SBS GROUP
For Your Dreams.













INNOVATE LOGISTICS

SBS GROUP
INTEGRATED REPORT 2026

SBS Group Integrated Report

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SBS GROUP
INTEGRATED REPORT 2026

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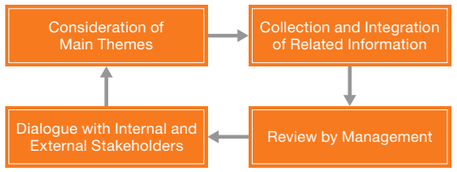
About This Report

Editorial Policy

The SBS Group publishes an integrated report each year for stakeholders interested in the Group's creation of value in the short-, mid- and long-term. The report is structured around our management philosophy and management vision, reporting on the progress of our business activities and sustainability management initiatives. To ensure the accuracy and reliability of information, the report is designed to be simple and clear so that it can be easily read even without prior knowledge of the SBS Group. On the SBS Group website, we disclose a wide range of IR information and company information in addition to sustainability information not listed in this report.
https://www.sbs-group.co.jp
<Reference guidelines>
• The IFRS Foundation, International Integrated Reporting Framework
• Ministry of Economy, Trade and Industry of Japan, Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation 2.0

Reporting Process

This report is structured around the topics that have a significant impact on the SBS Group's ability to create value in the short-, mid- and long-term. The identification and weighting of these topics is conducted carefully in light of environmental changes as the starting point in the annual reporting cycle, and serves as the basis for the information reported. After being combined organically with related information, the prepared report undergoes review by management and is then provided in printed and electronic form.



Reporting Scope

This report covers SBS Holdings, Inc. and Group companies.

Reporting Period

FY 2025 (January to December 2025)

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Topics in the Integrated Report

Changes to the Logistics Market

Flexible responses and growth strategy implemented in anticipation of short-, medium- and long-term changes in the domestic and overseas logistics markets

M&A and Group Synergy

M&A activities as the core of our growth strategy, and the processes to maximize those effects

3PL

Strengthening the expanding services to comprehensively handle and optimize corporate logistics operations

Logistics Facility Development

Systematically expanding floor space as the foundation of our business model

Technology

Strategically utilizing LT* and IT to link value creation with improved competitiveness

* Logistics Technology

Quality and Safety

Ensuring the quality and safety of transportation and service that form the basis of our business activities

Human Resources

Securing and supporting the success of a diverse range of human resources supporting the growth of the SBS Group and development of logistics

Working Styles and Productivity

Developing environments providing new working styles and pursuing ongoing improvements to business productivity

Energy and Climate Change

Strategically addressing the energy demand-supply gap and climate change risks from a long-term perspective

Crisis Management

Enhanced preparedness for the management of crises, including natural and human-made disasters and changes in the international situation

Relationship with Society

Coexistence and collaboration rooted in dialogue with a diverse range of stakeholders

Governance

Improving and evolving corporate governance systems that represent the basis of value creation

Our Management Philosophy and its Implementation

The SBS Group Management Philosophy

We provide services to achieve client satisfaction, to meet shareholders' expectations, and to be a company caring of its employees.
Long-term prosperity is rooted in paying the necessary attention to people and in the enthusiasm of our employees.
Social responsibility is essential to corporate growth.
Harmony within the community, efforts to make those around us happy, and contribution to society far and wide, are crucial.

Highlights of our Management Philosophy Implementation (Fiscal 2025)

Customers

Total Distance Driven
141,783,984 km

Consolidated Net Sales
490.3 billion yen

Shareholders

ROE (Return on Equity)
12.7%

ROIC (Return on Invested Capital)
6.6%

Dividend per Share
90 yen

Dividend Payout Ratio
30.3%

Employees

Training Conducted
233 Subjects

Actual Training Participants
12,032

Annual Paid Leave Acquisition Rate (SBS Group)
63.1%

Society and the Environment

Number of Business Sites with G-Mark Certification (Certification Rate)
199 business sites (96.6%)

Logistics Research Grants
6

Scholarships for Students Receiving Social Care
54

Investment in the Environment
3,680 million yen

Environmental Efficiency
(CO_2 emissions per unit of sales)
26.00 t per 100 million yen
(2.86% improvement over the past three years)

Modal Shift Transportation Volume
327,354 t

Solar Power Generation - Total Output
20,768 MWh

Group Slogan

Challenging Dreams to Create the Future

For Your Dreams.

Whatever the times may bring, we strive to be a company chosen by the consumers.
We have been chasing our "Dream".

A Company gathered under one ambition, knitting dreams one by one.
We believe in the power of "Dreams".

Our mission is to protect and grow a societal key to the economy and livelihood, the logistics infrastructure.

Linking the dreams of people connecting together we create the future, adding wealth to the society.
SBS Group will keep on challenging "Dreams".

Transporting all manner of things safely, securely, in an optimal environment, and by more sustainable means.

SBS Group Business

General Logistics Business	■ Truck Transportation ■ Rail-based Transportation ■ Low Temperature Logistics ■ Logistics Center Operation ■ International Logistics ■ Processing in Logistics ■ Same-Day Delivery for Corporations ■ Home Delivery (for Individuals) ■ Company Relocation / Individual Relocation ■ On-site Logistics ■ 3PL Consulting
Property Management Business	■ Rent Business ■ Development Business
Logistics Support Business	■ Marketing Business ■ Pet Wellness Business ■ Insurance and Leasing ■ Environmental Business ■ Personnel Support

Major Business Resources *As of January 1, 2026

Number of Group employees
26,316
10,315 full-time employees
16,001 fixed-term employees

Operating floor area at warehouses
Approx.
1,265,000 tsubo
(approx. 4,181,800 square meters)

Number of business sites
832 sites
Japan: 747 sites,
Overseas: 85 sites

Number of vehicles owned
5,124 vehicles
All are eco-friendly vehicles.

Composition of Net Sales by Business



- Logistics Business 460.2 billion yen (94%)
- Property Management Business 19.3 billion yen (4%)
- Other Businesses 10.7 billion yen (2%)

Composition of Operating Income by Business



- Logistics Business 11.8 billion yen (56%)
- Property Management Business 9.1 billion yen (43%)
- Other Businesses 0.6 billion yen (3%)

Adjusted -0.4 billion yen

Composition of Net Sales by Group Company



- SBS Toshiba Logistics Corporation (26%)
- SBS NEXTHIRD Co., Ltd. (22%)
- SBS Logicom Co., Ltd. (17%)
- SBS Flec Co., Ltd. (12%)
- SBS Sokuhai Support Co., Ltd. (7%)
- SBS Zentsu Co., Ltd. (5%)
- SBS NSK LOGISTICS Co., Ltd. (4%)
- SBS Furukawa Logistics Corp. (3%)
- Other (6%)

(Consolidated results for fiscal 2025) *Totals may not add up to 100% due to rounding.

Domestic and Overseas Group Companies *As of January 1, 2026

1 SBS Holdings, Inc.

2 SBS Toshiba Logistics Corporation

- SBS Logistar Corporation
- Toshiba Logistics (Shanghai) Co., Ltd.
- Toshiba Logistics (Hangzhou) Co., Ltd.
- Toshiba Logistics (Dalian) Co., Ltd.
- Toshiba Logistics Hong Kong Co., Ltd.
- Toshiba Logistics (Singapore) Pte. Ltd.
- Toshiba Logistics (Philippines) Corporation
  - TL Forwarding Service (Philippines) Corporation
- Toshiba Logistics (Thailand) Co., Ltd.
  - TL Service (Thailand) Co., Ltd.
- Toshiba Logistics Malaysia Sdn. Bhd.
- Toshiba Logistics Vietnam Co., Ltd.
- Toshiba Logistics India Private Limited
- Toshiba Logistics America, Inc.
- Toshiba Logistics Europe Gmbh.
- Maruka Unyu Soko Co., Ltd.

3 SBS NEXTHIRD Co., Ltd.

- SBS San-ai Logistics Co., Ltd.
- RICOH LOGISTICS CORPORATION (current name) [USA]
- RICOH INTERNATIONAL LOGISTICS (HK) LTD. (current name) [Hong Kong]
  - Ricoh International Freight Forwarding (Shenzhen) Co., Ltd.
- SBS Logistics (Thailand) Co., Ltd. [Thailand]
- SBS Vietnam Co., Ltd [Vietnam]
- Jass Co., Ltd.
- SBS Global Network Co., Ltd.
- EMC INC.

4 SBS Logicom Co., Ltd.

- SBS Freight Service Co., Ltd.
- K.U.K. LINE Co., Ltd.
- SBS Logicom Kanto Co., Ltd.

5 SBS Flec Co., Ltd.

- SBS FlecNet Co., Ltd.
- Hinomaru Kyuso Co., Ltd.

6 BRIDGESTONE LOGISTICS CO., LTD.

- Towa Unyu Co., Ltd.

7 SBS Sokuhai Support Co., Ltd.

- Ai&Ai Co., Ltd.

8 SBS Zentsu Co., Ltd.

9 SBS NSK LOGISTICS Co., Ltd.

10 SBS Furukawa Logistics Corp.

- Yokohama Drum Factory Co., Ltd.

11 SBS Staff Co., Ltd.

12 SBS Finance Co., Ltd.

13 Marketing Partner, Inc.

14 Universal Metal Co., Ltd.

15 SBS Asset Management Co., Ltd.

- L–MAX Co., Ltd.

16 SBS Driving School Co., Ltd.

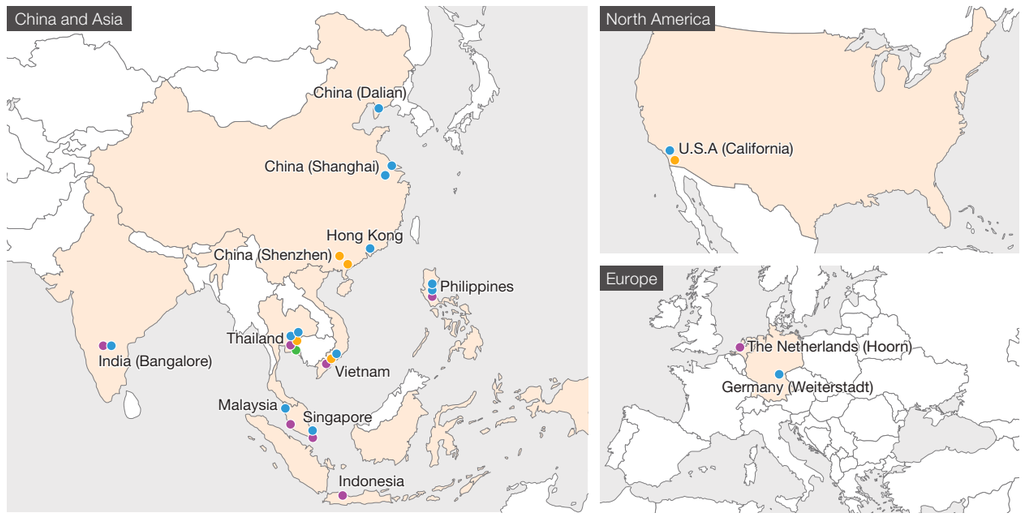
17 SBS Europe B.V.

- Blackbird Logistics B.V.
  - Pyxis Logistics Solutions B.V.
    - De Zwaluw Logistiek B.V.
    - De Zwaluw Shipping B.V.
    - Maasvlakte Customs Service B.V.
    - Transmission Hoorn B.V.

Overseas Group Companies

- SBS Logistics Singapore Pte. Ltd. [Singapore]
- SBS Logistics Holdings Hong Kong Ltd. [Hong Kong]
- SBS Total Logistics Malaysia Sdn. Bhd. [Malaysia]
- PT TANGGUH JAYA PRATAMA [Indonesia]
- TAS Logistics Co., Ltd. (Thailand) [Thailand]
- Atlas Logistics Pvt Ltd. [India]

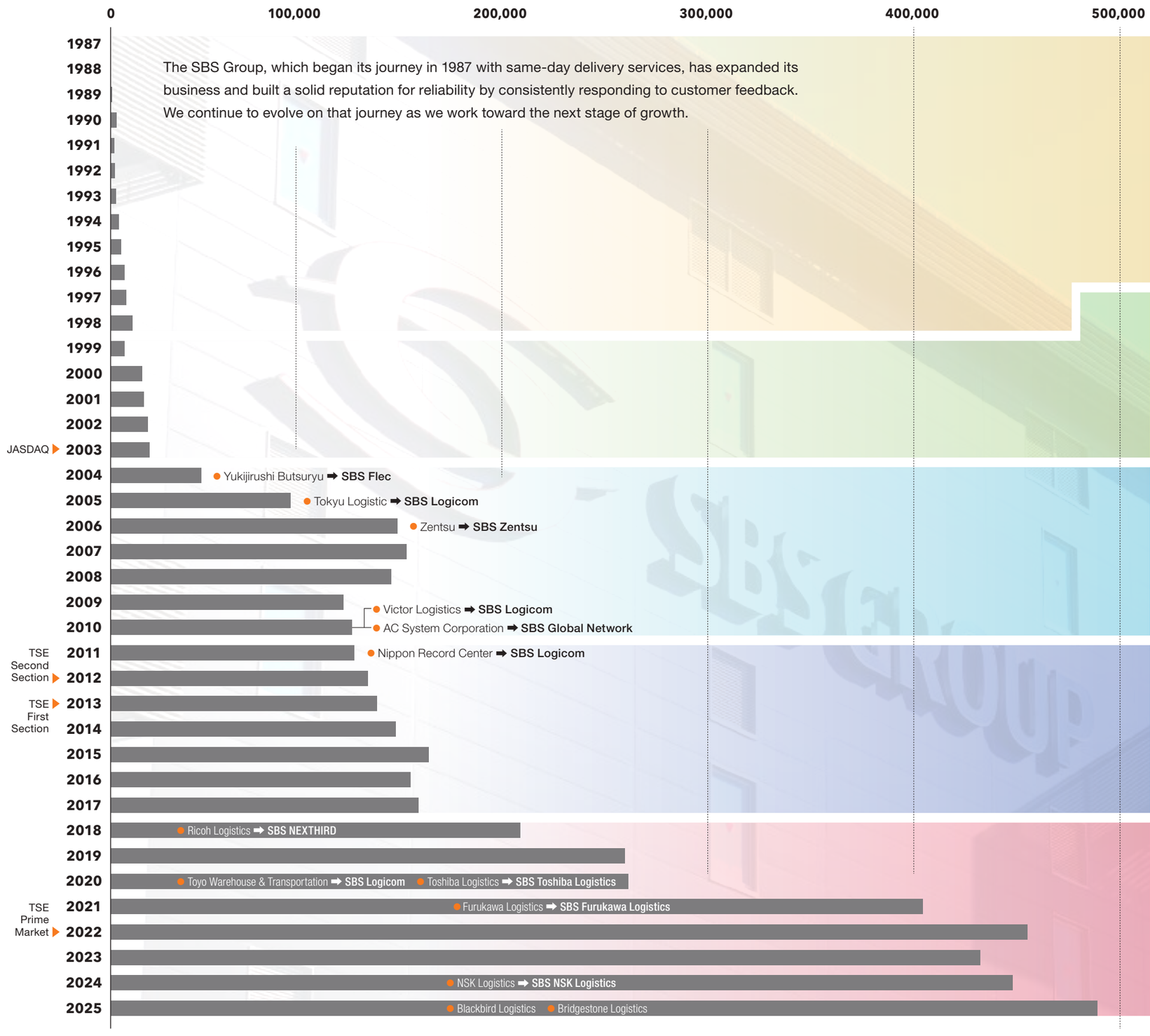
● SBS Toshiba Logistics Corporation ● SBS NEXTHIRD Co., Ltd. ● SBS Furukawa Logistics Corp. ● Other overseas Group companies and affiliates



Evolution of the SBS Group

Trend in Net Sales of the SBS Group Since Its Foundation (Unit: million yen)

● Major M&A



Phase 1 (1987 to 1998)

From foundation to diversification

In December 1987, we launched a mini truck delivery business by leasing a warehouse that was approx. 50 tsubo (approx. 165 square meters) in Saga, Koto-ku, Tokyo. We expanded the business centering on B2B same-day delivery with the service area being the Tokyo Metropolitan Area. In response to customer needs, we also launched a series of new businesses, including warehousing, truck transportation, and mailing businesses. In January 1998, we began operating the 3PL service that would develop into the core of the SBS Group's growth strategy.

Phase 2 (1999 to 2003)

Listed on the stock market as a comprehensive outsourcing service company

We changed our trade name to SBS, aiming to achieve further development as a comprehensive outsourcing service company. We continued growing by implementing initiatives including the expansion of our mailing and worker dispatch businesses, entry into the industrial waste disposal business, and the establishment of an international logistics company. We prepared to move to the next stage over four years, achieving our listing on JASDAQ in 2003.

Phase 3 (2004 to 2010)

(2004 to 2010) Growth through M&A activities

As part of the initiatives to enhance our outsourcing functions, we moved ahead with collaborations and alliances with other companies and M&A activities. In 2004, we entered the food logistics business by acquiring an equity stake in the logistics subsidiary of Snow Brand Milk Products Co., Ltd. Having started with that effort, we implemented a series of M&A activities until our net sales exceeded 100.0 billion yen. Later, we also restructured our businesses through selection and consolidation and strengthened our administrative divisions, solidifying the structure of the SBS Group. At the same time, we also proceeded with the in-house development of large-scale logistics facilities.

Phase 4 (2011 to 2017)

Establishment of the SBS brand

We implement our unique growth strategy of integrating logistics and facilities. While honing our 3PL services, we are improving our logistics centers as bases for our services. While being joined by new members through M&A activities, we unified our brand to enhance our corporate value. Having overcome the ordeal of the Great East Japan Earthquake, we were listed on the Second Section of Tokyo Stock Exchange (TSE) in 2012 and moved to the First Section of TSE in 2013.

Phase 5 (Since 2018)

Driving a full-scale global business expansion

Starting with Ricoh Logistics (currently SBS NEXTHIRD) joining the Group in 2018, we began full-scale efforts to build a global logistics network. With Toshiba Logistics and others, we have steadily acquired the major manufacturer logistics companies and placed them under our control, reinforcing our domestic base while developing an overseas network. In 2025, we established a foothold in the European market when the Netherlands-based Blackbird Logistics B.V. joined the Group. We have continued to drive a powerful growth trajectory as a global 3PL provider linking domestic and overseas operations end to end.



