

COMPANY RESEARCH AND ANALYSIS REPORT

SBS Holdings, Inc.

2384

Tokyo Stock Exchange Prime Market

16-Oct.-2026

FISCO Ltd. Analyst

Yuzuru Sato



FISCO Ltd.

<https://www.fisco.co.jp>

SBS Holdings, Inc.
2384 Tokyo Stock Exchange Prime Market

16-Oct.-2026
<https://www.sbs-group.co.jp/sbshlds/ir/>

Contents

Summary	01
1. Overview of 1H FY12/26 results	01
2. FY12/26 forecasts	01
3. Medium-term management plan	02
4. Shareholder return policy	02
Company profile	03
1. History	03
2. Business description	04
Results trends	06
1. Overview of 1H FY12/26 results	06
2. Trends by business segment	08
3. Financial position and management indicators	11
Outlook	12
1. FY12/26 forecasts	12
2. Medium-term management plan	15
3. Corporate value improvement initiatives and capital allocation	17
Shareholder return policy	19

Summary

Logistics business posts substantial sales and profit growth due to the effect of M&A and profitability improvement measures

SBS Holdings, Inc. <2384> (hereafter, also “the Company”) is a major 3PL (comprehensive logistics services) company which is continuing to grow thanks to its unique business model through active M&A and development and securitization of logistics facilities. Since converting Ricoh Logistics System Co., Ltd. (now SBS NEXTHIRD Co., Ltd.) into a subsidiary in 2018, the Company has successively brought the logistics subsidiaries of major manufacturers into the Group. Over the eight-year period from FY12/17 to FY12/25, net sales and operating income have expanded rapidly to just over 3 times their previous levels.

1. Overview of 1H FY12/26 results

In the 1H FY12/26 consolidated results, the Company recorded substantial sales and profit growth, with net sales rising 28.8% year on year (YoY) to ¥294,258mn and operating income increasing 180.9% to ¥17,948mn, also surpassing the Company’s forecasts (net sales of ¥280,000mn and operating income of ¥15,000mn). The main factors were that in the Logistics business, net sales rose 21.7% to ¥269,087mn and operating income increased 71.6% to ¥8,334mn, partly due to the contributions from newly consolidated subsidiaries*, and that the Property Management business posted substantial increases in both sales and profit due to property securitization transactions. In the Logistics business, contributions from newly consolidated subsidiaries increased net sales by ¥33,043mn and operating income by ¥888mn. On an existing business basis, sales grew 6.7% and profit rose 53.3%. Efforts such as freight rate optimization and improving profitability at unprofitable logistics bases bore fruit, and the operating income margin also recovered from 2.2% in the same period of the previous fiscal year to 3.1%.

* Blackbird Logistics B.V. (the Netherlands) has been included in the consolidated results since 3Q FY12/25, and Bridgestone Logistics Co., Ltd. since FY12/26.

2. FY12/26 forecasts

For the FY12/26 consolidated results, the Company revised its forecasts upward from the initial forecasts (net sales of ¥560,000mn and operating income of ¥24,000mn) to net sales of ¥580,000mn (up 18.3% YoY) and operating income of ¥26,500mn (up 24.4%). The main reason is that 1H results in the Logistics business exceeded the forecasts. The forecasts for 2H are conservative, as uncertainties remain, such as the turmoil in the Middle East and rising prices in Japan, and the Company expects to record expenses of several hundred million yen for the relocation of a subsidiary’s head office. However, the Logistics business has shown no signs of slowing, continuing to perform steadily in July as well, and if there are no major changes in the market environment going forward, there is a possibility that full-year results will exceed the forecasts further.

Summary

3. Medium-term management plan

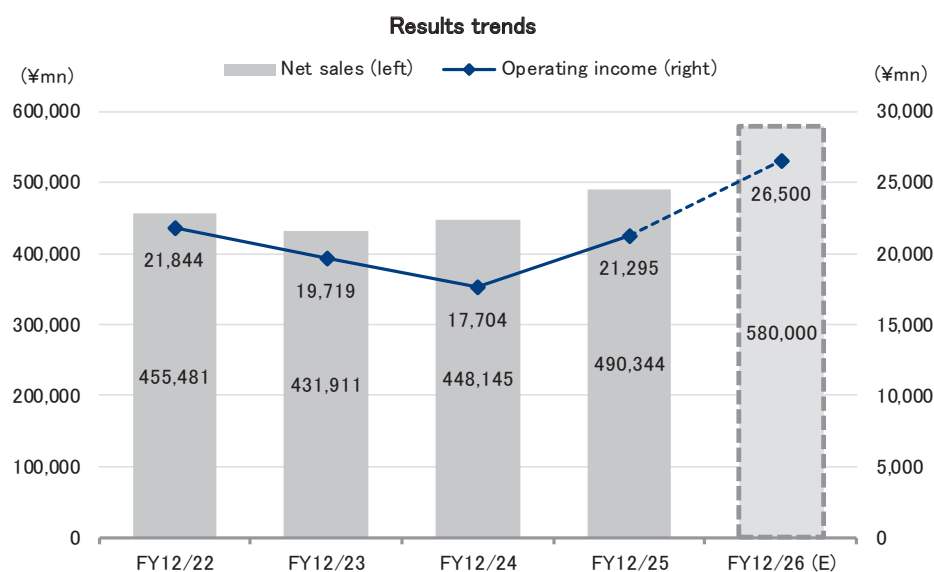
Under the five-year medium-term management plan, Harmonized Growth 2030, which started in FY12/26, the Company will strive to achieve balanced, stable growth along with profit growth, and it has set the following numerical management targets for the final year, FY12/30: net sales of ¥700.0bn, operating income of ¥38.0bn, and ROE of 14.1%. The basic strategy is to achieve these targets by adding inorganic growth through M&A to organic growth from the Logistics business growth strategy and property development. In the Logistics business, the Company is pursuing earnings structure reform, such as eliminating unprofitable sites and businesses, aimed at improving the operating income margin, and it will raise the margin in this business from 2.6% in FY12/25 to 4.5%. There appear to be many domestic M&A candidates, such as manufacturer-affiliated logistics companies, and the Company intends to continue pursuing its M&A strategy while carefully evaluating these candidates.

4. Shareholder return policy

Regarding shareholder returns, the Company has announced that from FY12/25 it will pay stable and continuous dividends with a consolidated payout ratio of 30% or higher as a guideline, while considering the balance between growth investment and financial soundness, and it has also announced its intention to raise the ratio to the 35% level at an early stage. For FY12/26, following the upward revision of its earnings forecasts, the Company announced that it will raise the dividend per share by ¥15.0 from the initial forecast to ¥120.0 (dividend payout ratio of 32.9%, up ¥30.0 YoY).

