February 13, 2026

Notice Regarding the Formulation of a Mid-Term Business Plan

TOKYO, February 13, 2026－SBS Holdings, Inc. announces that the company has formulated a new five-year mid-term business plan covering the period from FY 2026 to 2030, entitled "Harmonized Growth 2030". The plan was approved at the meeting of the Board of Directors held on February 13, 2026. An outline of the plan is provided below.

1. Background

Under the previous mid-term plan, "SBS Next Stage 2025," which concludes in FY 2025, the Company has worked to strengthen the Group's overall capabilities and to develop and expand its logistics infrastructure.
Through proactive sales initiatives and an active M&A strategy, consolidated net sales increased significantly, from ¥257.1 billion in FY 2020 to ¥490.3 billion in FY 2025. On the other hand, profitability in the core logistics business has remained sluggish, and the consolidated operating margin of the logistics business has stayed in the 2% range over the past several years.
In light of these circumstances, and with a view to enhancing medium- to long-term corporate value and maximizing shareholder value, the Company has formulated this new mid-term business plan in order to pursue "Harmonized Growth," which aims not only for revenue growth but also for improved profitability through sustainable corporate growth.

2. Basic Policy

The Company will pursue sustained high growth by combining the organic growth of the three pillars of its logistics business—3PL, international logistics, and e-commerce logistics— with strategic investments in company-developed logistics facilities, while also actively leveraging M&A both in Japan and overseas.
At the same time, the Company will promote continuous structural reforms on the earnings front, with the goal of achieving a significant improvement in the profit margin of the logistics business.

3. Numerical Targets

Our key financial targets for the final year of the mid-term business plan, the fiscal year ending December 2030, are as follows.

(Key Numerical Targets under "Harmonized Growth 2030")

	FY2025 (Actual)	**FY2030 (Plan)**
Consolidated Net Sales	JPY 490.3 billion	**JPY 700.0 billion**
Consolidated Operating Income	JPY 21.2 billion	**JPY 38.0 billion**
Logistics Business Operating Margin	2.6%	**4.5%**
ROE	12.7%	**14.1%**

For further details, please refer to the link below:

https://www.sbs-group.co.jp/sbshlds/ir/plan/