We have launched our new medium-term management plan targeting 2030. We will reach net sales of 700 billion yen while consistently improving income margin in the logistics business.

President, SBS Group
Masahiko Kamata

As a challenger

The DNA of the SBS Group lies in our stance as a challenger. Since we founded the company in 1987 to provide same-day delivery in the Tokyo metropolitan area, we have steadily grown by developing new customers, markets and areas of operation. As part of that process, a group of companies handling the logistics functions of major manufacturers have joined the SBS Group and acquired the same “unwavering venture spirit” shared by each Group company, leading to robust growth. Having achieved its sales targets and each milestone and steadily growing in size, the SBS Group has redefined itself as a “mega-venture.”

Turning the evolving business environment into opportunity

The environment surrounding the logistics industry has become increasingly complex. The international landscape, marked by the materialization of geopolitical risks, has significantly impacted entire economy of each country beyond the fuel prices, and is even driving a transformation of supply chains across major industries. While artificial intelligence (AI) and other advanced technologies are opening up new possibilities for logistics, workforce shortages are becoming increasingly acute. Legislative and regulatory updates related to logistics have also forced business operators to find solutions to new challenges.
While these trends represent headwinds for the logistics industry on the whole, they also present a significant opportunity for the SBS Group. To turn environmental changes into growth opportunities, we are working to strengthen our underlying capabilities in terms of both scale and profitability and set our foundations in place, while renewing our resolve to become a company that both ourselves and others recognize as “beneficial to society.”

Looking back on fiscal 2025

Fiscal 2025 was the year that concluded the SBS Group’s three-year management plan:, SBS Next Stage 2025. Taking into account the progress made in the two fiscal years that preceded it, we tackled key initiatives.
In our mainstay logistics business, we focused our efforts on acquiring new customers who demand high-level logistics functions, tapping into EC logistics demand, and enhancing our lineup of services including the full-scale introduction of last-mile contactless delivery services, in addition to expanding our businesses with existing customers. In parallel with these efforts, we made further progress on reforming our earnings structure, such as reducing the scale of losses incurred when establishing new business sites, and eliminating vacant warehouse spaces.
As a result, we achieved consolidated results that included increases in both sales and profit for the first time in three fiscal period. Net sales increased 42.199 billion yen (up 9.4%) year on year, to 490.344 billion yen, operating income rose 3.591 billion yen (up 20.3%) year on year, to 21.295 billion yen, ordinary income increased 2.680 billion yen (up 14.5%) year on year, to 21.143 billion yen, and net income attributable to owners of parent increased 2.164 billion yen (up 22.5%) year on year, to 11.783 billion yen. These results also represented record highs for both net sales and net income.
However, I view these financial results as merely a slight turnaround from the declines in sales and profit in the two periods preceding fiscal 2025. We are still in the process of reforming our earnings structure. The question now is what kind of trajectory we will chart from here.

Welcoming another two logistics companies to the Group

Two logistics companies that joined the SBS Group during fiscal 2025 are set to play a key role in advancing the Group’s business expansion.
Bridgestone Logistics, which has handled logistics for the product and raw materials of the Bridgestone Group, a well-known Japanese national brand, joined the Group with an aspiration to pioneer the future. That logistics network that extends across Japan, and efficient, high-quality operations will combine with the Group’s expertise and customer base to produce future growth opportunities. The addition of Bridgestone Logistics will not only pioneer the Group’s third-party logistics (3PL) business in the automotive sector but also has the potential to become a platformer in tire logistics both in Japan and overseas.
Meanwhile Blackbird Logistics, with core operations in providing logistics services to fast-growing major discount retailers, is a trusted, long-established logistics group serving the domestic market in the Netherlands, and maintains a group of warehouses in Rotterdam, Europe’s largest port. With Blackbird Logistics joining the SBS Group, the Group will gain a foothold in the European market for the first time. There is also potential for broad cooperation with SBS NEXTHIRD and SBS Toshiba Logistics. In addition, Blackbird Logistics’ long-held expertise in the efficient utilization of warehouse space should also contribute to improved income margins for the SBS Group’s logistics operations overall.

Our new medium-term management plan: Harmonized Growth 2030

From fiscal 2026, we are implementing our new five-year medium-term management plan, dubbed “Harmonized Growth 2030.” The plan, with its titular “harmonized growth,” represents the integrated pursuit of sales growth and improved income profit margin. In fiscal 2030, we will target consolidated net sales of 700 billion yen and an income margin in the logistics business of 4.5%.
To hit these targets, we will expand the areas producing growth

in our logistics business, namely the 3PL business, international business and EC business. In the 3PL business, we will target new sales that leverage the competitive advantages of each Group company, and the sharing of sales information within the Group. In the international business, we will clarify the countries and regions to be prioritized by our main Group companies from the perspective of overall optimization, while taking full advantage of the network infrastructure we have already built. In the EC business, we will transfer the platform we have already built to the framework operated by SBS Logicom, while also proactively tap into the demand for customized services that leverage the strengths of individual companies to design solutions tailored to the needs of shippers. These key initiatives in each business field will be implemented in parallel with investments in warehouses developed in-house, improvements to our logistics network, and the adoption of technologies, and lead to the broad provision of services that represent significant advantages to customers. In conjunction with this organic growth, we will also prepare for and execute strategic M&A activities as inorganic growth in Japan and overseas.

Moreover, to ensure that reforms to our earnings structure take hold, we will set four Group-wide KPIs (unprofitable businesses and locations, vacant warehouse space, optimum personnel allocations and price optimization), track their progress, and also strengthen our upfront screening process for potential new orders as a first line of defense.

Our unique approach to PMI ensures the success of every M&A action

A considerable number of the logistics companies welcomed to the SBS Group through M&A activities have historically relied on their former parent companies as major customers, and are therefore unaccustomed to sales development. That is why in the SBS Group, SBS Holdings takes the lead in sharing business infrastructure and sales information, and advances measures such as truck automation, investment in warehouses and the reassigning of personnel at each Group company, enabling them to actively pursue new sales opportunities. We foster a mindset of creating new business, while gradually instilling an approach that emphasizes profit.

Our track record in enhancing the corporate value of logistics companies that have joined the SBS Group through M&A actions led to Bridgestone Logistics joining the Group recently.

Sustainability management

The SBS Group implements sustainability management with the aim of aligning enhanced corporate value with the realization of a sustainable society.

To develop safe and secure logistics services, we implement a range of measures targeting vehicles, facilities and employees, including measures aimed at reducing serious accidents and at-fault vehicle accidents. By fiscal 2030, we plan to equip at least 70% of our commercial vehicles with designated safety devices, including AI dash cams.

As part of efforts to develop logistics infrastructure with an emphasis on the environment, we have been making progress in reducing the carbon footprint of our vehicles and logistics facilities. By fiscal 2030, we will transition around 1,000 vehicles in our fleet, mainly small- and medium-sized vehicles, to electric vehicles. We also plan to study fuel cell vehicles (FCVs) that use hydrogen and other technologies to ensure that we have a broad range of options for the future. We are also broadly pursuing the potential for streamlining logistics and reducing CO_2 emissions in a range of areas, from contactless delivery services to joint logistics.

To manage human resources, we will implement comprehensive measures that cover recruitment, training and retention. In addition to developing an environment that enables a diverse range of human resources to succeed, to prepare for driver shortages that are expected to become acutely apparent in the future, we will roll out a vocational training program to recruit non-Japanese drivers, with SBS Driving School playing a core role.

Amid increasing demands to ensure quality in decision making and the handling of management risks, we will strive to observe each principle of the Corporate Governance Code, while also working to enhance governance.

The current status and future of shareholder return

The SBS Group generates profit by delivering value to a wide range of stakeholders, including customers, and it returns the profit to its shareholders. We have continually enhanced shareholder return while considering the balance of growth investment and financial soundness.

In fiscal 2025, we issued dividends of 90 yen per share, an increase of 20 yen from the previous period. As a result, we achieved a dividend payout ratio of 30.3%, achieving our 30% target.

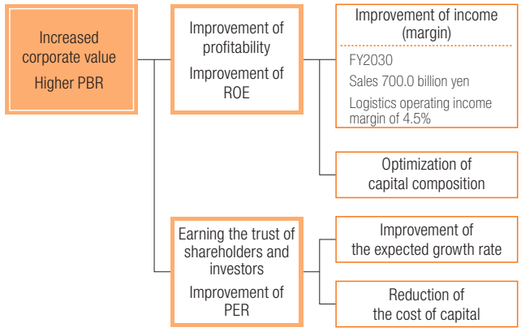
In fiscal 2026, we plan to raise this to 105 yen per share. We will continue to maintain a dividend payout ratio of 30% or higher, and work towards the new target of 35% or higher in the future.

Our approach to expanding corporate value

The SBS Group has charted a path to expanding corporate value, which serves as the foundation for the steady pursuit of initiatives. First, we aim to enhance profitability by raising income margins and optimizing our capital structure. In addition, we aim to gain the acceptance of shareholders and investors by raising the expected growth rate and reducing the cost of capital. We will drive growth in corporate value by working diligently to achieve these goals.

Improving the stock price to earnings ratio (PBR) is one of the key metrics indicating growth in corporate value. The SBS Group's PBR had fallen from 2.1 times in fiscal 2021 to 1.1 times in fiscal 2024. However, it recovered to 1.6 times in fiscal 2025. Going forward, we will implement a range of measures to hit a target range of between 1.6 times and 2.0 times for this metric. The key to achieving this lies in raising the operating income margin of the logistics business, and we will devote the maximum possible management resources to this end.

Path to the Enhancement of Our Corporate Value





Refining our business model

The SBS Group's business model as a "3PL corporate group possessing omnidirectional logistics functions" is built upon the systematic iteration of the in-house development of logistics facilities and their securitization cycle. This business model delivers significant advantages to customers in terms of services and price, while also allowing us to utilize cash in the most effective way on the financial side, and serve as the engine of stable business growth.

Linked with our real estate business, this model also proves effective in our M&A activities. For example, when the logistics subsidiaries of manufacturers join the SBS Group, we work to create win-win relationships where we accept all of idle land from these former parent companies as part of the acquisition, which we later effectively utilize for warehouses and other facilities.

Even as the size, diversity and geographical range of our business expands, we will continue to further refine this business model which has served as a source of strength for the SBS Group.

Contributing to the development of a prosperous society

Part of the SBS Group's mission is to evolve while safeguarding logistics as key social infrastructure, thus helping shape a prosperous society. While making every effort to earn the trust of our customers and society, we will continue to fulfill this mission. In doing so, our goals of generating 1 trillion yen in consolidated net sales and securing a firm position in the top tier of the logistics industry, now finally within reach, will naturally become a reality.

We hope you continue to watch our progress in further tackling these challenges with great interest.

FY2025 Results (Consolidated)

Sales
490.3 billion yen (+9.4%)

Operating Income
21.2 billion yen (+20.3%)

Operating Income Margin
4.3 % (+0.3 points)

Operating Income Margin (Logistics Business)
2.6 % (+0.4 points)

2030 Numerical Targets

Sales
700.0 billion yen

Operating Income Margin (Logistics business)
4.5 %

Shareholder Return FY2025 Results

Dividend per Share
90 yen

Dividends Payout Ratio
30.3 %

The SBS Group's Value Creation Process

The SBS Group's business of providing logistics services as social infrastructure is supported by various types of capital. To enhance this capital, we are striving to formulate and push forward with growth strategies with an open perspective.

INPUTS

Capital utilized for corporate activities

Financial Capital

We seek to maintain an equilibrium between active investment activities and ensuring financial health. Accordingly, a target shareholders' equity ratio of 30% has been set. In terms of shareholder return, the Company maintains continuous dividends and makes every effort to raise dividend levels in line with business performance.

Capital for the Provision of Services

We are committed to developing comprehensive logistics infrastructure including logistics facilities, vehicles, equipment, information systems and service sites, at a scale and quality level that adequately satisfies changing customer needs.

Human and Organizational Capital

Under our basic strategy on human capital management, we will help employees improve their skills, support their career development, enhance work-life balance and improve our diversity and inclusion efforts. At the same time, we will build and operate mechanisms designed to enhance the quality and productivity of operations.

Intellectual Capital

We will further enhance our wide-ranging logistics service operational capabilities while systematically accumulating, sharing and developing knowledge leading to solutions to customer issues.

Social Capital

The SBS Group gains an understanding of varied expectations and demands through dialogue with stakeholders, reflects that insight in its corporate activities, and strives to work in harmony and in collaboration with society. We make particular efforts with respect to ensuring safety, the most important social demand for a logistics business operator. We also contribute to society and local communities as a corporate citizen.

Natural Capital

The SBS Group increases the efficiency and sustainability of logistics systems in Japan and other countries, thus helping preserve the health of the natural environment globally and in individual countries and regions.



*1 All figures are the total number of employees and differ from the figures listed in securities reports.
*2 The figure disclosed last year as CO_2 emissions per unit of sales for fiscal 2024 was erroneously reported as "24.24." The correct figure is "26.26." We have corrected the figure and apologize for the error.

Indicators	Change				
	2021	2022	2023	2024	2025
Total assets (million yen)	277,197	296,898	301,317	317,287	**346,852**
Net assets (million yen)	80,707	92,172	102,592	112,948	**126,553**
Shareholders' equity ratio (%)	21.9	23.7	26.4	27.8	**27.9**
Net DE ratio (times)	1.23	1.01	0.90	0.80	**0.90**
Number of shareholders	4,501	4,247	4,804	5,157	**4,206**
Number of business sites (domestic business sites only)	674	678	707	716	**747**
Number of vehicles	4,884	5,080	5,165	5,057	**5,124**
Number of forklifts	1,488	2,154	2,278	2,554	**3,564**
Investment in facilities and equipment (million yen)	14,501	17,859	10,952	14,738	**13,974**
Number of employees*1	23,950	23,773	23,944	23,809	**26,316**
Actual training participants	8,966	10,658	11,693	12,975	**12,032**
Number of companies with ISO 9001 (quality) certification	7	7	7	7	5
Number of companies with ISO 14001 (environmental) certification	9	9	9	9	7
Number of companies with ISO 27001 (information security) certification	5	5	5	5	5
Group-average fuel efficiency (km/L)	5.03	5.05	5.05	5.05	**5.01**
Number of employees taking eco-driving training (cumulative total)	1,617	1,662	1,697	1,709	**1,758**
Number of business sites with G-mark certification	169	177	189	194	**199**
Accident rate (annual accident rate per vehicle) (%)	0.85	0.98	0.81	Up 0.77	**0.75**
Logistics research grants	4	7	5	5	6
Scholarships for students receiving social care	76	86	50	55	54
Food bank support expenses (million yen)	2.41	2.92	1.36	3.5	1.7
Environmental efficiency (CO_2 emissions per unit of sales) (tons/100 million yen)	28.23	26.76	26.63	26.26*2	**26.00**
Solar power generation - Total output (kWh)	11,146	12,734	19,987	16,609	**20,768**
Waste processing logistics handling volume (t)	7,579	9,195	10,160	8,924	**16,294**
Investment in the environment (million yen)	3,581	1,972	2,046	4,227	**3,680**

OUTCOMES

Medium-to-long-term value creation and capital adequacy

Financial Capital

Achieving balanced, sustainable growth driven by profit growth by fiscal 2030

Capital for the Provision of Services

Logistics systems that respond to future customer needs

Human and Organizational Capital

Maximizing the capabilities of each human resource and Group synergy

Intellectual Capital

Accumulating and utilizing technologies and expertise that will support future 3PL/4PL business models

Social Capital

Building trust and cooperative relationships with a wide range of stakeholders

Natural Capital

Roadmap for achieving the 2°C target for climate change

Consolidated Business Results for Fiscal 2025

Consolidated Business Results

<Consolidated Business Results>
In the fiscal year under review, the employment and income environment improved and consumer sentiment showed signs of rebounding. However, uncertainty over the future continued due to labor shortages, persistently high energy and raw material prices, and heightened geopolitical risks. Net sales increased, driven by factors including the acquisition of new customers in the logistics business and the effects of newly consolidated subsidiaries. Similarly, each profit item also improved, in part reflecting progress in transforming the earning structure in the logistics business, in addition to the effects of higher net sales.
Net sales improved to 490.344 billion yen (up 9.4% year on year), operating income rose to 21.295 billion yen (up 20.3%), ordinary income was 21.143 billion yen (up 14.5%), and net income attributable to owners of parent increased to 11.783 billion yen (up 22.5%). Net sales set a new record high for the second consecutive year, while net income hit a record high for the first time in three years.
Return on equity (ROE) rose by 1.3 points to 12.7%, driven by improved profitability.

The Group's three segments, the Logistics Business, Property Management Business and Other Businesses each recorded year-on-year increases in sales and profit.

<Logistics Business>
Net sales in the Logistics Business amounted to 460.233 billion yen (up 9.5% year on year), in part reflecting the acquisition of new customers and the effects of newly consolidated subsidiaries, while operating income rose to 11.888 billion yen (up 28.9%) thanks to progress on fee optimization and profitability improvements of existing unprofitable sites, in addition to the factors contributing to higher sales.

<Property Management Business>
Net sales in the Property Management Business increased to 19.331 billion yen (up 7.8% year on year), while operating income improved to 9.142 billion yen (up 12.7%).

<Other Businesses>
Net sales in Other Businesses increased to 10.778 billion yen (up 9.1% year on year), with operating income improving to 0.675 billion yen (up 73.0%).