Key Points

- In 1H FY12/26, achieved substantial sales and profit growth, partly due to the effect of M&A
- Upwardly revised FY12/26 forecasts leave room for further upside
- Off to a solid start toward achieving the FY12/30 operating income target of ¥38.0bn
- Aims to gradually raise the consolidated dividend payout ratio to the 35% level and increase dividends in a stable, continuous manner



Source: Prepared by FISCO from the Company's financial results

SBS Holdings, Inc.
2384 Tokyo Stock Exchange Prime Market

16-Oct.-2026

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

Company profile

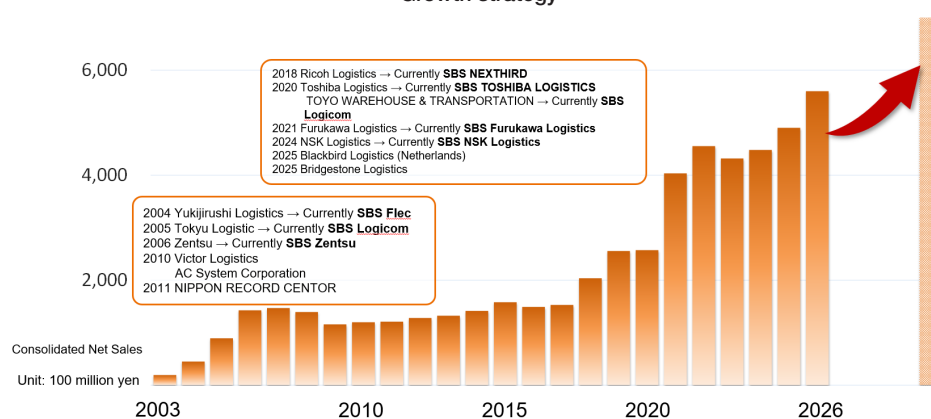
Strong growth driven by unique business model entailing 3PL × securitization of logistics facilities and M&A strategy

1. History

The Company was founded in 1987 by current Representative Director Masahiko Kamata. It started business by providing a “same-day delivery” transport system that was unique for its time in the Tokyo metropolitan area. In 2003, it registered over-the-counter shares with the Japan Securities Dealers Association, and after strengthening its financial foundation, it has pursued a business expansion strategy through M&A. Starting with the acquisition of Yukijirushi Logistics Co., Ltd. (now SBS Flec Co., Ltd.) as a subsidiary in 2004, it successively brought the logistics companies of major Japanese companies into the Group, including Tokyu Logistic Co., Ltd. (now SBS Logicom Co., Ltd.) in 2005, Zentsu Co., Ltd. (now SBS Zentsu Co., Ltd.) in 2006, Ricoh Logistics System Co., Ltd. (now SBS NEXTHIRD Co., Ltd.) in 2018, and Toshiba Logistics Co., Ltd. (now SBS Toshiba Logistics Corporation) in 2020. These acquisitions have become a driving force for expanding the scale of the business.

While expanding the Logistics business, in 2004, it initiated the development of logistics facilities to strengthen the 3PL business. It has established a unique business model entailing quickly recovering investment funds through a securitization scheme and reinvesting the funds in the development of new logistics facilities. It rapidly increased the operating floor area of logistics facilities from approximately 1.75mn m² at the end of December 2020 to approximately 3.77mn m² at the end of December 2025, roughly doubling over five years, through the active pursuit of M&A along with in-house development. The Company aims to achieve further business expansion by continuing to pursue its unique growth strategies.

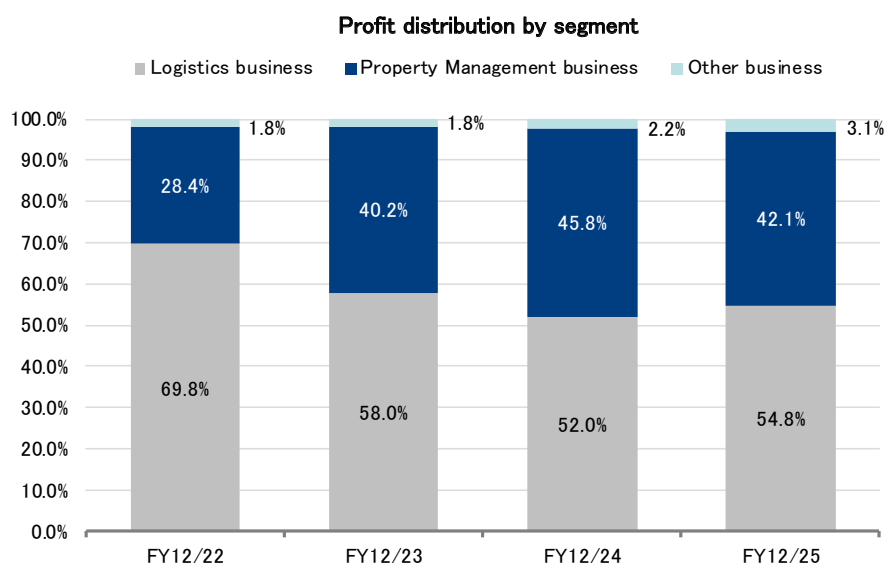
Growth strategy



Source: The Company's results briefing materials

2. Business description

The Company has three business segments: Logistics business, Property Management business, and Other business. The Logistics business is the mainstay, accounting for over 90% of net sales and the majority of operating income. In the Property Management business, as the majority of operating income comes from gains on the sale of owned logistics facilities, profit tends to fluctuate depending on the timing and scale of facility sales. However, over the past several fiscal years, as the scale of investment and development has increased, the scale of securitization has also grown, making the business a stable source of earnings.



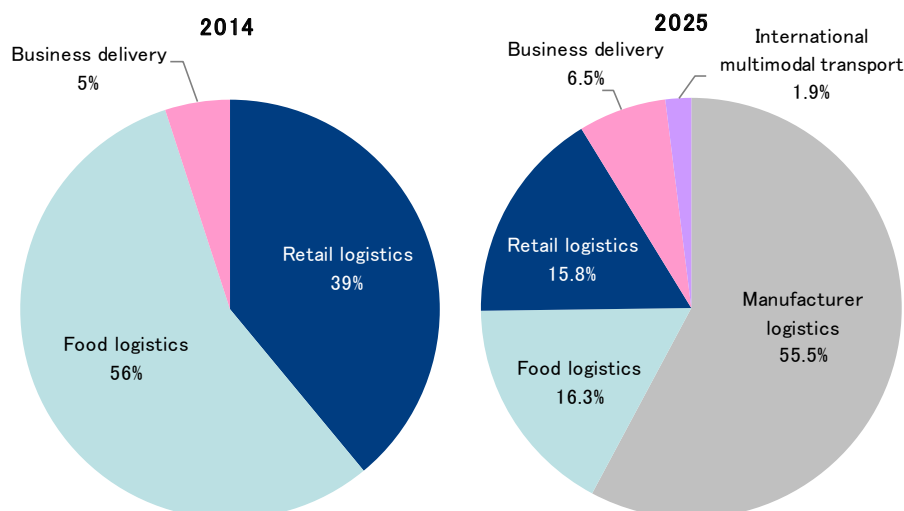
Source: Prepared by FISCO from the Company's financial results

(1) Logistics business

The Logistics business provides integrated logistics services primarily in the area of B2B logistics. These include 3PL business, whereby the Company is contracted directly by the shipper to undertake logistics operations, food logistics with a nationwide network in three temperature ranges (frozen, refrigerated, and room temperature) and general logistics, same-day delivery services of small parcels, and International Logistics business, which are provided by Group companies. Looking at the breakdown of sales by type in FY12/25, manufacturer logistics accounted for the largest share at 55.5%, followed by food logistics at 16.3%, retail logistics at 15.8%, business delivery at 6.5%, and international multimodal transport at 1.9%. In FY12/14, the share for retail logistics was 39%, food logistics was 56%, and business delivery was 5%, which shows how the Company has expanded its logistics portfolio by engaging in numerous M&A. In terms of the Group companies' operating areas, SBS Toshiba Logistics, SBS NEXTHIRD, SBS Flec, and SBS Furukawa Logistics operate nationwide, SBS Sokuhai Support Co., Ltd. operates in the Tokyo metropolitan area, and other Group companies operate in major urban centers, mainly in Kanto, Kansai, and Chubu. The two main Group companies engaged in international logistics are SBS Toshiba Logistics Group and SBS NEXTHIRD Group. In addition, Bridgestone Logistics, formerly a logistics subsidiary of Bridgestone Corporation <5108>, has been included as a consolidated subsidiary since 1Q FY12/26.

