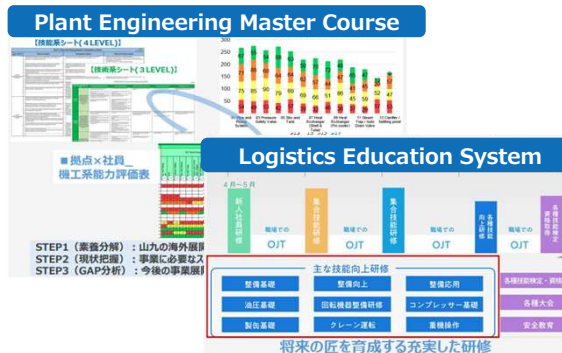
Optimal Talent Composition

Securing Mobility

Quality

Operationalization.

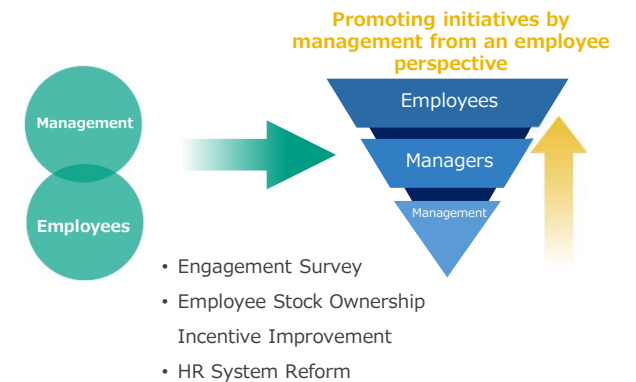
Quickly enable operational capability with systematic training content



Retention

Organizational Culture.

Promote organizational culture reform based on engagement surveys



Aim to build a system for global talent mobility by expanding domestic and international initiatives focused on stable talent supply and employee engagement, initiated through surveys

7. Financial Targets for Fiscal Year Ending March 2031

SANKYU

Revising financial targets as a “re-growth company” and achieving our desired state through initiatives across business, financial, and non-financial perspectives

※Disclosed in January 2023

	Fiscal Year Ended March 2025 (Actual)	Fiscal Year Ended March 2026 (Actual)	Fiscal Year Ending March 2031 (Revision)	Fiscal Year Ending March 2031 (Original Forecast)	
Business	Net sales	606.8 billion yen	631.6 billion yen	750.0 billion yen+a	700.0 billion yen or higher
	Operating profit rate	7.2%	6.8%	8.0%	8.0% or higher
Financial	return on equity (ROE)	10.7%	10.6%	14.6% or higher	10.0% level
Non- Financial	Employee engagement results	45.4%	43.8% Enhancement of survey items	50.0% or more	—
	Digital-related investment (total from FY2023 to FY2030)	0.49 billion yen	5.7 billion yen	30.0 billion yen	—

*Employee engagement: Percentage of employees giving positive responses in the internal engagement survey