Consolidated business results for fiscal 2025 (amounts are units of a million yen)

	Fiscal 2024	Fiscal 2025	Change	Pct. Change
Net sales	448,145	490,344★	+42,199	+9.4%
Operating income	17,704	21,295	+3,591	+20.3%
Ordinary income	18,463	21,143	+2,680	+14.5%
Net income attributable to owners of parent	9,619	11,783★	+2,164	+22.5%
Earnings per share (EPS)	242.19 yen	296.69 yen	+54.50 yen	+22.5%
Return on equity (ROE)	11.5%	12.7%	+1.3%	

★ Record high

Results by segment (amounts are units of a million yen)

Segment		Fiscal 2024	Fiscal 2025	Change	Pct. Change
Net sales	Logistics	420,333	460,233	+39,900	+9.5%
	Property management	17,936	19,331	+1,395	+7.8%
	Others	9,875	10,778	+902	+9.1%
	Total	448,145	490,344	+42,199	+9.4%
Operating income	Logistics	9,220	11,888	+2,667	+28.9%
	Logistics operating income margin	2.2%	2.6%		
	Property management	8,113	9,142	+1,028	+12.7%
	Others	390	675	+284	+73.0%
	Adjustments	-20	-409	-389	-
	Total	17,704	21,295	+3,591	+20.3%
	Income margin	4.0%	4.3%		

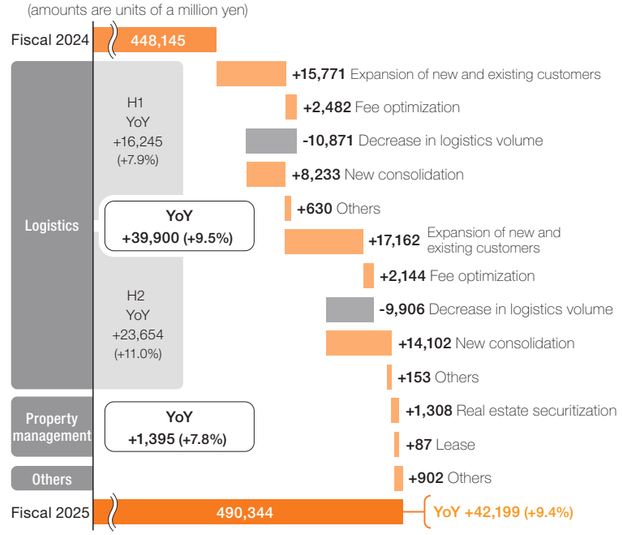
Factors Behind Year-on-Year Changes by Segment

<Logistics Business>
Net sales increased by 16.2 billion yen (up 7.9% year on year) in the first half of the year, and jumped by 23.6 billion yen (up 11.0%) in the second half.
Although reduced logistics volumes from some shippers have an impact in both the first and second half of the year, this was covered by acquiring new customers and making progress with fee optimization. Combined with the effects of newly consolidated subsidiaries, sales increased particularly through the second half of the year.
Although operating income rose only 0.3 billion yen in the first half, in the second half it increased by 2.2 billion yen, significantly expanding the increase in operating income to 48.2%. Through the full year, in addition to covering the decline in profit due to lower volume from some shippers with growth from new and existing customers and progress with fee optimization, from the fiscal year under review we worked to improve the profitability of unprofitable sites as a priority challenge, and this had positive effects to the tune of 0.4 billion yen in the first half and 1.2 billion yen in the second half, leading to an overall increase in operating income.
As a result of improved profitability, looking at the quarterly income margins in the Logistics Business, while it was just 1.8% in the first quarter, this steadily improved to 2.6% in the second quarter, 2.9% in the third quarter, and 3.0% in the fourth quarter.

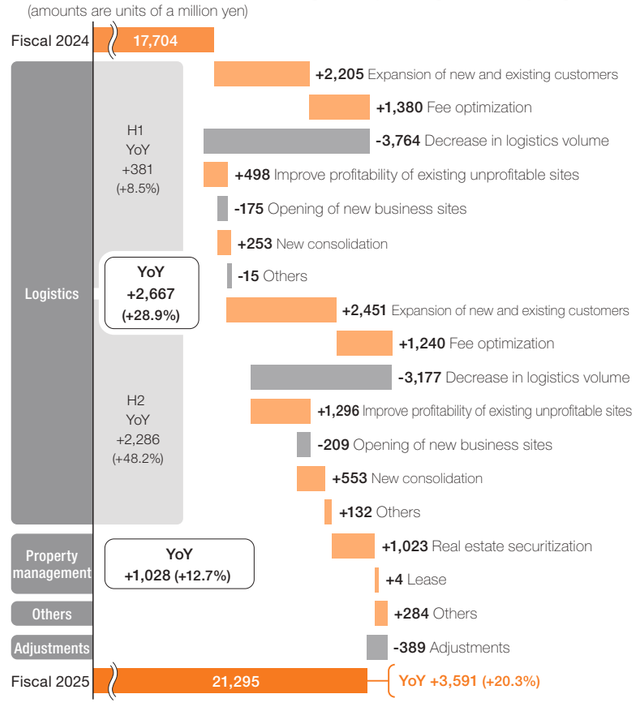
<Property Management Business>
We implemented a partial transfer of trust beneficiary rights in a logistics warehouse (Noda Seto Logistics Center Building A) owned by a consolidated subsidiary. By expanding the scale of securitization, net sales increased by 1.3 billion yen (7.8% year on year), while operating income improved by 1.0 billion yen (12.7%).

<Other Businesses>
Due to factors including increased sales in the Marketing Business and growth in orders received in the Personnel Support Business, net sales increased by 0.9 billion yen (up 9.1% year on year), while operating income improved by 0.2 billion yen (73.0%).

Factors behind year-on-year changes in net sales by segment
(amounts are units of a million yen)



Factors behind year-on-year changes in operating income by segment
(amounts are units of a million yen)



Change in operating income margin in the Logistics Business in fiscal 2025

First Quarter	Second Quarter	Third Quarter	Fourth Quarter	Full Year
1.8%	2.6%	2.9%	3.0%	2.6%

Consolidated Business Results for Fiscal 2025

Performance by Major Group Companies

The SBS Toshiba Logistics Group increased net sales by 7% and operating income by 44%, benefitting from improved profitability at business sites that began operating in the previous fiscal year and advances in fee optimization in addition to higher logistics volumes related to home appliances, medical devices and energy.
The SBS NEXTHIRD Group achieved an increase in sales coupled with a decline in income, reflecting a decline in logistics volume from some shippers and the costs associated with opening a new development site, despite acquiring new customers and showing strong performance in office supply and other areas.
The SBS Logicom Group opened a new site and generated higher logistics volume from existing customers, but due to an increase in vacant warehouse space and the costs associated with the launch of a new business site, higher sales were accompanied by a fall in income.

Status of Cash Flow Generation

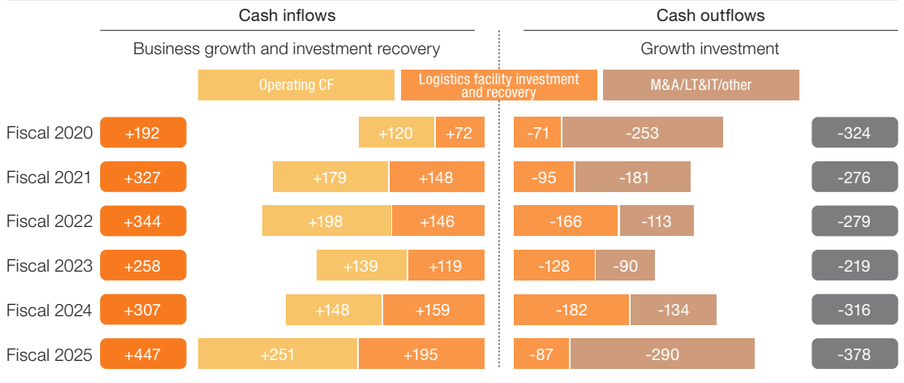
In the fiscal year under review, total cash inflows increased significantly, reflecting business growth to date and investment recovery effects. In response, growth investments were also significantly scaled up. On the cash inflow side, 19.5 billion yen in investments in logistics facilities was recouped, in part from the securitization of the Noda Seto Logistics Center. In addition, cash flows from operating activities increased to 25.1 billion yen due to strong business growth. As a result, total cash inflows amounted to 44.7 billion yen. A total of 37.8 billion yen of this increased cash was allocated to growth investments, including M&A investments and investments in logistics facilities.

Performance by major Group companies (amounts are units of a million yen)

		Fiscal 2024	Fiscal 2025	Change	Pct. Change
SBS Toshiba Logistics Group	Net sales	117,672	126,201	+8,528	+7.2%
	Operating income	3,547	5,132	+1,585	+44.7%
SBS NEXTHIRD Group (Former) SBS Ricoh Logistics Group	Net sales	104,375	107,867	+3,491	+3.3%
	Operating income	3,348	3,088	-259	-7.8%
SBS Logicom Group	Net sales	74,800	77,365	+2,565	+3.4%
	Operating income	5,837	5,591	-246	-4.2%
Total of 3 companies	Net sales	296,848	311,434	+14,586	+4.9%
	Operating income	12,732	13,811	+1,079	+8.5%
Other total	Net sales	151,297	178,909	+27,612	+18.3%
	Operating income	4,971	7,484	+2,512	+50.5%
Consolidated Financial Results	Net sales	448,145	490,344	+42,199	+9.4%
	Operating income	17,704	21,295	+3,591	+20.3%

*1 Figures are on an internal management basis. *2 Figures for SBS Logicom group exclude real estate liquidation figures.

Status of cash flow generation (amounts are units of a billion yen)



Free cash flow is classified into “Operating CF (*1)” “Logistics facility investment and recovery” and “M&A/LT&IT/other”

*1 Investments in and recovery of real estate (inventories) including in Operating CF are classified into “Logistics facility investment and recovery.”

Fiscal 2026 Consolidated Business Forecasts (as of February 13, 2026)

Consolidated Business Forecasts

Net sales are projected to rise, driven by the promotion of growth strategies in the logistics business and the effects of new consolidation.
Looking at operating income, the effects of increased sales combined with steady progress transforming the earnings structure of the logistics business are expected to drive increases in each class of profit.
For fiscal 2026 we forecast dividends of 105 yen per share, an increase of 15 yen (with a dividend payout ratio of 30.9%).

Consolidated Forecasts by Segment

In the logistics business, we forecast an increase in net sales driven by growth strategies in 3PL, the international business and EC business, combined with the consolidation of Bridgestone Logistics (target net sales of 55.0 billion yen). Operating income is also forecast to rise, benefitting from an enhanced earnings structure including improved profitability at unprofitable sites and the elimination of vacant warehouse space, in addition to the effects from higher net sales.
In the Property Management Business, we anticipate net sales and operating income at roughly the same level as the previous year, reflecting real estate securitization at levels that mirror the previous fiscal year.

Fiscal 2026 consolidated business forecasts (amounts are units of a million yen)

	Fiscal 2025 Results	Fiscal 2026 Forecasts	Change	Pct. Change
Net sales	490,344	560,000	+69,655	+14.2%
Operating income	21,295	24,000	+2,704	+12.7%
Ordinary income	21,143	24,000	+2,856	+13.5%
Net income attributable to owners of parent	11,783	13,500	+1,716	+14.6%
Earnings per share (EPS)	296.69 yen	339.90 yen	+43.22 yen	+14.6%
ROE	12.7%	13.2%	+0.5%	
Dividend per share	90 yen	105 yen	+15 yen	
Dividends payout ratio	30.3%	30.9%	+0.6%	

*1 Figures are based on internal management data *2 Figures for SBS Logicom group exclude real estate liquidation figures

Consolidated forecasts by segment (amounts are units of a million yen)

Segment		Fiscal 2025 Results	Fiscal 2026 Forecasts	Change	Pct. Change
Net sales	Logistics	460,233	527,000	+66,766	+14.5%
	Property management	19,331	20,000	+668	+3.5%
	Others	10,778	13,000	+2,221	+20.6%
	Total	490,344	560,000	+69,655	+14.2%
Operating income	Logistics	11,888	14,700	+2,811	+23.7%
	Logistics operating income margin	2.6%	2.8%		
	Property management	9,142	9,000	-142	-1.6%
	Others	675	700	+24	+3.7%
	Adjustments	-409	-400	+9	-
	Total	21,295	24,000	+2,704	+12.7%
	Income margin	4.3%	4.3%		

Management Plan and Long-Term Vision

To put the SBS Group on track for balanced, sustainable growth driven by profit growth and achieve the long-term vision, we have been implementing our new medium-term management plan, dubbed “Harmonized Growth 2030.”

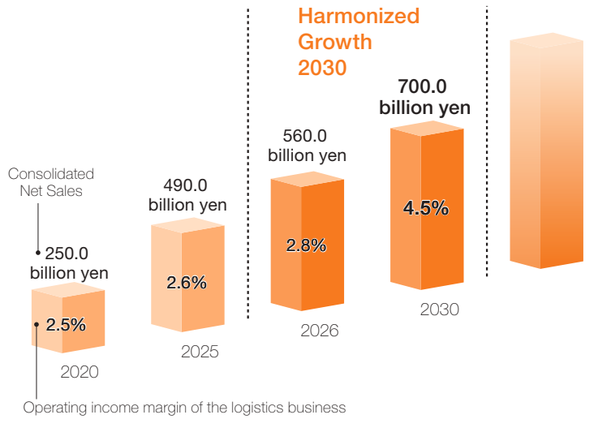
Medium-Term Management Plan: Harmonized Growth 2030 (FY2026 to FY2030)

Due to recent developments around the world, we have been working to rebuild the supply chain, including logistics, on a global scale. In Japan, the outlook for the management environment has become increasingly uncertain, reflecting ongoing inflation, rising interest rates and changing legislation surrounding logistics.
Operating in this environment, the SBS Group has worked to advance to the next stage of growth as a social infrastructure company under SBS Next Stage 2025, its three-year management plan that ended in fiscal 2025. Further, to maximize the benefits reaped from those initiatives, we have formulated Harmonized Growth 2030, a new medium-term management plan that establishes growth targets with a greater focus on profit. We will view the dramatic shifts in the business environment as the perfect opportunity for rapid advances, take on the challenge of further logistics innovation, and solidify our top-tier position in the industry.
Under this plan, our growth strategy will continue to focus on three pillars: implementing our core 3PL business, expanding operations overseas where growth is expected, and focusing on the EC business enjoying continued market growth both domestically and abroad. In addition, as in the past we will continue to pursue discontinuous (inorganic) growth proactively through M&A activities.

To achieve sustainable growth driven by profit, we will concentrate on allocating management resources to the business domains that represent competitive advantages for the SBS Group, as well as M&A. At the same time, we will work to make the business foundations supporting those efforts more robustly, cultivate logistics talent with advanced expertise and global talent to support overseas expansion, and accelerate the development of logistics facilities and the implementation of logistics technologies (LT) aimed at future innovation. Meanwhile, we view the enhancement of human capital including the drivers supporting the base of the logistics business to be a critical management challenge. In addition to improving personnel systems, recruiting talented personnel and promoting reskilling with that challenge in mind, we will also strive to create a workplace environment that is both fulfilling and a source of pride for every employee. We will also put into practice sustainability management across the Group.
Through these initiatives, we aim to expand consolidated net sales from the current 490.0 billion yen (FY2025) to 700.0 billion yen by FY2030. In parallel, we have set the target of raising the operating income margin in the Logistics Business from 2.6% to 4.5%.
In addition, we will further flesh out our long-term vision of becoming a “mega venture growing on the strength of logistics technology (LT) × IT.”

Medium-Term Management Plan “Harmonized Growth 2030”

Achieving balanced, sustainable growth driven by profit growth



Long-Term Vision

A Mega Venture Growing on the Strength of Logistics Technology (LT) × IT

We aim to solidify our top-tier position in the industry and respond to all manner of customer logistics needs while becoming a trusted company that coexists with society.

Overview of Growth Strategy and Reform of the Earnings Structure

The plan has two pillars, growth strategy and reform of the earnings structure.
Under our growth strategy, we will pursue high levels of both organic growth centered around our core 3PL, international logistics, EC logistics and real estate development activities that represent strategic domains of the Group's Logistics Business, and inorganic growth through M&A activities and post-merger integration (PMI). As organic growth, we will pursue economies of scale through the utilization of Group-wide infrastructure, and further enhance our competitiveness by clarifying winning strategies for individual companies (blue ocean strategy). As inorganic growth, our main acquisition targets will continue to be the logistics arms of manufacturers and companies that can help strengthen our network through specific transportation modes.
Meanwhile, under efforts to reform our earnings structure, we have set four Group-wide key performance indicators (KPIs): the elimination of unprofitable sites and businesses, the elimination of vacant warehouse space, the optimization of personnel composition, and the strengthening of fee optimization efforts. Going forward, we will strive to achieve steady improvements by running the PDCA cycle based on a finer mesh than fiscal 2025. In addition, for new orders, SBS Holdings will take the lead in establishing a new Group-wide review system as we work to expand profit-generating businesses.

Overview of Growth Strategy and Reform of the Earnings Structure

Growth Strategy

■ Organic growth (logistics × real estate development)
- “Blue ocean strategy”
  Clearly defining, visualizing and exploring winning strategies for individual companies
- Make the real estate development business a stable source of revenue, and maintain steady progress of the pipeline

■ Inorganic growth (M&A × PMI)
- Target the logistics arms of manufacturers and companies that can help strengthen our network through specific transportation modes

×

Reform of the earnings structure

■ Implement the PDCA cycle based on four KPIs
- Eliminate unprofitable sites and businesses
- Eliminate vacant warehouse space
- Optimize personnel composition
- Step up fee optimization efforts

■ Strengthen the review system for new orders
- Develop a standardized Group-wide review system led by SBS Holdings

Hybrid strategy based on the characteristics of the SBS Group

One aspect of the SBS Group is that it is a collection of companies with different histories, cultures and areas of logistics expertise. To turn this diversity into a strength, we have emphasized Group coordination. Specifically, we have adopted the approach of identifying the areas where we can cooperate as a Group in advance, in order to unlock the power to generate 500.0 billion yen in total sales. In the strategic domains of 3PL, international logistics, EC logistics and real estate development, we provide expertise and logistics infrastructure that enable unified Group-wide efforts.
At the same time, each SBS Group company maintains a robust customer base stemming from its former parent company, leading to a typical pattern where the company enjoys overwhelming competitiveness in a specific field. Ensuring that each Group company can maintain and develop those unique qualities is of great importance to Group management.
By combining two elements that at first glance appear to contradict one another - a common platform that generates centripetal force and individuality that readily generates centrifugal force, we aim to achieve well-balanced, stable growth. This is the hybrid strategy of the SBS Group.

Centripetal Force (Group Collaboration) × Centrifugal Force (Individuality) → **A hybrid strategy driven** by group collaboration and individual strengths

Numerical Targets

Our medium-term management plan targets net sales of 700.0 billion yen, an operating income margin of 4.5% in the Logistics Business and an ROE of 14.1% by fiscal 2030.

Targets on a Consolidated Basis

By fiscal 2030, the final year of the Harmonized Growth 2030 medium-term management plan, our targets have us achieving net sales of 700.0 billion yen, an operating income margin of 4.5% in the Logistics Business* and an ROE of 14.1%.
Of these targets, the proportion generated from organic growth - our existing Group companies - will correspond to 640.0 billion yen in net sales and 38.0 billion yen in operating income.
We will target an operating income margin of 4.5% in the Logistics Business.
We expect inorganic growth (through M&A) to generate net sales of 60.0 billion yen. As there is uncertainty about when these activities can be implemented and when synergies will materialize and start to contribute to profit, we have set profit contribution in fiscal 2030 to zero under the plan.