Company profile

Comparative breakdown of net sales by logistics type



Source: Prepared by FISCO from the Company's results briefing materials

The Company intends to strengthen the three businesses of 3PL, International Logistics, and EC Logistics as its growth strategy. Looking at the sales shares of these three businesses, in 1H FY12/26, 3PL accounted for 67.5%* of sales (59.8% in the previous fiscal year), while International Logistics accounted for 14.6% (14.0%) and EC Logistics for 13.0% (14.0%).

* 3PL's sales share is based on contract type, so in some cases it includes EC Logistics and International Logistics.

(2) Property Management business

The Property Management business consists of a development business and a leasing business. The development business develops logistics facilities and securitizes them for the generation of revenue to expand its 3PL business. In the leasing business, the Group receives rent revenue from office buildings, condominiums, and other properties that it owns.

The Company's property securitization business model is characterized by low risk and high earnings. In developing new logistics facilities, it utilizes licenses unique to logistics operators and an expert asset management team to purchase land. The Company designs lean buildings from a logistics perspective to reduce development costs, realizing competitively priced rent. Therefore, even if freight volume decreases due to factors such as economic downturns, demand is expected to shift from nearby warehouses operated by other companies that charge relatively high rents, so the Company will be able to continue operating without a significant loss in capacity utilization. The Company's 3PL locations operate with a capacity utilization of almost 100%, increasing their value as commercial property before selling them, and as the Company continues to use the facilities under sale-and-leaseback arrangements, the purchaser can also secure stable profits, thereby establishing a win-win relationship.

Company profile

Furthermore, while rising construction costs in recent years have made it difficult to develop large multi-tenant logistics facilities, the Company's conversion of manufacturer-affiliated logistics companies into the Group companies has led to growing demand for opening dedicated logistics bases near the group factories of their former parent companies. In the case of large logistics facilities with floor areas of tens of thousands of square meters, construction costs tend to be high because major general contractors act as the prime contractor. However, for customer-dedicated logistics warehouses, the Company can place orders directly with regional construction companies, so we at FISCO estimate that construction costs can be kept lower. Customer-dedicated logistics facilities can also be securitized, and the Company aims to continue expanding the scale of its business through this unique growth model.

(3) Other business

In Other business, the Temporary Staffing business, which is centered on dispatch of light duty workers in warehouses, accounts for approximately 50% of net sales. This is followed by the Marketing business (operation of pet food mail order website, e-commerce support services, etc.), which accounts for approximately 20%, with the remainder made up of the Solar Power Generation business, the Recycling & Environmental business (collection and intermediate processing of general and industrial waste), and the Insurance business, among others. In regard to the Solar Power Generation business, the Company has installed solar panels on the roofs of its own logistics centers and offices, and it uses the generated electricity for internal consumption as well as for sale.

Results trends

In 1H FY12/26, the Company achieved substantial sales and profit growth, partly due to the effect of M&A

1. Overview of 1H FY12/26 results

In the 1H FY12/26 consolidated results, the Company recorded substantial sales and profit growth, with net sales rising 28.8% YoY to ¥294,258mn, operating income increasing 180.9% to ¥17,948mn, ordinary profit growing 182.1% to ¥17,955mn, and net income attributable to owners of the parent up 294.8% to ¥10,898mn, with all of them surpassing the Company's forecasts. All business segments achieved sales and profit growth, and the results substantially surpassed the previous record highs for a first half.

Consolidated results for 1H FY12/26

(¥mn)

	1H FY12/25			1H FY12/26			
	Results	vs. net sales	Initial forecasts	Results	vs. net sales	YoY	vs. forecasts
Net sales	228,539	-	280,000	294,258	-	28.8%	5.1%
Cost of sales	205,612	90.0%	-	257,368	87.5%	25.2%	-
SG&A expenses	16,537	7.2%	-	18,940	6.4%	14.5%	-
Operating income	6,389	2.8%	15,000	17,948	6.1%	180.9%	19.7%
Ordinary profit	6,364	2.8%	15,000	17,955	6.1%	182.1%	19.7%
Net income attributable to owners of the parent	2,760	1.2%	9,500	10,898	3.7%	294.8%	14.7%

Source: Prepared by FISCO from the Company's financial results

SBS Holdings, Inc. | **16-Oct.-2026**
 2384 Tokyo Stock Exchange Prime Market | <https://www.sbs-group.co.jp/sbshlds/ir/>

Results trends

Net sales increased due to the acquisition of new customers, growth in transactions with existing customers, and the contributions from newly consolidated subsidiaries in the Logistics business, as well as the implementation of property securitization transactions in the Property Management business. Operating income increased due to the effects of sales growth and contributions from newly consolidated subsidiaries, along with progress in freight rate optimization and improved profitability at unprofitable sites in the Logistics business. Results also exceeded the Company's forecasts because the effect of sales growth in the Logistics business and the results of profitability improvement efforts were greater than anticipated.

Looking at results for Group companies, SBS Toshiba Logistics Group's net sales rose 7.3% YoY to ¥66,682mn and operating income increased 31.1% to ¥3,188mn. Net sales increased due to higher shipping volumes for home appliances and semiconductors, and profit increased due to the acquisition of new customers and broader adoption of freight rate optimization. SBS NEXTHIRD Group's net sales rose 4.4% to ¥55,219mn, while operating income increased only slightly, up 0.9% to ¥1,548mn. Net sales increased due to higher volumes in office supplies e-commerce and the acquisition of new customers, and profit also increased thanks to profitability improvements at existing sites and other factors. However, losses on a project for a specific customer contracted in 2024 (a loss of around ¥0.3bn) have continued, weighing on profit. SBS Logicom Group achieved double-digit sales and profit growth, with net sales rising 15.4% to ¥42,686mn and operating income increasing 16.9% to ¥3,054mn. In addition to the acquisition of new customers and higher shipping volumes from existing customers, progress in freight rate optimization and improved profitability at unprofitable sites produced results. Looking at the total for other Group companies, net sales grew 69.4% to ¥129,669mn and operating income was ¥10,157mn (compared with a loss of ¥190mn in the same period of the previous fiscal year), representing substantial sales and profit growth. Of the increase in net sales, ¥33,043mn was attributable to the impact of newly consolidated subsidiaries and ¥16,575mn to property securitization. Furthermore, the increase in operating income included ¥7,481mn from property securitization and ¥888mn from the impact of newly consolidated subsidiaries. The other Group subsidiaries in the Logistics business also generally achieved sales and profit growth.

Performance by Group company

(¥mn)

		1H FY12/25	1H FY12/26	YoY		Factors behind change
				Change	Change (%)	
SBS Toshiba Logistics G	Net sales	62,125	66,682	4,557	7.3%	Increase in shipping volumes of home appliances, semiconductors, etc.
	Operating income	2,432	3,188	756	31.1%	Increase in volumes from new and existing customers, freight rate optimization
SBS NEXTHIRD G	Net sales	52,880	55,219	2,338	4.4%	Increase in office supplies e-commerce volumes, acquisition of new customers, etc.
	Operating income	1,534	1,548	13	0.9%	Improvement at existing sites
SBS Logicom G	Net sales	36,977	42,686	5,709	15.4%	Acquisition of new customers, expansion of existing customers, etc.
	Operating income	2,613	3,054	441	16.9%	Acquisition of new customers, increase in volumes from existing customers, improvement at existing sites
Other	Net sales	76,556	129,669	53,113	69.4%	Impact of newly consolidated subsidiaries (+33,043), increase in sales from property securitization (+16,575)
	Operating income	-190	10,157	10,347	-	Increase in profit from property securitization (+7,481), impact of newly consolidated subsidiaries (+888)

Notes: 1. Figures are on the Company's internal management basis.