* Targets set for existing Group companies

Group Performance Targets (FY2030)	
Net sales	700.0 billion yen
Operating income margin of the logistics business	4.5%
ROE	14.1%

Targets for the Three Main Companies

SBS Toshiba Logistics Group
Our target for FY2030 includes net sales of 140.0 billion yen and operating income of 7.9 billion yen (up from FY2025 results of 126.2 billion yen and 5.1 billion yen).
As a platform provider of heavy cargo and home appliance logistics, we will continue to provide 3PL services and 4PL solutions that are trusted by customers.

SBS NEXTHIRD Group
Our target for FY2030 includes net sales of 123.2 billion yen and operating income of 6.7 billion yen (up from FY2025 results of 107.8 billion yen and 3.0 billion yen).
SBS NEXTHIRD will fulfill its responsibility for expanding global 3PL within the SBS Group and lead efforts in joint transportation and industry restructuring as an office equipment logistics platform provider.

SBS Logicom Group
Our target for FY2030 includes net sales of 93.0 billion yen and operating income of 7.1 billion yen (up from FY2025 results of 81.4 billion yen and 5.1 billion yen).
We will leverage our strengths in diversity, flexibility and speed in an effort to secure the trust of customers and expand business.

Targets in Each Strategic Area

3PL
For the SBS Group overall, our target for the 3PL business is net sales of 399.6 billion yen by fiscal 2030 (up from FY2025 results of 275.4 billion yen).

International Logistics
Our target for net sales is 89.7 billion yen (up from FY2025 results of 62.5 billion yen).

EC Logistics
Our target for net sales is 79.1 billion yen (up from FY2025 results of 64.3 billion yen).

Numerical targets: consolidated,
Unit: 100 million yen, %: Operating income margin

			Fiscal 2025 (Results)		Medium-Term Management Plan Fiscal 2026		Medium-Term Management Plan Fiscal 2030	
Net sales	Organic growth	Logistics	4,602		5,270		5,768	
		Property management	193		200		456	
		Others	107		130		176	
		Sub-total	4,903		5,600		6,400	
	Inorganic growth	M&A					600	
		Total	4,903		5,600		7,000	
Operating income	Organic growth	Logistics	118	2.6%	147	2.8%	260	4.5%
		Property management	91		90		105	
		Others	6		7		17	
		Adjustments	-4		-4		-2	
		Sub-total	212		240		380	
	Inorganic growth	M&A					-	
		Total	212	4.3%	240	4.3%	380	5.4%
ROE			12.7%		13.2%		14.1%	

Numerical targets: breakdown of the organic growth business
Unit: 100 million yen

				FY2025 (Results)	Medium-Term Management Plan Fiscal 2026 Plan	Medium-Term Management Plan Fiscal 2030 Plan
Net sales	Breakdown by major companies	SBS Toshiba Logistics Group		1,262	1,260	1,400
		SBS NEXTHIRD Group (Former) SBS Ricoh Logistics Group		1,078	1,094	1,232
		SBS Logicom Group		814 *1	839	930
		Others Total		1,749	2,407	2,838
	Total			4,903	5,600	6,400
			3PL	2,754	3,489	3,996
			International	625	744	897
			EC	643	718	791
Operating income	Breakdown by major companies	SBS Toshiba Logistics Group		51	55	79
		SBS NEXTHIRD Group (Former) SBS Ricoh Logistics Group		30	38	67
		SBS Logicom Group		51 *1	55	71
		Others Total		80	92	163
			Total	212	240	380

*1 Adjusted figures reflecting the impact of business reorganization
*2 Figures are based on internal management data

Overview of Key Strategies

The key strategies of Harmonized Growth 2030, the SBS Group's new medium-term management plan ending in FY2030, have been organized as follows.

Harmonized Growth 2030

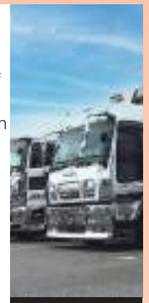
Strategies for Well-Balanced Growth

Organic

Business Domains

3PL

- Identify the competitive advantages of group companies as "Blue Oceans"
- Visualize sales databases, and deepen market penetration



P25-28

International

- Strengthen collaboration within the Group based on the restructured overseas business promotion framework
- Expand business operations in Europe through M&A



P29-30

EC

- Transfer operation of the Group's EC platform to an operating company (SBS Logicom) while promoting further business expansion and improved profitability
- Enhance customized EC businesses that leverage the strengths of each Group company



P31

Business Infrastructure

Logistics Network

- Strengthen trunk-line networks and last-mile delivery networks
- Increase the ratio of company-owned vehicles in anticipation of the enforcement of the new Trucking Act
- Reinforce the Group's logistics infrastructure, including warehouse and transportation networks, and international logistics networks
- Secure and optimize human resources through reskilling and personnel exchanges within the Group, and develop foreign drivers



P32

LT×IT

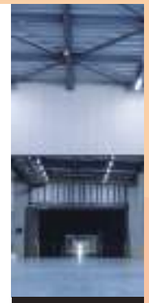
- Streamline on-site operations through labor-saving and workforce-reducing technologies, building a resilient operating structure that addresses labor shortages
- Establish competitive advantages by enhancing logistics sophistication through the utilization of logistics data
- Actively utilize AI to reduce costs in indirect departments



P33

Real Estate Development

- Continue in-house development of logistics facilities, expanding target areas nationwide
- Proactively acquiring land
- Promote asset securitization of owned properties to maintain financial soundness



P34

Inorganic

M&A PMI

- Promote competitive proposals, deal execution, and PMI by leveraging the know-how accumulated through extensive M&A experience
- Main target opportunities including domestic manufacturer logistics and transactions that contribute to expanding transportation and distribution networks

P35

Reform of the Earnings Structure

- Promote a PDCA cycle based on four Group-wide KPIs
  (1) Eliminate unprofitable businesses and locations
  (2) Reduce vacant warehouse space
  (3) Optimize workforce allocation
  (4) Ensure appropriate pricing
- Strengthen the screening framework for new business orders

P36

Financial Strategy

Financial Strategy/Path to Enhanced Corporate Value

- Emphasize ROE, PER and PBR and promote business management with cost of capital and capital efficiency in mind
- Strategically allocate capital to expand investment in the foundation for our growth and shareholder return

P37-40

Medium-to-Long-Term Strategies

Sustainability Management

- Strengthen governance
- Safe and reliable logistics services
- Build environmentally conscious infrastructure
- Human capital management

P43-78

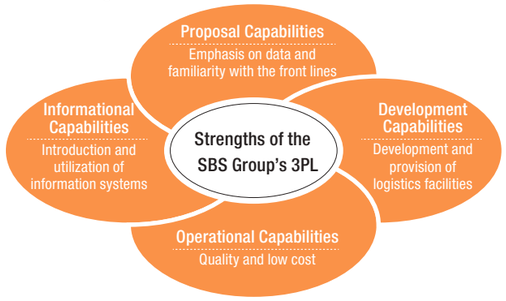
Growth Strategy / Organic　3PL Business

The SBS Group emphasizes 3PL that comprehensively supports corporate logistics and is further enhancing its strengths in this area. We are expanding the areas and geographical range of where we work.

3PL as the Core of Our Management Strategy

3PL (third-party logistics), which the SBS Group positions at the core of its management strategy, is a service where we propose logistics reforms to consignors and are entrusted with their related operations on a comprehensive basis. To achieve the ideal form envisaged by customers, we plan and operate a range of operations arising in the supply chain on behalf of customers, including transportation, packing, storage, cargo handling and information management. We expect that the trend of outsourcing logistics will accelerate faster than personnel shortages and cost increases, with 3PL seeing significant market growth.
The SBS Group defines logistics services meeting the criteria of direct contracts with consignor companies, medium-to-long-term plans and the joint entrustment of multiple services as 3PL. We consistently work to maximize the benefits of 3PL. Based on the low-cost operations the Group has honed, we flexibly combine various elements including consulting, information systems and logistics centers to support customers in various industries and lines of business.

The Group defines 4PL as logistics services that provide greater added value than are available with 3PL, and involve proposing and realizing logistics strategies that reflect customer management strategies (and solve management issues). The Group has been building up a track record of achievements using this approach. From a medium-to-long-term perspective, we conceptualize measures aimed at optimization of the entire supply chain, and promote those measures together with customers.



Overview of the SBS Group's 3PL and 4PL services *Adjusted depending on the project

Level	Outline of services
Strategy	Support for the development of logistics strategies from the customer's perspective / review, rebuilding and effect verification of overall logistics operations • Clarification of logistics issues • Formulation of medium- and long-term strategy • Optimization of logistics networks • Design of products and processes from a logistics perspective (DFL) • Introduction of new technologies and infrastructure • Development and review of organizational structure
Management	Design and reliable operation of mechanisms to ensure the smooth operation of logistics work • Data analysis • Management of operational KPIs • Cost management • Safety management, quality control and environmental conservation • Review of business operations • Joint shipping and shared sites
Operation	Perform each aspect of day-to-day logistics work on behalf of customers with high quality and efficiency • Storage and cargo handling • Transportation and delivery in Japan and overseas • Inventory and stocktaking management • Distribution processing • Processing of order receipt and shipping • Education and training

The SBS Group's 3PL services are provided with strategic (logistics reform) perspectives in mind, in addition to the operations and management to which general 3PL applies.
Using the term "4PL" clarifies that it is a part of the services we provide.

Multifaceted Roll-Out of 3PL Business

The SBS Group, which is a collection of logistics business operators with a diverse range of strengths, is rolling out 3PL business in a multifaceted way.
SBS Toshiba Logistics, which began as a subsidiary allotted logistics functions for an electric appliance manufacturer, has driven 4PL in the SBS Group while expanding the scope of its operations to cover heavy cargo and various mass-produced goods.
SBS NEXTHIRD Co., Ltd. (former SBS Ricoh Logistics), which boasts a track record as a logistics subsidiary for a precision equipment manufacturer, provides 3PL services that make full use of its technologies, expertise and business infrastructure. In addition to logistics for precision equipment, the company supports a wide range of customers spanning everything from electrical component and machinery component logistics that require high levels of expertise to procurement and production logistics catering to the needs of factories, logistics for mass retailers supporting increasingly complex delivery services and office e-commerce logistics, as well as logistics for cosmetics and quasi-drugs.
SBS Logicom, a logistics company affiliated with multiple electric railway companies in the past, provides 3PL services to customers across various industries including manufacturers, retail chains and e-commerce businesses, and is involved with a wide range of operations from integrated international transportation to logistics center operation and store deliveries. The company also has a track record of accepting contracts to strengthen logistics functions as a business continuity planning (BCP) initiative.
SBS Flec, which provides food logistics at the three temperature zones (refrigerated, frozen and room temperature), provides Food 3PL services that offer one-stop logistics management services from food production sites to customers. The Company responds to the need for food safety and security, taking action by expanding trading zones, as well as streamlining and reducing the costs of logistics.
Bridgestone Logistics, which handles tire logistics, offers proposals and implements solutions to optimize overall logistics from the procurement of tire raw materials to the delivery of final products to retailers.

Example of 3PL　Semiconductor Logistics

With the increasing adoption of digital technologies worldwide, semiconductors have become increasingly important as a base industry supporting the electrification of vehicles, generative AI and the widespread adoption of IoT. Japan is no exception—industrial infrastructure is being rebuilt at the national project scale, including the construction of new semiconductor plants in Kumamoto and Hokkaido. Given this trend, SBS Toshiba Logistics has built a structure that provides integrated support to the entire supply chain from raw material procurement to product shipping and overseas transportation, to address rapidly expanding semiconductor demand. Utilizing its experience handling logistics operations for Toshiba as a semiconductor manufacturer, SBS Toshiba Logistics is familiar with the handling of wafers, chemical materials and precision devices, etc., and is positioned to thoroughly provide high-level quality control, including anti-dust constructions, temperature and humidity control, and anti-static measures. In addition to key domestic sites, the company maintains an overseas network that includes Shanghai and Taiwan, enabling the provision of high-quality services with short lead times both in Japan and abroad. Through expertise specializing in semiconductors and a flexible supply structure, the company has helped customers improve the competitiveness of their businesses.

A logistics partner providing integrated support across the supply chain

Raw material procurement ▶ Manufacturing sites (Indirect warehousing / equipment delivery) ▶ Domestic and overseas shipping and transportation (plants, trading companies) ▶ Final product manufacturers (Automobiles, home appliances, IT equipment, etc.)

Growth Strategy / Organic | 3PL Business

As a Key Measure of the New Medium-Term Management Plan

Under its new medium-term management plan, the SBS Group positions the 3PL business at the top of its growth strategies. We will strengthen new sales activities leveraging the strengths (winning strategies) of each company and become the platform provider in specific areas to advance economics of scale while enhancing service quality, in an effort to boost competitiveness. We will also share knowledge between Group companies and take full advantage of our expertise and sales information.

New Business Development

In new sales activities across all logistics businesses, we will establish “blue ocean” (areas of expertise) domains that leverage the distinct characteristics of each company. We will pursue clear differentiation in our main services and further improve operations.

As the foundation of new development, we will build an integrated sales database. During FY2026, we plan to visualize the status of transactions across the Group. From FY2027, we plan to start utilizing the database for marketing and are looking to future improvements in accuracy through AI utilization.

We will also introduce more stringent prior screening of new orders, clarify profitability criteria, and establish systems to ensure profitability is achieved at an early stage.

Further Development of Exiting Clients

We will develop high value-added proposals for clients with whom we have existing business relationships, revitalizing sales activities aimed at untapped areas (white space). To maximize the advantages to customers, we will pursue the optimization of supply chains from upstream to downstream (providing integrated end-to-end services).

Sharing of Knowledge

We will take “4PL,” which has been a unique strength of Toshiba Logistics, and standardize it across the entire SBS Group as an item to expand the scope of 3PL proposals.

We will also drive the Group-wide deployment of SBS Logicom’s expertise in opening new sites, particularly logistics warehouses, enabling sites to be opened more efficiently.

Blue Ocean Domains of Our 3PL Services

SBS Toshiba Logistics

- Indent logistics (heavy cargo logistics)
- Platform logistics for electronic components, home appliances, and medical devices
- Strengthening procurement and in-house logistics in the medical field



SBS NEXTHIRD

- In addition to office equipment, lead industry-wide joint logistics for cameras and ICT devices
- Focus on the healthcare sector using service parts logistics



SBS Logicom

- Expand into untapped logistics areas of existing customers across various industries. Pursue new business opportunities in high-growth sectors



SBS Flec

- Expand transactions nationwide with food manufacturers and institutional food service providers. Establish itself as a platform operator in refrigerated and frozen logistics



Bridgestone Logistics

- Development of a platform for tire logistics with by far the largest market share (see next page)



Building a Platform in a New Domain Participation of Bridgestone Logistics

Bridgestone Logistics has handled the logistics functions of the Bridgestone Group since it was established in 1995 as a wholly owned subsidiary of Bridgestone Corporation. Through a share transfer agreement for a 66.6% stake executed between Bridgestone and SBS Holdings, the company became a member of the SBS Group on October 1, 2025.

Bridgestone Logistics has provided high quality tire logistics services at low cost to the Bridgestone Group and its major business partners. By leveraging the business infrastructure of the SBS Group and pursuing collaboration with its Group companies, we will establish a system that allows Bridgestone Logistics to deliver comprehensive logistics services with higher added value to a broad range of customers.

To the SBS Group, Bridgestone Logistics will also serve as a powerful new partner with whom to solve pressing issues facing the logistics industry, including transportation capacity and rising costs. We plan to propose joint logistics (including storage and transportation) across the tire industry to improve loading ratio, eliminate labor shortages and reduce environmental impact.



Overview of Bridgestone Logistics
Business activities: cargo vehicle transportation business, cargo forwarding business, warehousing services, customs brokerage, etc.
Warehouses: 41 locations in Japan
Capital: 400 million yen
Established: July 1, 1995
Shareholder structure: SBS Holdings, Inc.: 66.6%
Bridgestone Corporation: 33.4%

Moving to the Next Stage of Tire Logistics

Bridgestone Logistics Co., Ltd. maintains a network of 41 warehouses spanning Hokkaido to Kyushu, with its regional distribution centers handling wide-area deliveries to approximately 120,000 locations.

Leveraging this nationwide network, Bridgestone Logistics has developed a system that is able to address the diverse needs of customers in each region to a fine degree.

Leveraging this strength, we are currently working to strengthen “joint logistics” proposals aimed at companies handling tires and highly compatible products, to help solve the shared issues facing the tire industry.

In addition, domestic tire logistics is subject to wide seasonal fluctuations (for example, operating levels vary five-fold in the Hokkaido area), and to address this challenge, we are building a flexible personnel allocation system, which allows us to introduce greater variability in our labor costs.

In this way, we will play to our own strengths while maximizing synergies with the SBS Group, step up measures to consolidate tire logistics based on a unique blue ocean strategy as a 3PL provider, and achieve higher value-added services and a highly profitable structure.



Yoshihiro Miyoshi
President and Representative Director, Bridgestone Logistics Co., Ltd.

Growth Strategy / Organic　International Logistics

We completed the reorganization of our international logistics implementation framework by fiscal 2025. Leveraging the network base we have built to date, we will strengthen and expand our international operations, focusing on capturing the overseas business of our existing domestic 3PL partners.



Developing Stronger Coordination Between Group Companies Under a Two-Pronged International Business Implementation Framework

SBS Toshiba Logistics and SBS NEXTHIRD have built sales networks and transportation infrastructure through the past expansion of their overseas operations. Using this “two-pronged” business implementation framework as a base, we will develop stronger international coordination within the SBS Group.
We will also engage with the shippers utilizing the SBS Group’s 3PL services domestically, and identify their potential needs by proposing international logistics services. We aim to enhance and better integrate the services we provide by building upon cases of addressing new needs in optimal ways.

Clarifying Priority Countries and Regions, Carefully Selecting and Executing Strategies in Business Domains Where Our Strengths Can Be Leveraged

Given the limitations to management resources, we will further clarify our priorities in terms of target markets and business domains.

- **SBS Toshiba Logistics**

We will strengthen coordination between local overseas subsidiaries and our domestic sales operations. In addition to existing operations in Southeast Asia and India, we will also target untapped regions in East Asia, Europe and the United States.