2. For SBS Logicom G, property securitization figures are excluded.

Source: Prepared by FISCO from the Company's results briefing materials

Results trends

Logistics business achieves substantial sales and profit growth; profit margin also improves slightly

2. Trends by business segment

Results by business segment

	1H FY12/24	1H FY12/25	1H FY12/26	YoY	
				Change	Change (%)
Net sales	221,739	228,539	294,258	65,718	28.8%
Logistics business	204,897	221,142	269,087	47,944	21.7%
Property Management business	12,213	2,390	19,094	16,704	698.9%
Other business	4,628	5,006	6,076	1,069	21.4%
Operating income	10,958	6,389	17,948	11,559	180.9%
Logistics business	4,476	4,858	8,334	3,476	71.6%
Property Management business	6,158	1,480	9,084	7,603	513.5%
Other business	178	260	463	202	77.8%
Adjustments	144	-209	66	276	-

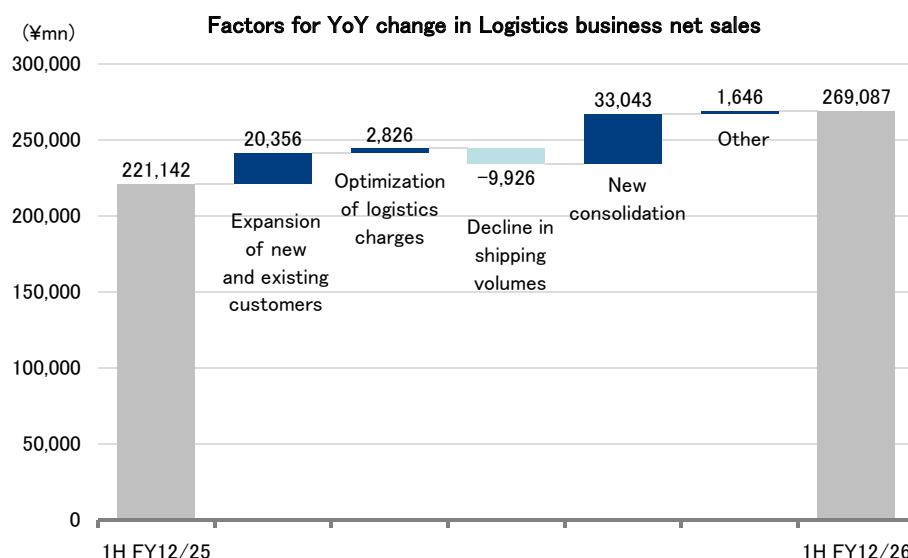
Source: Prepared by FISCO from the Company's financial results and results briefing materials

(1) Logistics business

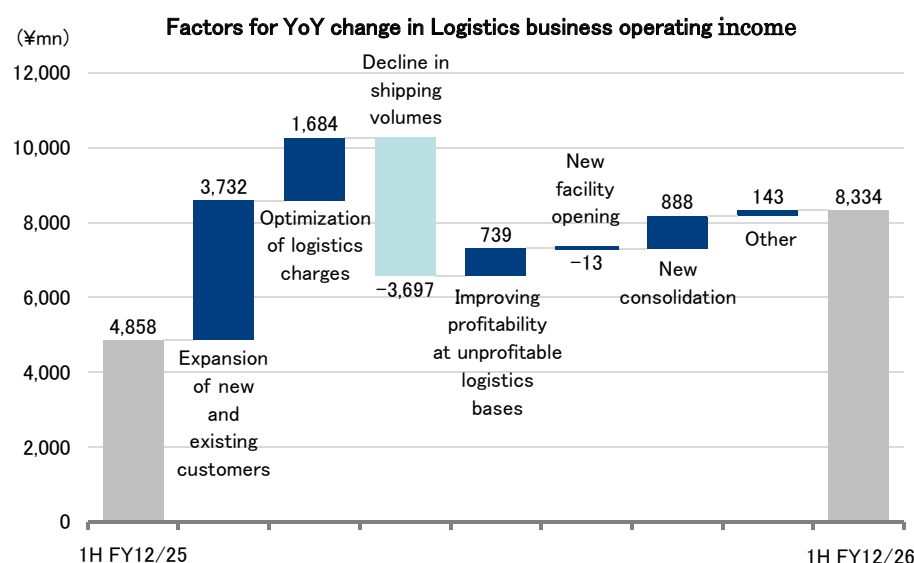
In the Logistics business, net sales increased 21.7% YoY to ¥269,087mn and operating income rose 71.6% to ¥8,334mn, representing substantial sales and profit growth. Net sales set a new record high for a first half for the second consecutive fiscal year, and operating income also reached a record high. Profitability had declined due to increased start-up costs at new logistics bases opened since 2024, but as a result of earnings structure reform, losses at unprofitable sites shrank, and together with the freight rate optimization, the impact of newly consolidated subsidiaries, and other factors, the operating income margin improved more than anticipated, from 2.2% in the same period of the previous fiscal year to 3.1% (3.3% excluding the impact of newly consolidated subsidiaries). The initial forecast had assumed 2.8% (3.0%). On an existing business basis excluding the impact of newly consolidated subsidiaries, net sales rose 6.7% and operating income increased 53.3%.

Looking at the factors behind the change in net sales, acquiring new customers and growth in transactions with existing customers increased sales by ¥20,356mn, freight rate optimization by ¥2,826mn, the impact of newly consolidated subsidiaries by ¥33,043mn, and other factors by ¥1,646mn, offsetting a decrease in sales of ¥9,926mn due to a decline in shipping volumes from existing customers. In contrast, acquiring new customers and growth in transactions with existing customers increased operating income by ¥3,732mn, freight rate optimization by ¥1,684mn, improved profitability at unprofitable sites by ¥739mn, the impact of newly consolidated subsidiaries by ¥888mn, and other factors by ¥143mn, offsetting a ¥3,697mn decrease from a decline in shipping volumes from existing customers and a ¥13mn increase in costs due to the opening of new logistics bases.

Results trends



Source: Prepared by FISCO from the Company's results briefing materials



Source: Prepared by FISCO from the Company's results briefing materials

With regard to earnings structure reform, the Company has worked to maximize warehouse space utilization, ensure appropriate pricing, optimize personnel (reducing the use of dispatching, improving work efficiency), and improve vehicle load factors. Looking at the trend in losses at logistics bases opened in FY12/24, losses have shrunk steadily from ¥2,150mn in FY12/24 to ¥1,544mn in FY12/25 and ¥335mn in 1H FY12/26. The losses in 1H FY12/26 were attributable to an unprofitable project for a specific customer, and excluding this factor, the bases are considered to have moved out of a loss-making position. As the contract for this unprofitable project remains in place until 2027, losses are expected to continue in 2H. In addition, losses at new logistics bases opened since 2025 were ¥140mn in 1H FY12/26, and the Company plans to reduce them to ¥122mn for the full year.

SBS Holdings, Inc. | **16-Oct.-2026**
2384 Tokyo Stock Exchange Prime Market | <https://www.sbs-group.co.jp/sbshlds/ir/>

Results trends

The vacant warehouse space rate rose slightly from 1.66% (approximately 69,300 m²) at the end of December 2025 to 2.02% (approximately 84,500 m²) at the end of June 2026, partly due to the opening of new warehouses and reduced transactions with existing customers. However, the rate improved from 2.38% (approximately 84,300 m²) at the end of December 2024. The Company plans to reduce the rate to 0.90% (approximately 34,260 m²) by the end of December 2026.

Of the impact of newly consolidated subsidiaries (net sales of ¥33,043mn and operating income of ¥888mn), Blackbird Logistics, which was included in consolidation from 3Q of the previous fiscal year, is thought to have accounted for a little under 20% of net sales and more than half of operating income. The remainder was attributable to the contribution of Bridgestone Logistics, which was included in consolidation from 1Q FY12/26.