- **SBS NEXTHIRD**

Through Group coordination including SBS Furukawa Logistics, we will build an integrated multi-modal transportation model to expand sales. We will also enhance cross-border EC, proxy purchasing and international recycling logistics.

- **Blackbird Logistics (Europe)**

We will expand our operations in Europe, with Blackbird Logistics (Netherlands) playing a key role.
We will also expand sales activities based on a common Group-wide sales database to maximize results across the entire SBS Group.

Blue Ocean Domains in International Logistics

SBS Toshiba Logistics



- East Asia: Consider new locations following Shenzhen
- Southeast Asia & India: Accelerate coordination with Japan in areas such as heavy cargo logistics
- Europe & Americas: Strengthen inter-group collaboration

SBS NEXTHIRD



- Focus on end-to-end, high-value-added services, freight forwarding
- Capture customer projects across the Group, including those of the Furukawa Group
- Expand operations in Europe in collaboration with Blackbird Logistics

Blackbird Logistics



- Further strengthen the business foundation in Europe
- Promote the expansion of European operations for Group customers

Establishing a Foothold in the European Market　The Addition of Blackbird Logistics to the SBS Group

In April 2025, we welcomed Blackbird Logistics B.V. (Blackbird), the Netherlands-based holding company of a 3PL corporate group, as a new member of the SBS Group. A pillar of Blackbird’s business is logistics for leading discount retailers which have continued to enjoy rapid growth across Europe. Blackbird’s main warehouse is located near the Port of Rotterdam, the largest seaport in Europe, and mainly unloads goods transported on container ships from Asia, especially China. The company also performs picking when orders are received for stored products, delivering the goods to the distribution centers of stores across Europe.
At the core of the corporate group overseen by Blackbird is De Zwaluw Logistiek B.V. (DZ), which was established in 1948. DZ boasts advanced warehouse operations. Pallet cargo is stacked until it nearly reaches the ceiling of the warehouse to fully utilize the space. This is achieved with purpose-built cargo-handling equipment, warehouse management systems and staff equipped with a wealth of knowledge and experience.
The SBS Group will continue to support Blackbird’s business expansion while taking steps to generate Group synergies. Our plan is to establish new warehouses in Europe and facilitate coordination with SBS Group companies in marine transportation as the start of those efforts. We will also strive to reinforce and expand our competitiveness in the international logistics business overall.



■ Overview of Blackbird Logistics B.V.
Location: Blokker, Netherlands
Capital: 18,000 euros
Net sales: 53,745,000 euros
(fiscal year ended December 31, 2024)
Main warehouses: 5 (3 ambient temperature warehouses, 1 hazardous material warehouse, 1 other warehouse)
Owned vehicles: Approx. 65 trucks, approx. 120 trailers/chassis
* The company also participates in a transmission network of more than 600 trucks operating across the three Benelux countries.

Pursuing Blackbird’s Further Growth

I have been involved with the project since the possibility of the Blackbird Group joining the SBS Group emerged back in 2024. I am currently responsible for managing SBS Europe and the Blackbird Group.
Up to now, the Blackbird Group has been managed as an owner-operated firm. With Blackbird joining the SBS Group, a listed company, the Group now faces new responsibilities and the need to set up mechanisms to fulfill them. The role of decision making and risk management will also change. To achieve these aims, I am confident that the Blackbird Group will provide the push we need to advance to the next stage.
The Blackbird Group can leverage the SBS Group’s economies of scale to provide competitive marine freight rates to the trading firms that purchase goods in Asia, China in particular, and import them to Europe. As well as contributing to expanded logistics for discount retailers, this will facilitate the creation of added value end-to-end in the European market. I feel this will serve as one of the business models for the future expansion of the SBS Group’s European business.
DZ, which is at the core of the Blackbird Group, is known for its outstanding service quality and highly efficient warehouse operations. Its technical capabilities enabling the skillful use of space within warehouses are particularly noteworthy. We will share and roll out successful examples from the Blackbird Group throughout the SBS Group while also learning many things from the SBS Group in turn, building upon open exchanges across the Group.



Raymond Redford
Executive Director
SBS Europe B.V.
General Director
Blackbird Logistics B.V.

Growth Strategy / Organic | EC Logistics

We operated platform-based and customized EC businesses in parallel, in pursuit of well-balanced growth.

Launching Full-Scale Platform Operations

"EC Logistics Omakase-Kun", which was launched in December 2022, is a platform for EC based on the skills and resources accumulated by the SBS Group. Features of the platform include expertise cultivated in B-to-B logistics for specialized industries in the production and sales sectors, large-scale site development and operating capabilities, logistics technology (LT) and IT investment and R&D capabilities, and the capability to build last-mile delivery networks in-house. Development of the platform and the establishment of an operating framework, led by SBS Holdings, were completed in 2025. Going forward, SBS Logicom will serve as the operator of the platform, improving efficiency together with the EC businesses of each branch, working from the dedicated EC site in the Noda Seto Logistics Center as a base. Robots will also be utilized to curb personnel expenses and improve profitability.



EC Businesses Leveraging the Distinct Characteristics of Each Group Company

During the development of our platform solution, we also identified strong demand for customized solutions designed to meet the needs of shippers by leveraging the strengths of individual Group companies, and actively expanded the provision of these solutions among Group companies. Some of the key developments from these activities up to fiscal 2025 are given below.

SBS NEXTHIRD has maintained and expanded last-mile operations for major partner companies. It also aims to build and develop the foundation for cross-border EC business.

SBS Flec has advanced efforts to establish a high-quality, low-cost frozen EC logistics method to secure a leading position in the food EC sector, which has shown strong growth potential.

SBS Sokuhai Support has further strengthened relationships with existing partner companies to support sustainable growth in the last-mile delivery business. It has also been considering entering the quick e-commerce sector in urban areas, utilizing its rapid delivery model.

Blue Ocean Domains in EC Business

SBS Logicom

- Efficiently operate EC logistics centered on the Noda-Seto EC-dedicated center, while integrating EC operations at branch locations
- Strengthen initiatives in cross-border EC.
- Focus primarily on 3PL-derived projects within logistics centers



SBS NEXTHIRD

- Enhance enterprise e-commerce logistics by strengthening relationships with major shippers
- Horizontally expand existing businesses into areas such as cross-border EC, cosmetics, and toys.



SBS Flec

- Establish a nationwide high-quality, low-cost frozen EC logistics model.



SBS Sokuhai Support

- Achieve stable growth in last-mile delivery by strengthening relationships with major shippers.
- Enter the urban quick e-commerce market.



Growth Strategy / Organic | Logistics Network

From last-mile delivery to international logistics infrastructure, we will strengthen our transportation and distribution network on multiple levels.
We will also take steps to secure the talented human resources we need to support our logistics operations.

Expansion of the Transportation and Distribution Network

By rebuilding and enhancing our transportation and distribution network covering trunk routes and last-mile delivery, we will lay the foundations for the growth of 3PL and the EC business. We will also pursue economies of scale to help reduce costs.

Rebuild the nationwide distribution network

Strengthen both trunk-line and last-mile networks, including frozen and chilled logistics, in line with the nationwide expansion of 3PL and EC logistics facilities.

Increase the ratio of company-owned vehicles

In anticipation of the enforcement of the new Trucking Act, we will increase the number of vehicles that each Group company owns and operates for its logistics operations. In particular, SBS Logicom and Bridgestone Logistics will both address this as a priority. We will also make efforts to improve the stability of transportation and distribution, including cost control.

Strengthen international logistics infrastructure

Establish an end-to-end global logistics framework for international operations.

Securing and Developing Human Resources

We will strive to secure and develop the human resources who drive the growth of the logistics business.

Reskilling

Improve the flexibility and adaptability of employees' job capabilities across all age groups.

Personnel exchanges within the Group

Promote the optimal allocation of human resources across the Group, with the potential for formalizing a personnel exchange system.

Development of foreign drivers

Build a stable recruitment and training framework through partnerships and networking with relevant organizations.







Growth Strategy / Organic LTxIT

We will advance the optimum deployment of technologies with proven effectiveness on the front lines of logistics, and continue to search for and test new technologies.
“Rationalization” and “advancement” will serve as two key themes toward 2030.

Reorganizing and Strengthening LT- and It-Dedicated Organizations

Reorganizing and enhancing the specialized organizations
The LT Planning Department (SBS Holdings), which launched in April 2020, will be reorganized and further developed in light of its five years of R&D activities. We will allocate additional personnel as its role evolves.

Establish mechanisms for investment recovery
Systematize LT (introduction of robots and other innovations) implementation processes to achieve early return on investment.

Enhance data analytics capabilities
Improve analytical skills for the large volumes of accumulated logistics data, and promote their effective utilization.

Establish a technical team
Create a new technical team performing the new function of overseeing customization, maintenance, and operational support.

Secure and develop advanced LT talent
Recruit human resources combining LT-related technical expertise with advanced logistics knowledge, and implement in-house development programs.

* LT refers to logistics technology.

Achieving Industry-Leading Levels of Labor Savings and Reduced Staffing

We will work to further rationalize logistics in the field through technologies that enable labor savings and reduced staffing levels.

Utilization of the LT Lab
Utilizing the LT Lab, the Group's LT testing facility, we acquire cutting-edge technologies and cultivate advanced design capabilities.

Practical technologies
Through dynamic capital investments, we go from the implementation of practical technologies to their deployment throughout the Group.

Developing a More Sophisticated Logistics Business Through Advanced Data Utilization

We will accelerate the development of more sophisticated logistics through the utilization of logistics data.

- Build SFA (Sales Force Automation) and CRM (Customer Relationship Management) systems.
- Develop the foundation for data utilization through operational standardization, system governance, and the recruitment of data engineers.
- Continuously enhance logistics services through proof-of-concept initiatives and practical implementation.







Growth Strategy / Organic Logistics Facility Development

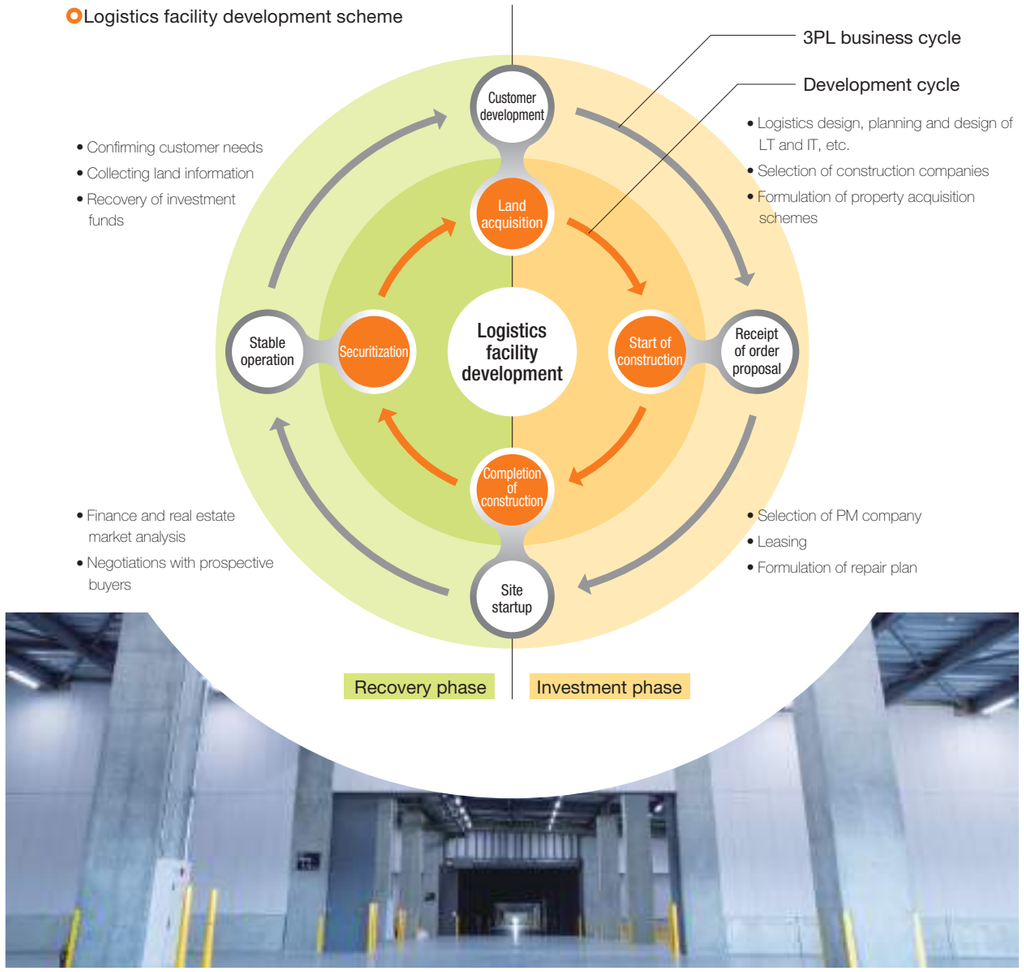
We will expand and roll out our logistics facility development scheme nationwide, and work to securitize the assets developed as a result.

Development and Securitization of Logistics Warehouses

We will continue to implement the unique SBS scheme for the end-to-end development of logistics facilities spanning land purchase to construction, on-site operation and securitization. We will operate the solution as a stable source of revenue and also utilize it as an implementation driver for 3PL, a core business domain.

Expanding the land acquisition area nationwide
Cases in which we develop proposals from the land acquisition stages as part of logistics site strategies for shippers are on the rise. To address these needs, we will expand the areas where we purchase land from Hokkaido to Kyushu.

Promoting the securitization of owned assets
As our site proposals gain momentum, we will increasingly promote the securitization of owned assets to maintain a sound financial structure while making effective use of cash.



Growth Strategy / Inorganic: M&A and PMI

M&A will continue to be of vital importance as drivers of growth for the SBS Group.
To ensure that each M&A activity is successful, we implement careful PMI practices.

Further Promoting Strategic M&A Activities

Recognizing that separating sales channels from logistical channels would become the go-to approach demanded by the recent industrial environment, the SBS Group has made this a focus in its pursuit of M&A activities since the early 2000s. By building upon successes, we have gained access to opportunities to take on even larger challenges, making these activities a stable driver of discontinuous (inorganic) growth for the SBS Group.
In terms of our main targets for further M&A, our first focus is on manufacturer linked logistics operations with robust customer bases and strengths in clearly defined business domains. In other words, we envisage companies with the potential to become platform providers. Companies that could serve as a foothold for strengthening our transportation and delivery network are another key focus for the Group.

PMI Activities Generating Group Synergies

After each M&A activity is carried out, the SBS Group carefully undertakes post merger integration (PMI), the process of integrating various aspects of a company after its acquisition. Our aim is to make the best possible use of each company's strengths while maximizing the benefits gained by its joining the Group.
The main PMI measures implemented are multifaceted, as shown in the table below. We keep in close communication with each company and implement the measures best suited to each case, while also considering the optimum order to implement each measure as PMI progresses. Spending the time needed, we put each company on a trajectory that enables it to grow as a member of the SBS Group.

The SBS Group's major M&A

Fiscal Year	Major M&A	Main PMI Measures
2025	Bridgestone Logistics Blackbird Logistics (Netherlands)	• Company name and VI changes • Consolidation of head office functions • Sharing and enhancement of business infrastructure and expertise • Coordination in sales activities and operations • Initiatives to address strategic challenges • Group-wide projects • Joint training • Personnel exchanges • Internal communication • Integrated report
2024	NSK Logistics (currently SBS NSK Logistics)	
2021	Furukawa Logistics (currently SBS Furukawa Logistics)	
2020	Toshiba Logistics (currently SBS Toshiba Logistics) Toyo Warehouse & Transportation (currently SBS Logicom)	
2018	Ricoh Logistics (currently SBS NEXTHIRD Co., Ltd.)	
2011	Nippon Record Center (currently SBS Logicom)	
2010	Victor Logistics (currently SBS Logicom) AC System Corporation (currently SBS Global Network)	
2006	Zentsu (currently SBS Zentsu)	
2005	Tokyu Logistic (currently SBS Logicom)	
2004	Yukijirushi Butsuryu (currently SBS Flec)	

Process from M&A



Reform of the Earnings Structure

To raise the operating income margin in the logistics business to 4.5% or more as early as possible,
the SBS Group will continue to implement reforms to its earnings structure comprising four key pillars.

Improving the Profitability of Unprofitable Sites

To eliminate unprofitable sites across the SBS Group, we have adopted the deficit from newly opened business sites as a key performance indicator (KPI) that will be continually managed and reduced.
In FY2025, the deficit totaled 1,928 million yen, a decline of 222 million yen (10%) from the previous year. Improved vehicle loading ratio, reductions in vacant warehouse space and on-site productivity improvements contributed to this progress.

Reducing Vacant Warehouse Spaces

To promote the efficient use of logistics warehouses, we have adopted vacant warehouse spaces (measured in tsubo, where one tsubo is approximately 3.3 square meters) as a KPI. Although vacant warehouse spaces tend to temporarily increase due to the opening of new sites, steadily reducing vacant warehouse spaces enables the generation of profit.
Vacant space at the end of fiscal 2025 amounted to 20,964 tsubo (approximately 69,302 square meters), a year-on-year decline of 18%. A challenge was the remaining vacant space at newly opened sites and sites that lost orders from major customers. At the end of fiscal 2026, our target is to reduce the vacant space rate to less than 1%.

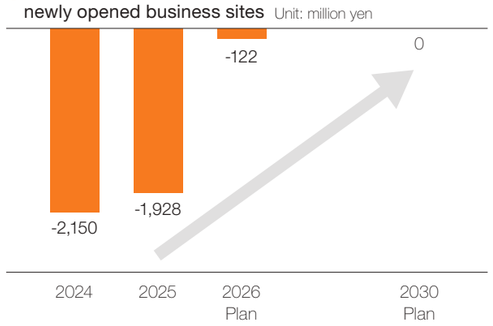
Optimization of Personnel Composition

We are working to optimize the composition of personnel in the field so that we can flexibly respond to the fluctuations in demand inherent in logistics while improving employee capabilities. While reducing the percentage of labor sourced from temporary staffing and contracting, which tends to produce variation in work quality, we will increase the ratio of directly employed personnel to stabilize operations in the field.
We will also reassign experienced full-time employees who are familiar with logistics operations as professionals to facilitate new sales activities and the launch of new sites.
In addition, we will create opportunities for the personnel working in the logistics business to undergo reskilling, improving their value as human resources.