Regarding sales trends in the areas of focus, 3PL business sales expanded steadily, increasing 37.3% YoY to ¥181.7bn, with a progress rate of 52.1% against the full-year forecast. Even excluding the two newly consolidated companies, sales grew at a double-digit rate of 12.4%. This was due to progress in acquiring new customers, growth in transactions with existing customers, and broader adoption of freight rate optimization. Furthermore, in March 2026, SBS NEXTHIRD's Kirishima Logistics Center (Kagoshima Prefecture, operating area of approximately 6,900 m²) was completed, and it started 3PL operations for drugstores.

In addition, Food Logistics business sales performed steadily at ¥41.5bn, boosted by the expansion of the frozen food market, and profitability also improved. This was mainly due to an increase in the handling volume of high value-added frozen foods, as well as progress in rate revisions and profitability improvements at unprofitable sites, and both SBS Flec and SBS Zentsu, which operate the food logistics business, achieved sales and profit growth. The opening by SBS Zentsu of its first base in western Japan, the Nishiyodogawa Cold Center (Osaka Prefecture, frozen and refrigerated warehouse, operating area of approximately 18,500 m², serving consumer cooperatives), in September 2025, and the launch by SBS Flec of a new 3PL project for a food service provider at the Atsugi Low-Temperature DC (Kanagawa Prefecture, frozen and refrigerated warehouse) in 2H of the previous fiscal year also contributed to the increase in earnings.

International Logistics business sales expanded steadily, increasing 40.4% to ¥39.3bn, with a progress rate of 52.8% against the full-year forecast. Even on an existing business basis excluding Blackbird Logistics, sales performed strongly, rising 17.4%. Synergies from collaboration among subsidiaries acquired through M&A in recent years have also begun to materialize, with SBS Furukawa Logistics and SBS NEXTHIRD securing international logistics operations for Furukawa Electric Co., Ltd. <5801> Group companies covering Asia routes to and from Japan and routes from Southeast Asia to North and Central America, and SBS NSK Logistics and SBS Toshiba Logistics securing international logistics operations for NSK Ltd. <6471> covering Asia routes originating in Japan.

EC Logistics business sales increased 24.6% to ¥35.0bn, with a progress rate of 48.7% against the full-year forecast, broadly in line with the Company's forecasts. Operation of EC Logistics Omakase-Kun, a focus business, was transferred from the Company to SBS Logicom, and as a result of enhancing sales, improving on-site operations, and promoting productivity improvement measures, the business also turned profitable. EC Logistics Omakase-Kun is a one-stop EC logistics service mainly targeting mid-sized/small EC retailers, and the approximately 49,600 m² of dedicated space at Noda Seto Logistics Center Building A is fully occupied. However, the occupancy rate at the Osaka East Logistics Center, a strategic base in Kansai opened in November 2024, remains at around 50%, and the Company is enhancing sales activities to acquire new customers.

Results trends

(2) Property Management business

The Property Management business' net sales increased 698.9% YoY to ¥19,094mn and operating income increased 513.5% to ¥9,084mn. This was because gains on property securitization, which were recorded mainly in 2H in the previous fiscal year, were recorded in 1Q in FY12/26, and progress is broadly in line with the forecasts. In the property securitization business, following on from the previous fiscal year, the Company sold part of the trust beneficiary rights in Noda Seto Logistics Center Building A, which increased net sales by ¥16,575mn and operating income by ¥7,481mn YoY. For this property, 35% of the total was sold in FY12/25 and 40% in FY12/26, and the remaining 25% is scheduled to be sold in January 2027. As a result, gains on the sale of this property will decrease in FY12/27, but the Company's policy is to sell other logistics facilities so that overall results are not affected.

Meanwhile, in the leasing business, progress in revising rents on owned properties resulted in increases of ¥129mn in net sales and ¥121mn in operating income YoY.

(3) Other business

Net sales in the Other business rose 21.4% YoY to ¥6,076mn and operating income increased 77.8% to ¥463mn. Sales performed strongly in the Marketing business, which focuses on pet supply wholesaling and EC site operation, and growth in the Environmental business also contributed to sales and profit growth.

Continuing business expansion and growth investment with appropriate financial leverage and striving to improve ROE

3. Financial position and management indicators

With regard to the financial position at the end of 1H FY12/26, total assets increased ¥10,468mn from the end of the previous fiscal year to ¥357,321mn. Looking at the main factors behind the change, in current assets, notes and accounts receivable – trade and contract assets decreased ¥3,265mn and inventory assets decreased ¥6,374mn, while cash and deposits increased ¥16,619mn. In non-current assets, goodwill and customer-related intangible assets decreased ¥1,061mn, while property, plant and equipment increased ¥3,649mn due to the opening of new sites, and investments and other assets increased ¥1,750mn.

Total liabilities increased ¥1,888mn from the end of the previous fiscal year to ¥222,187mn. Notes and accounts payable – trade and electronically recorded obligations decreased ¥3,174mn, while interest-bearing debt increased ¥4,154mn and income taxes payable increased ¥1,000mn. Total net assets were up ¥8,580mn to ¥135,133mn. Retained earnings increased ¥7,323mn due to earnings growth, while total accumulated other comprehensive income increased ¥505mn and non-controlling interests increased ¥736mn.

Looking at management indicators, the shareholders' equity ratio, which is an indicator of financial stability, rose 1.4 percentage points (pp) from the end of the previous fiscal year to 29.3%, while financial leverage was 3.42 times and the net D/E ratio was 0.69 times, each declining slightly from the end of the previous fiscal year. In terms of targets in pursuing its growth strategy, including M&A, the Company has outlined a policy of cash management with an equity ratio of 25% to 33%, financial leverage of 3 to 4 times, and a net D/E ratio in the range of 0.8 to 1.2 times. The Company is considered to be appropriately controlling all of these indicators.

Results trends

Consolidated balance sheet and management indicators

	End of FY12/23	End of FY12/24	End of FY12/25	End of 1H FY12/26	Change
(¥mn)					
Current assets	150,375	157,861	155,066	160,896	5,830
Cash and deposits	29,668	29,703	22,553	39,172	16,619
Inventory assets	38,056	41,803	40,227	33,853	-6,374
Non-current assets	150,942	159,425	191,786	196,425	4,639
Total assets	301,317	317,287	346,852	357,321	10,468
Total liabilities	198,724	204,338	220,299	222,187	1,888
Interest-bearing debt	101,593	104,514	106,713	110,867	4,154
Net assets	102,592	112,948	126,553	135,133	8,580
Stability					
Current ratio					
Equity ratio	26.4%	27.8%	27.9%	29.3%	1.4pp
Financial leverage (times)	3.79	3.60	3.59	3.42	-0.17
Net D/E ratio (times)	0.90	0.85	0.87	0.69	-0.18

Note: Interest-bearing debt includes lease obligations. Net D/E ratio is net interest-bearing debt (interest-bearing debt minus cash and deposits) divided by shareholders' equity.

Source: Prepared by FISCO from the Company's financial results

■ Outlook

Upwardly revised FY12/26 forecasts leave room for further upside

1. FY12/26 forecasts

For the FY12/26 consolidated results, the Company revised its initial forecasts upward to net sales of ¥580,000mn (up 18.3% YoY), operating income of ¥26,500mn (up 24.4%), ordinary profit of ¥26,000mn (up 23.0%), and net income attributable to owners of the parent of ¥14,500mn (up 23.1%). The main reason is that the results in the Logistics business are progressing ahead of the forecasts. However, on a profit basis, the revision was kept smaller than the amount by which 1H results exceeded the forecasts. Specifically, 1H operating income exceeded the forecast by ¥2,948mn, but the full-year revision was limited to ¥2,500mn. This is because uncertainty about the outlook for the domestic economy is increasing due to the turmoil in the Middle East and rising prices, and because the Company plans to relocate a subsidiary's head office in 2H, which was not included in the initial forecasts, and expects to record expenses of several hundred million yen. However, the sales trend in the Logistics business has remained unchanged since July, and we at FISCO believe there is ample possibility that results will exceed the revised forecasts if the market environment does not deteriorate going forward.