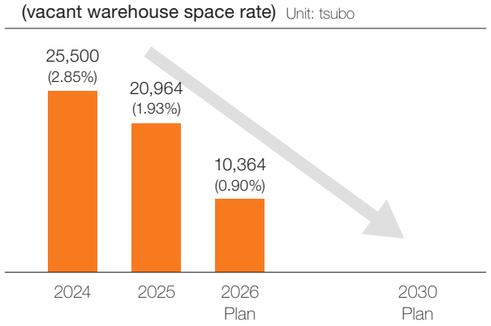
Promotion of Fee Optimization

Given ongoing increases in personnel expenses and rising prices in raw materials, energy and other areas, we will step up and continually pursue negotiations over fee optimization with customers.
In conjunction with these negotiations, we will offer proposals that enhance productivity through operational improvements and deliver higher added value in services, in an effort to work together with customers to reduce their logistics costs.
We will develop systems to comply with the new Trucking Act to be enacted by 2028, which requires the correction of freight rates that fall below appropriate cost levels.

Deficit amounts of newly opened business sites Unit: million yen



Vacant warehouse spaces (vacant warehouse space rate) Unit: tsubo



The Path to Expanded Corporate Value and Change in Key Metrics

Overview of Our Initiatives to Expand Corporate Value

To expand corporate value, we need to make improvements on both fronts: profitability and earning the trust of shareholders and investors. When expressing these efforts numerically, we can use PBR as a gauge of corporate value, ROE for profitability, and PER for shareholder and investor confidence.

Improvement of Profitability

To enhance profitability, it is important to raise income (margin) while optimizing our capital structure. To raise income (margin) in the Logistics Business, we will drive growth strategies, push for inorganic growth, and implement reforms to the earnings structure. Meanwhile, in the Property Management Business, we will actively invest in warehouses developed in-house, implement their stable securitization, and expand the development pipeline.
As a medium-term management plan target, we aim to raise the operating income margin in the Logistics Business to 4.5%.
To optimize the capital structure, our policy is to implement strategic capital allocations based on appropriate financial leverage in an effort to achieve well-balanced growth investment and shareholder returns.

Earning the Trust of Shareholders and Investors

To earn the trust of shareholders and investors, it is effective to either raise the growth rate that investors expect us to achieve, or reduce the cost of capital, which represents the return expected by investors. To raise the growth rate the Group is expected to achieve, we will work to earn the understanding and trust of investors and shareholders regarding our two-pronged strategy for organic and inorganic growth. At the same time, we will work to lower the cost of capital by reducing information asymmetry through enhanced disclosures and dialogue with investors, and practicing sustainability management, including enhanced governance.

Path to the enhancement of our corporate value

			Specific initiatives
Expanding corporate value and improving PBR			
Improvement of profitability Improvement of ROE	Improvement of income (margin) Fiscal 2030 Sales 700.0 billion yen Logistics operating income margin of 4.5%	Logistics Business	1. Promotion of the growth strategy: 3PL, international, EC 2. Promotion of M&A and PMI activities through inorganic growth 3. Reform of profit structure
		Property Management Business	1. Continued aggressive investment in warehouses developed in-house 2. Implementation and continuation of stable securitization. Enhanced pipeline
	Optimization of capital composition		1. Strategic capital allocation, appropriate financial leverage 2. Enhancement of shareholder return
Earning the trust of shareholders and investors Improvement of PER	Improvement of the expected growth rate		1. Promotion of growth strategy, inorganic growth 2. Enhancement of shareholder return
	Reduction of the cost of capital		1. Enhancement of disclosure and promotion of dialogue with investors 2. Implementation sustainability management

PBR, ROE and PER: Current Progress and Targets

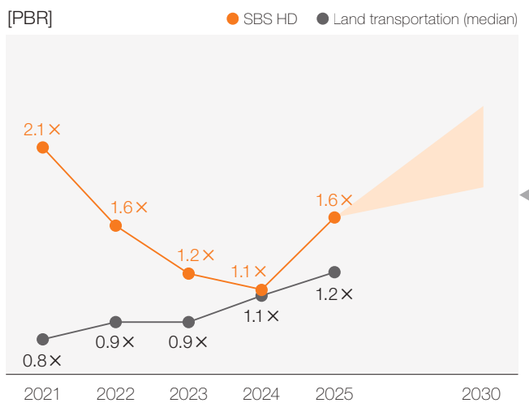
PBR, which represents corporate value, has largely remained above the industry average, and despite having declined in recent years, rose to 1.6 times in fiscal 2025. Our policy is to aim for a further increase in PBR by pursuing improvements to ROE and PER.
ROE, which is an indicator of profitability, has declined in recent years but still remains above the industry average, and has recently shown signs of improvement. Looking ahead, we will work to improve income (margin) and optimize our capital structure, aiming for ROE exceeding 14%, with a stable floor in the 12% range.
PER, which speaks to the confidence that shareholders and investors have in a company, has fallen below the industry average in recent years, but improved to 12.7 times in fiscal 2025. Going forward, we aim to improve PER by boosting growth expectations among shareholders and investors, while reducing the cost of capital.

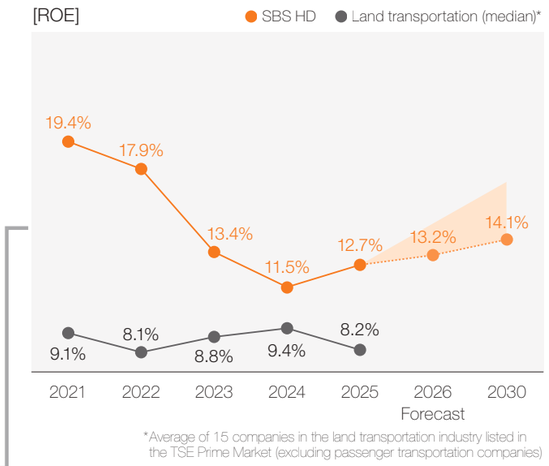
ROE (Return on equity)
The income margin on the capital provided by shareholders.
This metric adopts a shareholder perspective and uses net income attributable to owners of parent.

PER (Stock price to earnings ratio)
Calculated by dividing the stock price by earnings per share (EPS).
PER indicates whether the current stock price represents a discount or a premium in relation to corporate profit levels.

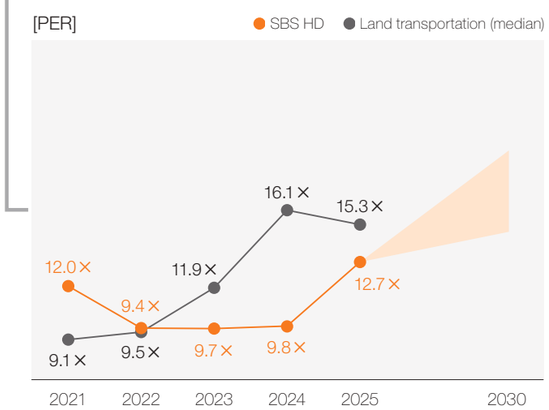
PBR (Price Book-value Ratio)
A metric that indicates the ratio of the share price to net assets per share.
PBR is less susceptible to short term performance fluctuations, and serves as a long-term investment gauge.

Change in key indicators





*Average of 15 companies in the land transportation industry listed in the TSE Prime Market (excluding passenger transportation companies)



Optimization of Capital Composition

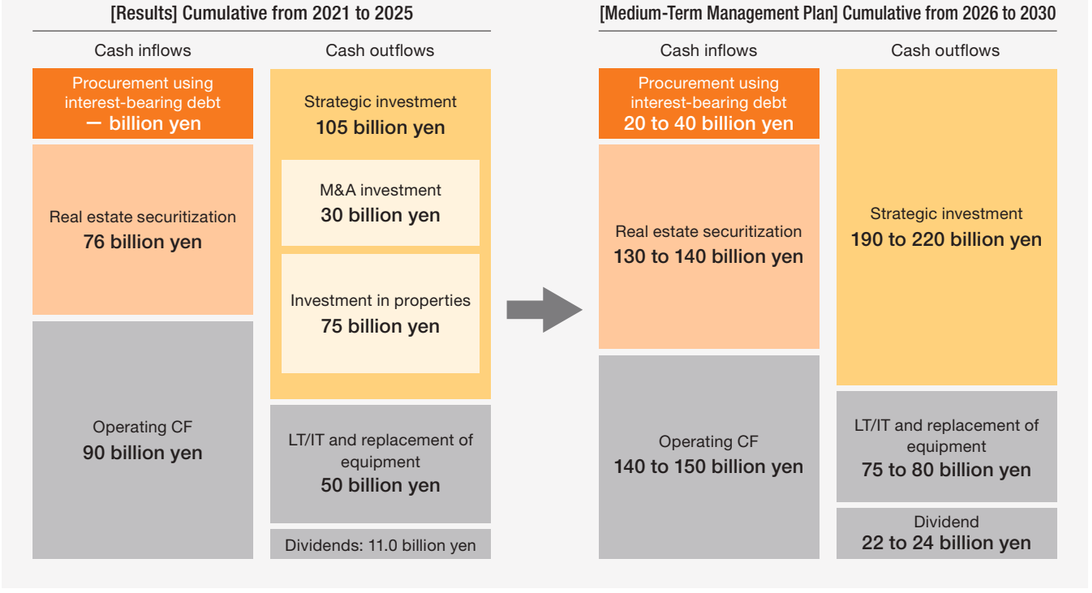
Strategic Capital Allocation Activities

Over the past five years from FY2021 to FY2025, cash inflows made up of operating cash flow (90 billion yen) and revenue from the securitization of real estate (76 billion yen) were allocated to strategic investments including M&A (30 billion yen) and real estate development investments (75 billion yen), to the tune of 105 billion yen in total. In terms of shareholder returns, the dividend payout ratio was gradually raised from 20% to 30% over this period, with a cumulative 11 billion yen paid out in the form of dividends.
Over the course of the new medium-term management plan (FY2026 to FY2030), total cash inflows from operating activities cash flow and real estate securitization are expected to increase between 1.6 and 1.7 times those of the previous five years due to business expansion, and the Group will continue to allocate these higher cash levels to strategic investments. Under the new medium-term management plan, we will also utilize interest-bearing debt as needed, and expect to establish a cash position sufficient to double the scale of strategic investments compared with the previous five years. On the dividend front, we will also maintain our policy of further strengthening shareholder returns.

Appropriate Financial Leverage

An effective way to improve ROE is to invest in growth using interest-bearing debt as necessary. To date, we have gradually accumulated capital, and our financial leverage has recently improved to 3.6 times. During the period of our new medium-term management plan, we will continue to maintain financial soundness while making well-balanced investments to ensure that good opportunities for growth are not missed. While financial leverage will vary as future investments are made, we plan to manage it in the 3 times to 4 times range, roughly the same as the present level.

Strategic capital allocation activities



Status of financial leverage

	FY2021	FY2022	FY2023	FY2024	FY2025	FY2026 to FY2030
Shareholders' equity ratio	21.9%	23.7%	26.4%	27.8%	27.9%	A rough target of 25% to 33%
Financial leverage	4.5 times	4.2 times	3.8 times	3.6 times	3.6 times	A rough target of around 3.0 to 4.0 times
Net DE ratio	1.2 times	1.0 times	0.9 times	0.8 times	0.9 times	A rough target of around 0.8 to 1.2 times

* Excluding the impact from the new lease accounting standards expected to take effect from FY2028

Trust of Shareholders and Investors

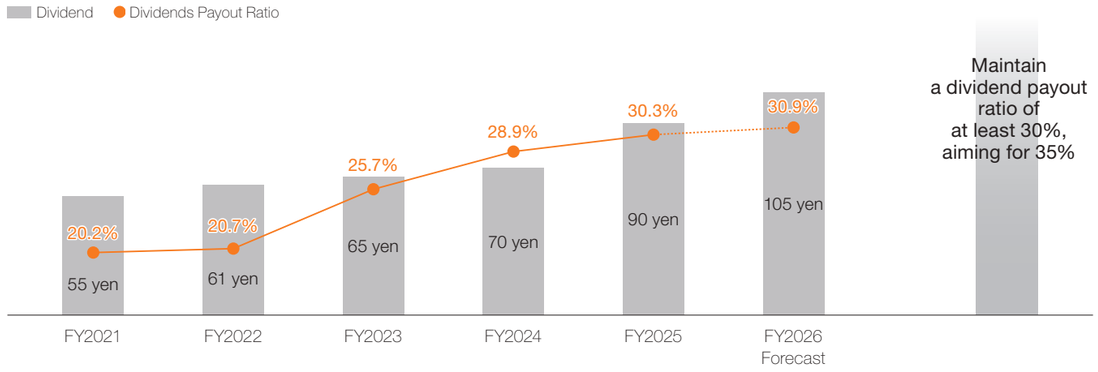
Enhancement of Shareholder Return

We will continue to enhance shareholder return while considering the balance of growth investment and financial soundness. To date, we have targeted a dividend payout ratio of 30% or more, but since we already reached the 30% range in fiscal 2025, under the new medium-term management plan we further raised the target. We will continue to maintain a dividend payout ratio of at least 30% in the future, and set a new target of 35%. In line with this policy, in our dividend forecast for FY2026 we raised the dividend payout ratio to 30.9%, with dividends of 105 yen per share.

Information Disclosure and Promotion of Dialogue with Investors

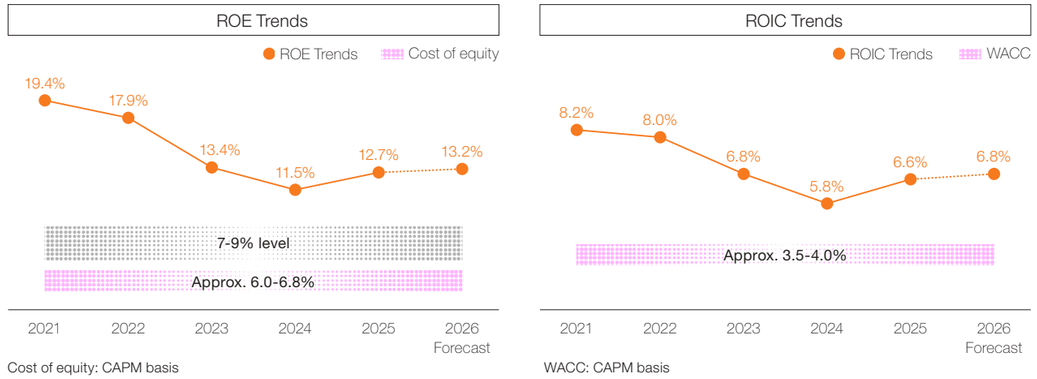
To help stakeholders better understand the Company, we will endeavor to promptly disclose information in keeping with the basic principles of transparency, fairness and continuity. To facilitate constructive dialogue with shareholders and investors, we have established a dedicated IR department and actively encouraged dialogue. In fiscal 2025, we held twice-yearly financial results briefings and quarterly small meetings. We also had approximately 120 individual interviews with institutional investors and overseas investors, 54 of which were with overseas investors. The President and Representative Director sat in on 12 of these interviews.

Change in shareholder return



Cost of Capital and Capital Efficiency

Return on equity (ROE) has consistently remained above the cost of equity, ensuring a high equity spread. Return on invested capital (ROIC) has also remained above the weighted average cost of capital (WACC). These results suggest that the growth investments and business activities we have pursued to date have led to an increase in the Company's corporate value overall. We will continue to implement management that is conscious of capital efficiency.



Cost of equity: CAPM basis
7-9%: Assuming a general return expectation from investors of around 7-9%
WACC: CAPM basis

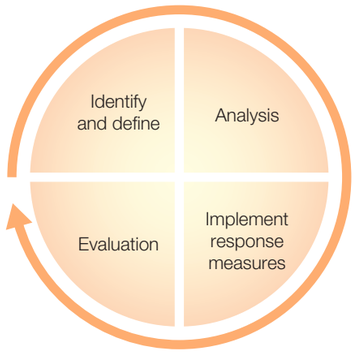
Controlling Management Risks

Uncertainty in the management environment for logistics business operators has increased due to a fluctuating international climate, trends associated with the global economy, and other factors.
The SBS Group takes a broad view in identifying risks to watch out for, analyzes the nature and impact of these risks and endeavors to manage them effectively.

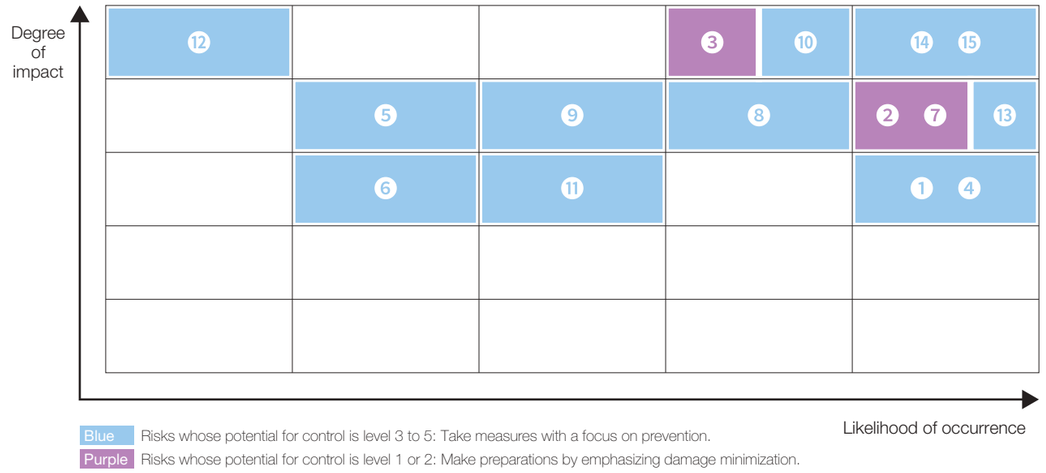
Group-wide Risk Management

The SBS Group has established the SBS Group Risk Management Regulations and endeavors to manage all risk events that could pose threats to management activities. In addition to risks whose effects materialize in the short term, risks we determine should be addressed from a medium or long-term perspective are also subject to management.
SBS Holdings and each Group company identify the risks to be handled by each department. Next, factors including the likelihood of occurrence, impact and potential for control are carefully examined and analyzed for each risk. We then implement response measures and work to prevent or minimize damages and losses due to risks.
We have also established the SBS Group Risk Management Meeting, comprising members selected from SBS Group companies, to ensure that risk management is continually implemented on a Group-wide basis. At meetings generally held twice a year, the council separates risks into Group wide risks and risks affecting individual Group companies, monitors the status of measures to deal with each risk, and strives to prevent risks from occurring or minimize the damages that occur in the event of an emergency.