SBS Holdings, Inc. | **16-Oct.-2026**
2384 Tokyo Stock Exchange Prime Market | <https://www.sbs-group.co.jp/sbshlds/ir/>

Outlook

Outlook for FY12/26

	FY12/25		FY12/26			
	Results	YoY	Initial forecasts	Revised forecasts	Revision	YoY
Net sales	490,344	9.4%	560,000	580,000	20,000	18.3%
Operating income	21,295	20.3%	24,000	26,500	2,500	24.4%
Ordinary profit	21,143	14.5%	24,000	26,000	2,000	23.0%
Net income attributable to owners of the parent	11,783	22.5%	13,500	14,500	1,000	23.1%
Earnings per share (EPS) (¥)	296.69		339.90	365.08		

Note: Revised forecasts are the figures announced on August 7, 2026.

Source: Prepared by FISCO from the Company's financial results

By business segment, the Company revised the Logistics business' net sales upward by ¥20,000mn and operating income by ¥1,800mn from the initial forecasts, while for the Property Management business and the Other business, net sales were unchanged and operating income was revised upward by ¥200mn each. The impact of newly consolidated subsidiaries is expected to boost net sales by around ¥61.0bn and operating income by around ¥2.0bn, in line with the initial forecasts.

Outlook by business segment

	FY12/25 results	FY12/26			YoY
		Initial forecasts	Revised forecasts	Revision	
Net sales	490,344	560,000	580,000	20,000	18.3%
Logistics business	460,233	527,000	547,000	20,000	18.9%
Property Management business	19,331	20,000	20,000	-	3.5%
Other business	10,778	13,000	13,000	-	20.6%
Operating income	21,295	24,000	26,500	2,500	24.4%
Logistics business	11,888	14,700	16,500	1,800	38.8%
Property Management business	9,142	9,000	9,200	200	0.6%
Other business	675	700	900	200	33.3%
Adjustments	-409	-400	-100	300	-

Note: Revised forecasts are the figures announced on August 7, 2026.

Source: Prepared by FISCO from the Company's financial results and results briefing materials

(1) Logistics business

For the Logistics business, the Company forecasts net sales growth of 18.9% YoY to ¥547,000mn and operating income growth of 38.8% to ¥16,500mn. Along with growth in the three areas of focus and the impact of newly consolidated subsidiaries, the effects of freight rate optimization and improving profitability at unprofitable logistics bases are expected to continue in 2H. The operating income margin forecast was also raised from 2.8% in the initial forecast to 3.0%, but given that the margin had already improved to 3.1% in 1H, the forecast appears somewhat conservative.

By main subsidiary, SBS Toshiba Logistics, SBS Logicom, SBS Flec, SBS Zentsu, and others are generally expected to achieve sales and profit growth exceeding the initial forecasts. The only exception is SBS NEXTHIRD, where transactions for the unprofitable project will continue in 2H, so profit is expected to fall slightly short of the forecast, resulting in only a slight increase. The unprofitable project is expected to conclude in 2027, and SBS NEXTHIRD's earnings are expected to improve in FY12/27.

Outlook

Bridgestone Logistics will change its name to SBS Tire Frontier Corporation in October 2026. As part of its growth strategy, the company aims to develop its contract tire logistics services for other companies in the industry and become a logistics platform provider for the tire industry, and chose the new name to reflect this aim. With regard to tire logistics for other companies in the industry, SBS Logicom already has one such customer, and the strategy is to use this as a starting point to gradually expand transaction volumes and the number of customers. In tire logistics, delivery destinations such as dealers, car accessory stores, and gas stations frequently overlap, so there is significant growth potential for joint delivery services that lead to lower logistics costs.

As for Blackbird Logistics, its customer, a major discount store operator, has continued to expand its business, and in anticipation of growth in handling volumes, the company signed a new lease for a warehouse of approximately 21,800 m² in the Rotterdam area. As its current operating area is approximately 102,500 m², capacity will increase to 1.2 times the current level. Preparations are underway for the start of operations around July to September 2027. In addition, to respond to the growth of its existing customer and the need for greater supply chain efficiency, the company has begun considering expanding operations into other areas within the EU. Group companies have also started negotiations to begin ocean freight operations, mainly for goods procured from China. As the company currently has only one customer, it will also expand its customer portfolio in the future.

(2) Property Management business

For the Property Management business, the Company forecasts net sales growth of 3.5% YoY to ¥20,000mn and operating income growth of 0.6% to ¥9,200mn. Operating income was revised upward by ¥200mn, most of which is attributable to the effect of rent revisions in the leasing business.

With regard to the development of logistics centers, following the completion of the Kirishima Logistics Center in March 2026, the Tomisato Logistics Center (Chiba Prefecture, operating area of approximately 102,500 m²) was completed in August 2026, bringing the Group's total operating area to approximately 4.30mn m². Development projects are lined up going forward. Projects scheduled to start construction in 2027 or later alone account for approximately 281,000 m², while land already acquired accounts for approximately 142,100 m², and the Company will continue to pursue development.

Recently, there has been growing demand for opening dedicated logistics facilities near the factories of the manufacturer-affiliated logistics subsidiaries acquired through M&A. In addition, the Company's real estate development expertise has been increasingly recognized, and there appear to be an increasing number of cases in which other companies in the industry propose jointly funded development projects. The Property Management business is therefore expected to continue underpinning the Company's results as a stable source of earnings.

(3) Other business

For the Other business segment, the Company forecasts net sales growth of 20.6% YoY to ¥13,000mn and operating income growth of 33.3% to ¥900mn. The strong performance of the Marketing business and the Environmental business is expected to continue in 2H.

Off to a solid start toward achieving the FY12/30 operating income target of ¥38.0bn

2. Medium-term management plan

(1) Overview of medium-term management plan

The first year of the new five-year medium-term management plan, Harmonized Growth 2030, which covers the period until FY12/30, is underway. The theme of this medium-term management plan is achieving balanced, stable growth along with profit growth. In terms of the basic policy, the Company will realize growth that combines organic growth from the Logistics business growth strategy (3PL, International Logistics, and EC Logistics) and property development with rapid inorganic growth based on M&A deals with unique competitive advantages. At the same time, it will pursue earnings structure reform aimed at improving the operating income margin in the Logistics business, which has dropped in recent years, with the aim of achieving sales growth and balanced profit growth.

In terms of organic growth, the Company will maintain and develop the unique characteristics of its Group companies (which have solid customer bases consisting of their former parent companies and overwhelming competitive advantage in certain fields) while creating synergies through collaboration between Group companies (i.e., platform development). In its M&A strategy, the Company will target manufacturer-affiliated logistics companies, as it has done in the past, and companies that will help strengthen its transportation networks, and will consider both domestic and overseas deals.

With regard to earnings structure reform, the Company will work on improving profitability while implementing the PDCA cycle, with a focus on four KPIs (eliminating unprofitable sites and businesses, eliminating vacant warehouse space, optimizing personnel composition, and enhancing efforts to ensure appropriate pricing), and it will also enhance the screening system for new orders to prevent unprofitable projects from occurring. Through these initiatives, the aim is to raise the operating income margin in the Logistics business from 2.6% in FY12/25 to 4.5% in FY12/30.

(2) Numerical management targets

The Company has set the following numerical management targets for FY12/30: net sales of ¥700.0bn, operating income of ¥38.0bn, and ROE of 14.1%. The average annual growth rate over the five years is 7.4% for net sales and 12.4% for operating income. The net sales target for FY12/30 includes ¥60.0bn from the effect of new M&A deals, but given the large number of M&A candidates, there is ample possibility that the actual figure will be higher.

By business segment, the average annual growth rates in the Logistics business are 4.6% for net sales (excluding new M&A) and 17.1% for operating income. In the Property Management business, the rates are 18.8% for net sales and 2.9% for operating income. For Other business, the rates are 10.5% for net sales and 23.2% for operating income. Looking at the three areas of focus within the Logistics business, the rates are 7.7% for 3PL, 6.8% for International Logistics, and 4.2% for EC Logistics. The growth rate may seem low for EC Logistics, but this is because, based on its two years of experience since entering this field in earnest, the Company has decided to identify the areas where each Group company excels and formulate a plan to pursue business development that will generate solid profits. The growth rates for 3PL and International Logistics are forecast to surpass the rate for the business as a whole. In the Property Management business, the sales are expected to grow as the Company develops and securitizes real estate on an ongoing basis. On the profit front, it is anticipated that the profit margin will decline due to rising construction costs, but the Company intends to maintain the profit level by expanding the scope of securitization.

Outlook

Numerical management targets

	(¥bn)			
Net sales	FY12/25 results	FY12/26 revised forecasts	FY12/30 targets	CAGR*
Logistics business	460.2	547.0	576.8	4.6%
3PL	275.4	348.9	399.6	7.7%
International Logistics	64.5	74.4	89.7	6.8%
EC Logistics	64.3	71.8	79.1	4.2%
Property Management business	19.3	20.0	45.6	18.8%
Other business	10.7	13.0	17.6	10.5%
New M&A	-	-	60.0	-
Total	490.3	580.0	700.0	7.4%

Operating income	FY12/25 results	FY12/26 revised forecasts	FY12/30 targets	CAGR*
Logistics business	11.8	16.5	26.0	17.1%
Operating income margin	2.6%	3.0%	4.5%	
Property Management business	9.1	9.2	10.5	2.9%
Other business	0.6	0.9	1.7	23.2%
Adjustments	-0.4	-0.1	-0.2	-
New M&A	-	-	-	-
Total	21.2	26.5	38.0	12.4%
ROE	12.7%	14.1%	14.1%	

* Compound annual growth rate (FY12/25–FY12/30)

Source: Prepared by FISCO from the Company's results briefing materials

Aims to grow the Logistics business by strengthening the three areas of focus and pursuing its M&A strategy

(3) Growth strategy

a) 3PL

In the 3PL business, the Company aims to boost new sales by leveraging the strengths of each company and improve competitiveness through economies of scale and enhanced service quality by becoming a platform provider in certain fields. For example, SBS Toshiba Logistics will promote platform development in indent (heavy cargo) logistics, in which it excels, and in the electronic device and medical equipment fields. SBS Flec aims to expand transactions with food manufacturers and food service operators at the national level as a cold chain logistics platform provider. In particular, the frozen food market has recently been expanding due to the trend toward single-serving meals and demand for easier meal preparation, presenting SBS Flec with a good opportunity for growth. Furthermore, Bridgestone Logistics aims to become a tire logistics platform provider by also capturing demand from other companies in the industry, backed by its overwhelming market share in tire logistics. In addition, the Company will introduce the use of databases and knowledge management and create Group synergies by visualizing sales information and sharing it within the Group. It plans to build an integrated sales database in 2026 and start sales activities via database marketing in 2027 and beyond. It is also considering using AI technology to improve accuracy.

Outlook

b) International logistics

In the International Logistics business, the Company's strategy is to leverage the sales networks and transportation infrastructure possessed by SBS Toshiba Logistics and SBS NEXTHIRD and expand the scope of its business while capturing overseas business from existing domestic 3PL customers. In addition to its previous core areas of Southeast Asia and India, SBS Toshiba Logistics will also focus on unserved areas in East Asia, Europe and the Americas. SBS NEXTHIRD will establish a multi-modal transportation model via Group collaboration and expand its sales, while also focusing on cross-border EC and international recycling logistics. Furthermore, it is also looking to grow its business in Europe, centering on Blackbird Logistics.

c) EC logistics

In the EC Logistics business, operation of EC Logistics Omakase-Kun was transferred to SBS Logicom in 2026 to strengthen the business. In addition to steadily capturing the EC logistics needs of existing and new customers, the Company will also work to reduce personnel expenses by using robots. With regard to initiatives by other Group companies, SBS NEXTHIRD will enhance its cross-border EC business, while SBS Flec will establish high-quality, low-fee frozen-storage EC methods in order to take the initiative in food EC, where there is significant margin for growth. SBS Sokuhai Support will enhance relationship-building with existing partner companies and pursue continuous growth of the last-mile business, while also entering the quick e-commerce market with its urban express delivery model.

d) Developing and expanding Logistics business base

In order to support growth in the EC Logistics business, the Company will enhance the recruitment and training of drivers to develop and expand its transportation and delivery network covering both line-haul transportation and the last mile. In addition, in anticipation of the enforcement of the revised Motor Truck Transportation Business Act in 2028, it will gradually increase the ratio of company-owned vehicles in order to improve the stability of transportation and delivery, including cost control. The number of company-owned vehicles across the Group is around 4,000 at present. In the past, SBS Toshiba Logistics had relied on outsourcing rather than owning its own vehicles, but it started introducing its own vehicles in 2026. Elsewhere in the Group, the company-owned vehicle rate is around 20% for SBS NEXTHIRD, 40% for SBS Logicom, and 10% for Bridgestone Logistics, and each company intends to gradually raise this rate.

Aims to improve corporate value by optimizing capital structure and raising profit margins

3. Corporate value improvement initiatives and capital allocation

(1) Initiatives to improve corporate value

The Company is working to improve corporate value by raising ROE (= raising profitability) and the P/E ratio (= gaining confidence from shareholders and investors).

With regard to raising ROE, the Company intends to improve its overall profit margin by improving profitability in the Logistics business and continuing property development and securitization in the Property Management business, which serves as a stable earnings base, while at the same time optimizing its capital structure (through measures such as appropriate financial leverage and enhanced shareholder returns). By doing so, it plans to raise ROE from 12.7% in FY12/25 to 14.1% in FY12/30, establishing a framework capable of securing a stable level of 12% to 14%.

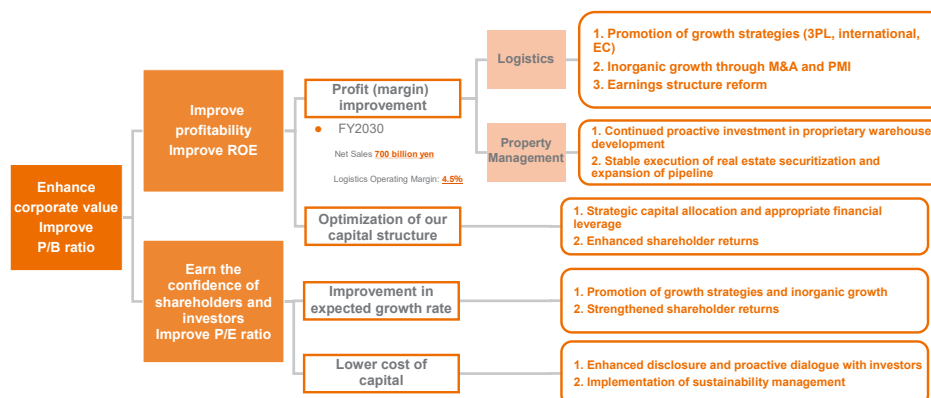
SBS Holdings, Inc.
2384 Tokyo Stock Exchange Prime Market

16-Oct.-2026
<https://www.sbs-group.co.jp/sbshlds/ir/>

Outlook

Meanwhile, to raise the P/E ratio, it will implement measures that lead to higher expected growth rates (promoting growth strategies, inorganic growth, enhancement of shareholder returns) and lower capital costs. The P/E ratio had remained below the land transportation industry average for the past few years, but rose to 13.2 times in FY12/25. In the future, the Company aims to raise it to around 15 times, which is considered the industry average.