Annual risk management cycle



Risk map (as of April 2026)



Blue Risks whose potential for control is level 3 to 5: Take measures with a focus on prevention.
Purple Risks whose potential for control is level 1 or 2: Make preparations by emphasizing damage minimization.

Major risks and response status

	Risk	Response status
(1) Risks due to changes in economic conditions Short Term	•Sluggish transportation demand, decline in import and export volumes •Pressure to reduce transportation and delivery fees	Diversification of risks by promoting business diversification and expanding business partners / enhancement and optimization of business portfolio
(2) Risks due to sharp rises in fuel prices Short, Medium and Long-Term	•Increased costs due to rising fuel prices	Creation of budgets that incorporate fluctuating fuel prices / active introduction of transportation vehicles that run on highly efficient fuel / reflection in sales price
(3) Risks due to a worsening financial environment Short and Medium-Term	•Decline in ability to procure funds for strategic investments •Rising interest rates for financing •Breach of financial covenants related to certain borrowings	Promoting the repayment of interest-bearing debt through the securitization of logistics facilities and operating cash flow / smart arrangements in securing funds (fixing of interest rates, etc.) / diversification of funding methods
(4) Risks due to M&A activities Short and Medium-Term	•Risk of goodwill impairment due to delayed progress on business plans •Financial, legal or personnel management risks following an acquisition	Thorough implementation of prior due diligence / careful arrangements with top management of the company to be acquired / systematic promotion of post-merger integration (PMI)
(5) Risks due to the real estate business Short and Medium-Term	•Impact on business performance due to difficulties acquiring customers •Rising construction costs and risk of development delays	Development of logistics facilities premised on the securing of customers / detailed management of development processes / preparation of a diverse range of schemes to securitize developed logistics facilities
(6) Risks due to legislative changes Short and Medium-Term	•Newly emerged cost burdens •Being forced to change business development plans	Information gathering through industry groups and other sources / preparations and measures (including support for business partners and affiliate companies) in anticipation of legislative changes
(7) Risks due to natural disasters and other incidents Short, Medium and Long-Term	•Damage to shipping companies or Group facilities due to a disaster •Partial or full shutdown of logistics services	Formulation of business continuity plans (BCP) / regular running of drills to prepare for large-scale disasters and other incidents / ensuring the earthquake resistance of buildings / diversification of main business sites
(8) Risks due to pandemics Short and Medium-Term	•Operational limitations or stoppages •Increased costs due to response measures	Thorough hygiene management for business sites and vehicles / thoroughly ensuring that employees take steps to prevent and stop the spread of infection based on national government guidelines
(9) Risks due to serious incidents Short Term	•Risks of litigation and liability •Loss of customer trust and social credibility •Administrative measures	Continued operation of SBS Group-wide transportation safety management under the SBS Group Transportation Safety Promotion Meeting / promotion of transportation safety based on the three pillars of education and awareness-raising, accident prevention, and safe driving/operation management.
(10) Risks due to system shutdowns Short and Medium-Term	•Suspension of service provision •Delays or disruptions to handling of business •Damage to third parties	Promotion of security measures under the SBS Group CSIRT Meeting / monitoring through the security operation center (SOC) service / monitoring and defense through endpoint detection and response (EDR) / strengthening of zero-trust network access and backup measures, implementation of various enhanced security measures including email security / third-party verification
(11) Risks due to the leaking of customer information Short and Medium-Term	•Decline in orders received due to damage to customer trust	Development of systems ensuring the proper management of customer information in internal regulations / ongoing implementation of measures ensuring the proper management of customer information and personal information as a part of information security management
(12) Risks due to compliance issues Short and Medium-Term	•Damage to the Group's social credibility •Suspension of transactions with customers •Penalties and claims for compensation for damages	Establishment of the SBS Group Code of Behavior and SBS Compliance Regulations / conducting awareness-raising activities and monitoring, confirming, investigating and making improvements with regard to compliance violations, primarily through the SBS Group compliance Meeting / distribution of awareness-raising tools and periodic implementation of awareness surveys
(13) Risks due to overseas expansion Short and Medium-Term	•Economic risks •Country risks •Violations of international norms	Ongoing collection and analysis of information concerning the countries and regions in which we operate / ensuring alternate means during an emergency / identification of and cooperation with reliable business partners
(14) Risks due to the acquisition and development of human resources Medium and Long-Term	•Impact of personnel shortages on business expansion, financial results and growth projections	Hiring of personnel without drawing distinctions between graduate or mid-career hires / improving the skills of Group employees and supporting their career development based on the Basic Policy on Human Resource Development / promotion of diversity and the development of a comfortable workplace / phased improvements to employee benefits
(15) Risks due to climate change Medium and Long-Term	•Increased costs due to regulations and carbon pricing •Damage due to rising sea levels and abnormal weather events	Declaration of support for the TCFD recommendations in December 2022 and promotion of a medium- to long-term environmental plan / proposals for highly energy efficient logistics / strengthening of disaster preparedness (same as Risk (7))

* For details on each risk, please refer to the sections on "Business-related Risks etc." and "Concept and Initiatives on Sustainability" in the SBS Holdings Annual Securities Report.

The SBS Group positions the achievement of a sustainable society by solving social issues and the continual improvement of corporate value as mutually aligned endeavors in its sustainability management, and pursues them in an integrated fashion.

Integration of Management Strategy and Sustainability

The SBS Group introduced its sustainability management approach in light of the growing importance of balancing the achievement of a sustainable society by solving social issues with the continual improvement of corporate value, amid the rapidly changing environment in which companies operate.
In our new medium-term management plan Harmonized Growth 2030, we have declared improved governance supporting sustainability management and strengthened action on key challenges (materiality) as priority measures in an effort to integrate our management strategy with sustainability.

SBS Group Sustainability Policy

The goal of the sustainability policy of the SBS Group (established in January 2023) is to demonstrate the values and goals that both top management and employees should emphasize in implementing sustainability management while appropriately disclosing our policy to stakeholders.
Befitting a company that makes its living from logistics, "connections" are a central theme of the policy. The theme of three "connections," with people, society, and the earth, is common among key challenges. The details are also consistent with the United Nations Global Compact, which the SBS Group supports.



Basic Principles

In the spirit of our management philosophy of "respecting people and fulfilling its social responsibility," the SBS Group aims to contribute to the stability of people's lives and the realization of a sustainable society through logistics, which is social infrastructure. To achieve this, under the following policy, we will actively promote sustainable initiatives by having all employees of our group recognize themselves as members of the international community.

Basic Policies

1 We value people's connections and people's thoughts
- We protect and respect human rights and diverse sets of values in all of our corporate activities.
- We foster a corporate culture in which a diverse range of human resources can accept and cooperate with one another, and provide an environment that allows employees to work safely and in good health.
- We provide timely and appropriate training and cultivate human resources who can contribute to society through value creation.

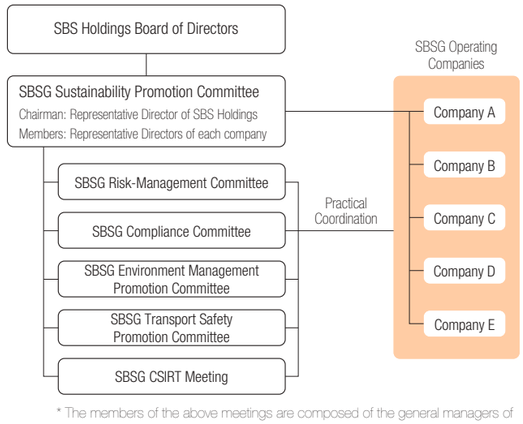
2 We connect with society and meet society's expectations
- We observe laws, regulations and international rules, conduct business with fairness and integrity, and work to thoroughly prevent corruption.
- We respect social rules, develop mutual trust with local communities and contribute to society through our business activities.
- We engage in appropriate information disclosures and dialogue with stakeholders, making earnest efforts to meet the requirements and expectations of all stakeholders.

3 We connect with the earth and consider its future
- We consider thorough environmental management to be a key challenge, pursue a reduced environmental impact in all of our business activities, and do our best to preserve the global environment.
- We are continually aware of the risks of climate change, and drive efforts to reduce greenhouse gas emissions to create a decarbonized society.

SBS Group Sustainability Promotion Committee

The SBS Group regularly holds meetings of the Sustainability Promotion Committee to develop and strengthen a management system consistent with its sustainability policy, and to put sustainability management into practice on a Groupwide basis to balance the achievement of a sustainable society with the ongoing enhancement of corporate value. The committee is positioned as an advisory body to the Board of Directors and will formulate sustainability strategies and action policies for the entire Group, while monitoring KPIs and the status of coordination in activities within the Group. The committee is chaired by the representative director of SBS Holdings, and its members comprise SBS Holdings directors and executive officers, as well as the representative directors of SBS Group companies.

SBS Group (SBSG) Sustainability Promotion Structure



* The members of the above meetings are composed of the general managers of administrative divisions, related divisions, and persons in charge

Participation in the United Nations Global Compact

The United Nations Global Compact is a voluntary initiative for companies and organizations acting as good members of society and achieving sustainable growth by demonstrating responsible and creative leadership. Since the SBS Group expressed its support for the United Nations Global Compact in January 2023, it has continued to work to implement the Ten Principles related to the protection of human rights, elimination of unfair labor, environmental measures, and anti-corruption.
Details of the ten principles are listed on the SBS Holdings website.

The Ten Principles in Four Areas of the United Nations Global Compact

Human rights
- Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights; and
- Principle 2: Make sure that they are not complicit in human rights abuses.

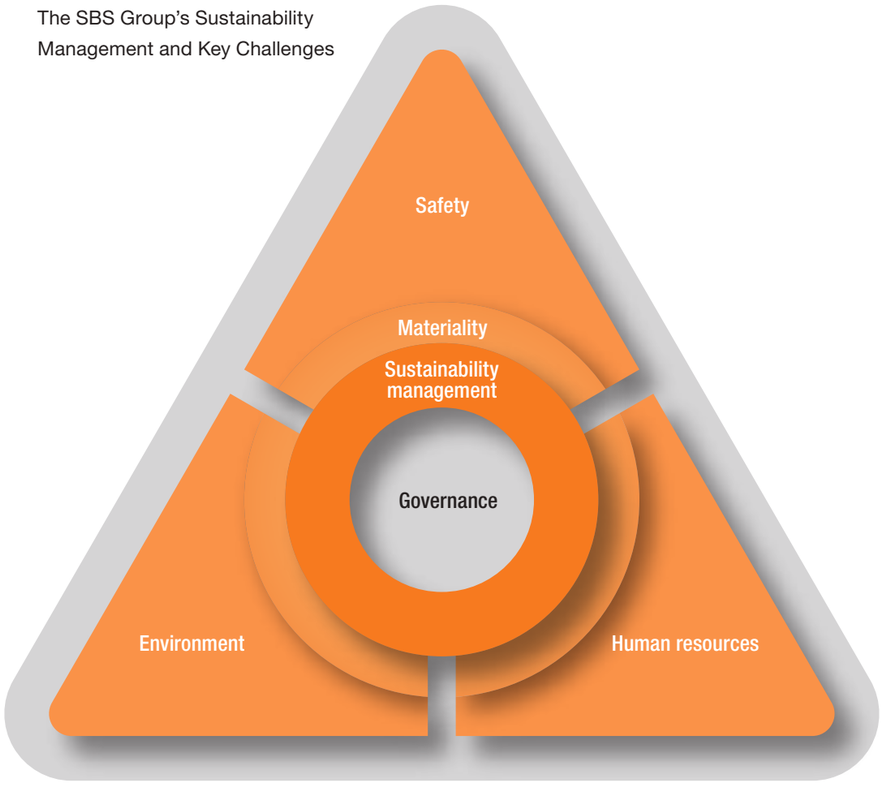
Labor
- Principle 3: Uphold the freedom of association and the effective recognition of the right to collective bargaining;
- Principle 4: Support the elimination of all forms of forced and compulsory labour;
- Principle 5: Support the effective abolition of child labour; and
- Principle 6: Support the elimination of discrimination in respect to employment and occupation.

Environment
- Principle 7: Support a precautionary approach to environmental challenges;
- Principle 8: Undertake initiatives to promote greater environmental responsibility;
- Principle 9: Encourage the development and diffusion of environmentally friendly technologies.

Corruption prevention
- Principle 10: Work against corruption in all its forms, including extortion and bribery.

From the perspective of integrating management strategy with sustainability, we have identified Safety, Environment and Human Resources as the key challenges of the SBS Group, and have been pursuing highly strategic initiatives on an ongoing basis.

The SBS Group's Sustainability Management and Key Challenges



Establishing a sustainable growth model based on governance

Key challenges (materiality) in sustainability management represent "importance for the sustainability of our own business model." Identifying key challenges, pursuing initiatives to address them and engaging in disclosures offer extremely useful insight to stakeholders in examining the mid- and long-term sustainability of a company.

The SBS Group has identified the three challenges that impact it from the perspectives of risks and opportunities in carrying out business activities based on its value as a corporation (management philosophy) and business model.

Note that we will reassess these key challenges in terms of their ratings of importance to stakeholders (investor ratings, assessment body metrics, etc.) and their ratings of importance in the Group (priority matters for business strategy, actual initiatives, etc.) and continue to review material matters.

It has become even more important for companies to achieve a sustainable society by solving social issues and improve corporate value. In light of this, the SBS Group has established a Sustainability Policy (see page 43) to clearly define the values emphasized by the Group and the targets it will tackle to achieve them.

We will strengthen governance that supports sustainability management and our efforts to address key challenges (materiality), and strive to integrate management strategy with sustainability.

Safety	Environment	Human Resources
Safe and Reliable Logistics Services	**Environmentally Focused Logistics Infrastructure**	**Human Capital Management**
Strengthening Safety Initiatives to Achieve Zero Accidents As a logistics operator supporting critical social infrastructure, we aim to strengthen safety initiatives to ensure sustainable development.	Completion of "Sincere Challenge 2030" and the Next Phase: "Connecting to the Next Stage of Growth" Establish environmental management through decarbonization initiatives, environmental responses, and exploration of resource circulation opportunities.	"SBS Well-being & Pride 2030" (Fostering Job Satisfaction and Pride) Toward becoming an SBS Group where people are attracted, developed, and retained.
1. Reduce Serious and At-Fault Vehicle Accidents • Target: Reduce at-fault accidents by more than 10% by FY2030 compared with FY2025. • Introduce selected safety equipment (including AI-enabled dashcams) to over 70% of commercial vehicles by FY2030. 2. Strengthen Fire Prevention Measures at Logistics Facilities 3. Enhance Employee Health Management 4. Promote Improved Vehicle Fuel Efficiency	1. Decarbonization of Vehicles • Electrify approximately 1,000 vehicles, including used vehicles, primarily medium- and small-sized vehicles, by FY2030. 2. Decarbonization of Logistics Facilities 3. Greening of Logistics Services 4: Promotion of Resource Recycling 5: Conservation of Natural Resources	1. Strengthen Recruitment Capabilities (New Graduates, Mid-Career Hires, Foreign Drivers, Etc.) • Introduce referral and alumni recruitment programs. • Develop and deploy a foreign driver recruitment package across the Group. 2. Develop Group Human Capital 3. Improve Employee Retention and Motivation 4. Strengthen Group HR Governance

Priority Measures Related to Key Challenges

[Safety]

We have positioned Safe and Reliable Logistics Services as a core theme and are working to strengthen safety initiatives aimed at zero accidents.

We have positioned the reduction of serious accidents and at-fault vehicle accidents as our top priority and have set two key targets, achieving an at-fault accident reduction rate of at least 10% compared with fiscal 2025 levels by fiscal 2030, and installing selected safety equipment (AI dash cams, etc.) in at least 70% of SBS Group commercial vehicles by fiscal 2030.

We have also outlined initiatives to thoroughly ensure fire prevention measures at logistics facilities, step up employee health management, as well as promote greater vehicle fuel efficiency.

[Environment]

To achieve "Environmentally Focused Logistics Infrastructure," we will work toward successful completion of Sincere Challenge 2030, the SBS Group's mid-to-long-term environmental plan.

We will also establish environmental management practices by taking action on decarbonization and the environment, and exploring the potential for resource recycling.

To reduce carbon emissions from vehicles, we will convert around 1,000 vehicles, including used vehicles, to EVs, focusing on medium- and small-sized vehicles, by fiscal 2030. In parallel with those efforts, we will work to reduce the carbon emissions from our logistics facilities and introduce other eco-conscious measures in our logistics services, such as contactless delivery services.

As a comprehensive approach we will encourage resource recycling while working to preserve natural resources.

[Human Capital]

We will pursue management that emphasizes human capital, striving to provide job fulfillment while fostering pride.

We will step up recruitment efforts aimed at each category of human capital, including new graduates, mid-career hires and foreign national drivers. As part of these efforts, we will introduce referral and alumni hiring programs. In addition, we will develop foreign national driver recruitment packages (in coordination with the SBS Driving School) and roll out these practices within the Group.

We will focus on Group human capital development to ensure that the human resources we recruit can flourish. We will also endeavor to enhance human capital retention and motivation, while strengthening Group human resource governance.

[Governance]

To steadily promote action on sustainability management and our three key challenges, we will work to advance the sophistication of governance and the strengthening of systems that underpin them.

ENVIRONMENT

Review of Initiatives

The SBS Group is advancing “SBS Group Decarbonization Initiatives,” including GHG reduction targets for 2030 and 2050. The main reduction efforts involve the introduction of next-generation vehicles and securing renewable energy-derived power sources for facilities. In terms of vehicles, we faced issues with the lack of commercial models on the market that are mid-sized and larger, which represent the core of our operations, but we have made steady progress on initiatives by focusing on our current capabilities, such as promoting the internal use of renewable energy created within the Group, and ensuring environmental value.