Corporate value improvement initiatives



Source: The Company's results briefing materials

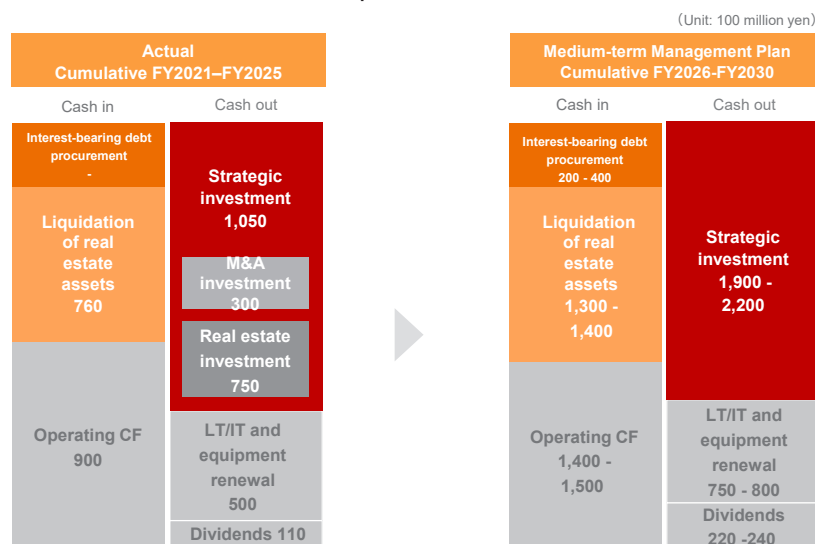
(2) Capital allocation

In terms of its thinking about capital allocation over the five years until 2030, the Company's policy is to allocate capital based on three key principles: strategically investing in its growth base while expanding shareholder returns; continuing investment with a focus on capital efficiency, increasing cash flow from operating activities, and accelerating the investment and recovery cycle through the reshuffling of its real estate portfolio; and if cash inflows are insufficient relative to cash outflows, using interest-bearing debt within an appropriate range of financial leverage.

Over the five years from 2025, the Company expects cash inflows of ¥140.0bn–150.0bn from operating cash flow, ¥130.0bn–140.0bn from property securitization, and ¥20.0bn–40.0bn from interest-bearing borrowings. Against this, it intends to allocate cash outflows of ¥190.0bn–220.0bn to strategic investment (including M&A), ¥75.0bn–80.0bn for LT/IT investment and equipment renewal, and ¥22.0bn–24.0bn for dividends. Strategic investment and dividends will be around double the levels of the past five years. Attaining these plans will depend on whether growth strategies and structural reforms in the Logistics business proceed smoothly, and future developments will therefore be closely watched.

Outlook

Capital allocation



Source: The Company's results briefing materials

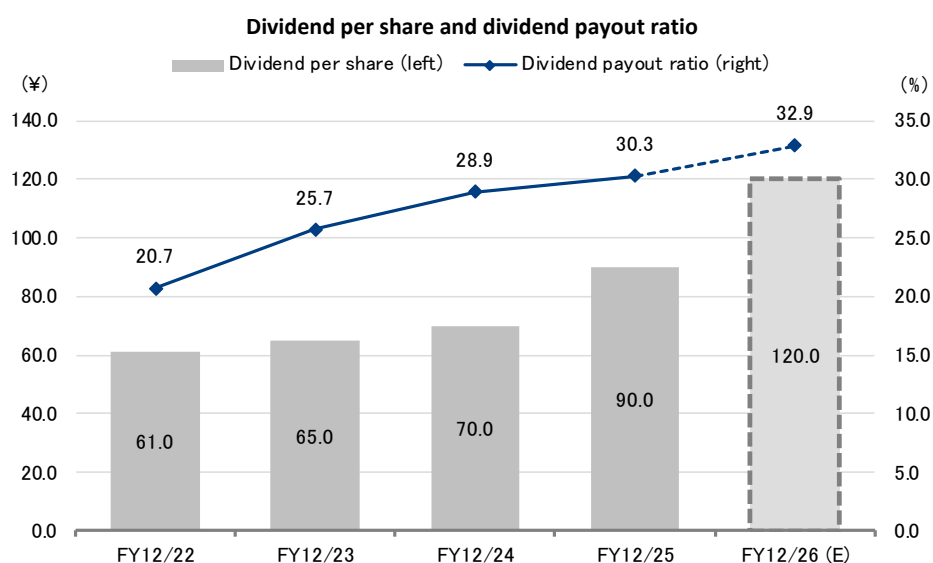
Shareholder return policy

Aims to gradually raise the consolidated dividend payout ratio to the 35% level and increase dividends in a stable, continuous manner

The Company has continued to increase dividends, with its basic policy for shareholder returns being to pay stable and continuous dividends and increase the level of dividends in line with operating results while considering the balance between growth investment and financial soundness. From FY12/25, the Company clearly set out a policy of increasing the dividend payout ratio to 30% or higher. Furthermore, in FY12/26, it announced its intention to gradually raise the ratio to the 35% level. In addition to these policies, following the upward revision of its FY12/26 forecasts, the Company announced that it will raise the FY12/26 dividend per share by ¥15.0 from the initial forecast to ¥120.0 (dividend payout ratio of 32.9%), representing an increase of ¥30.0 YoY. This is expected to mark the ninth consecutive fiscal year of dividend increases, and if earnings growth continues in FY12/27 and beyond, further dividend increases are highly likely.

SBS Holdings, Inc. | 16-Oct.-2026
2384 Tokyo Stock Exchange Prime Market | <https://www.sbs-group.co.jp/sbshlds/ir/>

Shareholder return policy



Source: Prepared by FISCO from the Company's financial results

Disclaimer

FISCO Ltd. ("FISCO") offers stock price and index information for use under the approval of the Tokyo Stock Exchange, the Osaka Exchange, and Nikkei Inc.

This report is provided solely for the purpose of offering information and is not a solicitation of investment nor any other act or action.

FISCO has prepared and published this report based on information it deems reliable. However, FISCO does not warrant the accuracy, completeness, certainty, nor reliability of the contents of this report or the said information.

The issuers' securities, currencies, commodities, and other financial instruments mentioned in this report may increase or decrease in value or lose their value due to influence from corporate activities, economic policies, world affairs, and other factors. This report does not make any promises regarding any future outcomes. If you use this report or any information mentioned herein, regardless of the purpose therefor, such use shall be based on your judgment and responsibility, and FISCO shall not be liable for any damage incurred by you as a result of such use, irrespective of the reason.

This report was prepared at the request of the subject company, with information provided by the company through telephone interviews and other means, and with compensation from the company. Hypotheses, conclusions and all other content contained in this report are based on FISCO's analysis. The contents of this report are current as of the date of preparation and are subject to change without notice. FISCO is not obligated to update this report.

The intellectual property rights, including the copyrights to the main text, data, and the like, belong to FISCO, and any revision, reprocessing, reproduction, transmission, distribution or the like of this report and any duplicate hereof without the permission of FISCO is strictly prohibited.

FISCO and its affiliated companies, as well as the directors, officers, and employees thereof, may currently or in the future trade or hold the financial instruments or the securities of issuers that are mentioned in this report.

Please use the information in this report with an understanding and acceptance of the above points.

■ For inquiries, please contact: ■

FISCO Ltd.

5-13-3 Minami Aoyama, Minato-ku, Tokyo, Japan 107-0062

Phone: 03-5774-2443 (IR Consulting Business Division)

Email: support@fisco.co.jp