Major Indicators (Fiscal 2025 Results)

Number of employees taking eco-driving and safe-driving training

1,758 employees

Modal shift transportation volume

327,354 t

Solar power generation - total output

20,767,905 kWh

(including on-site utilization of 3,493,867 kWh)

Total CO_2 emissions
(compared with the previous year)

7.52% increase

CO_2 emissions per unit of sales
(compared with the previous year)

0.99% decrease



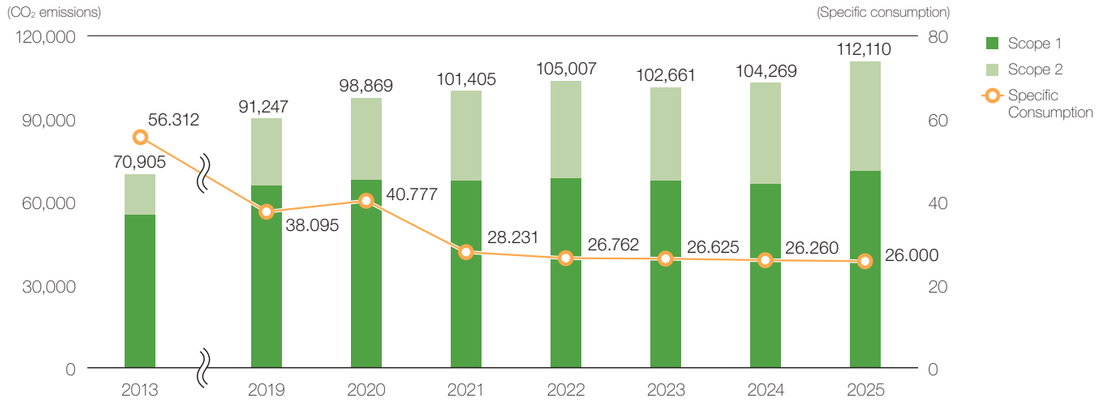
CO_2 Emissions and Energy Use

The SBS Group is continually working to improve the efficiency of its energy use while reducing its CO_2 emissions.

Fiscal 2025 Results

The SBS Group pursues initiatives under a mid- to long-term decarbonization strategies that are focused on two points: vehicles and facilities.
In the area of vehicles, in fiscal 2025 our modification approval application for EV conversion trucks was officially approved, paving the way for the introduction of EVs going forward. Meanwhile on the facilities front, we have continued to make progress in the utilization of electricity derived from renewable energy sources.

Trend in CO_2 emissions and per-unit emissions (CO_2 emissions per unit of sales)



* The figure disclosed last year as CO_2 emissions per unit of sales for fiscal 2024 was erroneously reported as "24.24." The correct figure is "26.26." We have corrected the figure and apologize for the error.

GHG Protocol emissions (Scope 1, 2 and 3)

Scope 1	Direct emissions from own vehicle fuel and gas, etc.:	72,005 t
Scope 2	Indirect emissions due to the use of purchased electricity:	40,105 t
Scope 3*	Category 1 (Purchased products and services)	840,184 t
	Category 3 (Fuel- and energy-related activities not included in Scope 1 or Scope 2)	19,802 t
	Category 5 (Waste generated in operation)	2,001 t

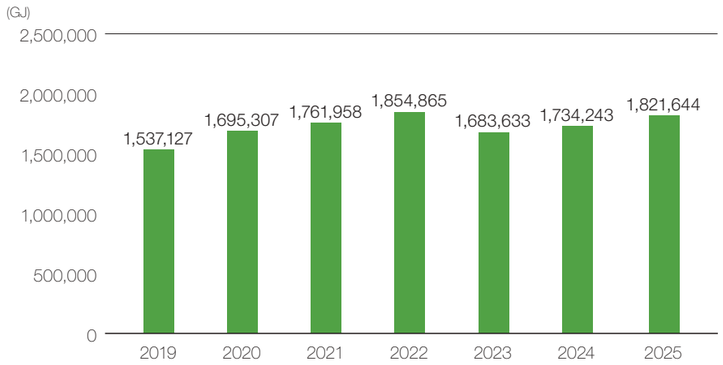
* For calculation conditions and other details, please refer to "Calculation of CO_2 emissions" (page 85).

Energy consumption (by type)

Electric power	91,625,227 kWh
Water	113,684 m³
Copy paper	92,796,811 sheets
Kerosene	57,971 ℓ
LPG*	52,205 m³
City gas	387,817 m³
Type A heavy oil	0 ℓ
Forklift gasoline	4,982 ℓ
Forklift diesel	66,270 ℓ
Vehicle fuel	26,972,040 ℓ

* Since FY2025, we have combined facility LPG and forklift LPG.

Trend in energy consumption (calorific value)



The SBS Group's Decarbonization Plan and Reduction Targets

In 2015, the Paris Agreement was adopted, and in 2020 the Government of Japan announced its target of reducing CO_2 emissions by 46% from the 2013 level by 2030 (including industry-specific targets) and declared it would achieve carbon neutrality by 2050. The SBS Group operates a comprehensive logistics business and uses a large number of vehicles to transport cargo. We recognize that decarbonization initiatives are part of our responsibilities as a corporate group handling logistics, which is a part of social infrastructure, and at the same time, they are an opportunity to redesign our logistics services.

The SBS Group's Decarbonization Plan

In anticipation of achieving carbon neutrality by 2050, the SBS Group will aim to drastically reduce Scope 1 and 2 emissions with the year 2030 as a target, focusing on the following two points.

Vehicles
Reduction of greenhouse gas (GHG) emissions *1
(Introduction of EVs and other next-generation vehicles, introduction of other technologies, eco driving)

Facilities
Promotion of renewable energy-derived power sources *2
(Promotion of measures including the procurement of green electricity, increased creation of renewable energy through solar power generation and higher on-site utilization rates, and introduction of energy-saving lighting)

*1 According to manufacturer development trends
*2 According to energy mix in the Sixth Basic Energy Plan

Reduction Targets

Target scope	Emission reduction targets
Scope 1 and 2	2030: We will aim to reduce our CO_2 emissions by 35% (compared with fiscal 2013 levels).*3 2050: Endeavor to achieve carbon neutrality
Scope 3	Work to reduce emissions in the supply chain.

*3 Based on "Transportation Sector: -35%," Japan's industry-specific reduction target

Striving to Achieve Our Targets

[Introduction of eco-friendly vehicles]
For us at the SBS Group, introducing new vehicles is an extremely important business investment. Moving forward, we will pay close attention to national policies and the development trends of automotive manufacturers to formulate solid plans and find the right time to introduce these vehicles.

[Carbon offset]
Reductions include the creation of renewable energy and credit-based offsets.

[Reduction targets]
(1) While the base year for Scope 1 and 2 reduction targets for 2030 is set according to Japan's Paris Agreement-based GHG Reduction Target Base Year, in anticipation of SBT certification in the future, we plan to pursue initiatives consistent with this certification.
(2) If there are changes to Japan's reduction levels or the above conditions, we may change our emission reduction targets.

SBS Group Mid-to-Long-Term Environmental Plan

Plan Name Sincere Challenge 2030

Slogan "We take on the challenge of making an eco-friendly society full of green!"

Priority Issues
- Mid-term: Curtailment of CO_2 emissions (reduction of carbon emissions from vehicles and facilities); Promotion of resource recycling (effective use and recycling of waste); Conservation of natural resources (reduction of use of copying paper and water)
- Long-term: Strengthening reduction of CO_2 emissions from vehicles (formulation and implementation of plan for introduction of next-generation vehicles)

SBS GROUP SINCERE CHALLENGE 2030

Goal and results

Aim	Action	Goal 2024	Goal 2025	Goal 2026	Results 2024	Results 2025	Achievement Status
Preventing global warming	Reduction in CO_2 emissions per unit of sales	At least 3% year-to-year			26.26 tons/ 100 million yen*	**26.00 tons/ 100 million yen**	× 0.99% decrease
	Reduction of CO_2 emissions per distance traveled in vehicles	At least 1% year-to-year			0.50 kg/km	**0.53 kg/km**	× 6.00% increase
Resource conservation [water and forests]	Reduction in water usage per employee	At least 1% year-to-year			5.01 m^3	**4.32 m^3**	○ 13.77% decrease
	Reduction in PPC paper usage per employee	At least 1% year-to-year			3,437 sheets	**3,710 sheets**	× 7.94% increase
Resource recycling	Visualization of industrial waste product recycling	Sampling	Expansion of applicable business sites	Active promotion	Under consideration	**Under implementation**	○
Development of green logistics services	Improved fuel efficiency	At least 1% year-to-year			5.05 km/ℓ	**5.01 km/ℓ**	× 0.79% decrease
	Eco-driving promotion	Encouraging employees to take eco-driving and safe-driving training			12 employees	**49 employees**	○ Year-on-year increase
Education	Raising awareness of environmental action (putting up posters, etc.)	Active promotion			"Sincere Challenge 2030" posters and "Environmental Actions Taken Within a 5-Meter Radius" posters were displayed.		○ Maintained
Social contribution	Support for environmental groups	Providing support to at least one group			One environmental group was supported and provided with assistance for its activities.		○ Maintained

* The figure disclosed last year as CO_2 emissions per unit of sales for fiscal 2024 was erroneously reported as "24.24." The correct figure is "26.26." We have corrected the figure and apologize for the error.

Making Logistics Sustainable

Transforming logistics also has a dramatic effect on environmental conservation. Recognizing it as a social system, the SBS Group has continued pursuing efforts to make logistics more sustainable.

Initiatives Related to Vehicles

In an effort to reduce the environmental impact of vehicles, one of the basic units of logistics systems, we work to educate drivers on eco driving (fuel-efficient driving) and raise awareness about safety, while advancing systematic updates to our fleet with vehicles demonstrating strong environmental performance.

[Eco-driving]

The SBS Group promotes eco-driving through both education and actual practice. In terms of education, we provide eco-driving and safe-driving training on a Group-wide basis, while on the practical side, we have our logistics crew personally record the amount of fuel they take on, distance traveled and fuel efficiency, enabling them to monitor their own driving.

Number of employees taking eco-driving and safe-driving training

1,758 employees (as of December 31, 2025)

[Introduction of next-generation vehicles]

In April 2025, Japan's first mass-produced and mass-marketed EV conversion truck, jointly developed by the SBS Group, YAMATO Mobility & Mfg. Co., Ltd. and IAT Co., Ltd., went on sale and obtained a vehicle registration number. With this achievement, it is now possible to introduce EV trucks at roughly one-third of the cost of purchasing a new vehicle of the same model, further accelerating the adoption of EV trucks toward reducing CO_2 emissions.

We are implementing a plan to replace roughly 1,000 vehicles with EV equivalents by 2030, focusing on light and medium-sized vehicles.

With the introduction of low-emissions vehicles, we are continuously reducing emissions of air pollutants.



Side view of the first vehicle

Initiatives Related to Facilities

To advance the decarbonization of warehouses and other logistics facilities, we pursue multi-faceted environmental performance.

Each of the main facilities opened in FY2025, namely the Natori Warehouse operated by the SBS Toshiba Logistics Tohoku Office, the Ami Low-Temperature Logistics Center operated by SBS Flec, and the Nishiyodogawa Center operated by SBS Zentsu, incorporates decarbonization-related features.

[Solar power generation initiatives]

As of December 31, 2025, the SBS Group has solar power generating equipment at 19 locations. Although on-site use still accounts for a limited amount (17%) of total power generation, we plan to shift to the use of renewable energy-derived power as we head to 2030.



SBS Toshiba Logistics Tohoku Office Natori Warehouse

Power supply for common areas through solar power generation



SBS Flec Ami Low-Temperature Logistics Center

Large-scale solar power generating equipment



SBS Zentsu Nishiyodogawa Center

CFC-free refrigeration equipment
LED lighting for warehouse interior



Solar power generating equipment on the roof of the logistics warehouse (SBS NEXTHIRD Co., Ltd. Logistics Center Yokohama Kanazawa)

Solar power generation — total output

20,767,905 kWh

(including on-site utilization of 3,493,867 kWh)

Creating Logistics Services that Decarbonize Society

Serving as the arteries and veins of society, logistics have the potential to decarbonize the movement of society. The SBS Group is implementing many different approaches to actualizing the potential of logistics, including the improvement of transportation methods, new collaborations with other companies, and the redesign of the Group's services.

[Improvements to operations]

Improvements to logistics operations go beyond cost aspects and are directly linked to improved energy efficiency and reduced CO_2 emissions. The SBS Group has built upon improvements that cover every aspect of its operations.

[Joint delivery]

SBS NEXTHIRD Co., Ltd. promotes joint deliveries through multiple office equipment manufacturers. Joint deliveries were started in the Hokkaido, Tohoku and Hokuriku areas, and were expanded to the Kyushu, Koshinetsu and Chugoku/Shikoku areas in 2025. Participating companies enjoy the various benefits of the system, including logistics stability, reduced costs and environmental impact, and improved working environments. The initiative is linked to efforts by the Ministry of Economy, Trade and Industry and the Ministry of Land, Infrastructure, Transport and Tourism to realize a physical Internet.

The SBS Group proposes joint deliveries for various industries as a leading example of the initiative.

[Modal shift]

Modal shift means the movement of goods by cargo truck is switched to rail or coastal vessel-based transportation. The SBS Group is constantly on the look-out for opportunities to improve logistics through modal shift.

<Group companies implementing modal shift>
SBS Toshiba Logistics | SBS Nexthird
SBS Logicom | SBS Furukawa Logistics | Bridgestone Logistics

Modal shift transportation volume

327,354 t (FY2025)

Railway cargo **285,159** t

Ship cargo **42,195** t



3PL Proposals Associated with Reduced CO_2 Emissions

SBS Logicom combines modal shift to rail- and ship-based transportation with joint deliveries, providing 3PL solutions that realize CO_2 emission reductions. Leveraging expertise in rail transportation developed over many years, we design transportation to maintain lead times while curbing its environmental impact. We support sustainable logistics with multi-faceted initiatives, including the shared use of warehouses and the introduction of energy-efficient equipment.

TOPICS

Reducing CO_2 Emissions by Improving Medical Equipment Packaging



SBS Toshiba Logistics has developed stackable cardboard holders for medical equipment, successfully making significant CO_2 emission reductions as a result.

Using proprietary cardboard holders specifically designed as packaging material for medical equipment components, the previous packaging materials (cushioning materials) used in high quantities have been eliminated. Thanks to this innovation, CO_2 emissions due to packaging materials were reduced by approximately 60%. At the same time, cargo space utilization was improved and packaging time was reduced. In addition, the internal partitions in the cardboard holders are movable, enabling components of different shapes to be consolidated into a single type of packaging.

In recognition of these efforts, SBS Toshiba Logistics received an Encouragement Award at the 26th Logistics Environment Awards from the Japan Association for Logistics and Transport. It thus won awards for the 4th consecutive year.



From left: Mr. Shinkai, then-Chairperson of the Japan Association for Logistics and Transport, and Mr. Kise, Counsellor from the Logistics Reform Promotion Department of SBS Toshiba Logistics

SAFETY

Review of FY2025 Initiatives and FY2026 Plan

In FY2025, we continued to promote our three conventional pillars of education and awareness-raising, accident prevention, and safe driving management, and managed to slightly reduce the rate of accidents.

In FY2026, we will aim to reduce the accident rate and eliminate serious accidents by taking further action. In terms of key measures, in addition to improving logistics quality across the Group and further promoting transportation safety management, we will promote centralized vehicle purchasing (by establishing standardized vehicles and placing orders based on those standards) and advance the phased introduction of next-generation vehicles.

Major Indicators (Fiscal 2025 Results)

Group-average fuel efficiency

5.01 km/ℓ

Number of group safe driving workshops conducted

124 times

Number of transportation safety promotion meetings held

4 times

Number of business sites with G-Mark Certification (certification rate)

199 business sites (96.6%)

Accident rate (accident rate per vehicle)

0.75%



Transportation Safety Management

Operating Policy

Steady promotion of transportation safety management

Priority Issues (FY2025)

- Reducing accidents (vehicle accidents, occupational accidents)
- Strengthening measures to prevent fire at logistics facilities (establishment of a fire prevention council)
- Strengthening measures to manage employee health (improved SAS measures)
- Improvement of fuel consumption

Accident Rate per Vehicle

FY2022	FY2023	FY2024	FY2025
0.98%	0.81%	0.77%	0.75%

SBS Group Transportation Safety Management

Risk Management

Policies and Priority Issues

Transportation Safety Promotion Meeting

Education and Awareness-Raising	Accident Prevention	Safe Driving Management
Group safety education	Accident factor analysis	Roll calls and alcohol checks
Operations manager examination preparatory seminars	Near miss incident information collection and dashcam video analysis	Regular inspections
Operations manager basic classes	Risk prediction training	Fitting of driving support equipment (digital tachograph, AI dashcam, rear-view camera)
Operations manager general classes	Aptitude diagnosis	Business audits, touring follow-ups, business site self-inspections
Health officer examination preparatory seminars	Regular SAS screening examinations and health checkups	Acquiring certification (G-mark) as a business site with excellent safety
Regular first-aid classes	Stress checks / consultations with industrial physicians	Driver contests
Eco and safe-driving training	Training for persons causing accidents	Forklift operator contests
Truck safe driving training	Introduction of vehicles equipped with safety features (collision avoidance, reduced braking, road deviation prevention)	Occupational health and safety movement
Forklift safe operation training	Blood pressure measurements	Safe operation award
Forklift operator contests	Heat stroke countermeasures	Logistics facilities fire prevention measures
Driver contests		Eco and safe-driving evaluation and commendation system
Call for proposed safety slogans		
Affixing of eco and safe driving vehicle stickers		

Transportation Safety Promotion Meeting

The SBS Group holds quarterly Transportation Safety Promotion Meetings attended by 16 Group companies. The meetings are mainly designed to share various information and initiatives related to transportation safety, including operational management tasks, the rollout of various operational measures aimed at compliance with revised legislation, detailed analysis of vehicle and occupational accidents, and specific operations to prevent health-related accidents.

Systems and Information Disclosures at Each Group Company

To comply with directives from the Ministry of Land, Infrastructure, Transport and Tourism, the main domestic logistics subsidiaries that make up the SBS Group make annual disclosures regarding basic policies on transportation safety, safety supervisors and operations managers, transportation safety targets and target achievement status, and the development status of safety management regulations.

Education, Awareness-Raising and Accident Prevention

Group Safety Education

Regular determinations made by operations managers are extremely important in minimizing the risks of serious accidents and other risks. The SBS Group focuses on cultivating and improving the skills of operations managers and strives to raise the level of transportation safety management capabilities across the Group. In addition to establishing a systematic safety education curriculum, we create and post a range of educational posters, and work to prevent vehicle and occupational accidents while raising awareness of safety.

SBS Group Safety Education Curriculum Implementation Status for Fiscal 2025

Curriculum	Number of Sessions Held	Number of Trainees
Operations manager examination preparatory seminars	4	97
Operations manager examination mock tests	11	148
Operations manager basic classes	6	34
Operations manager general classes	2	125
Health officer examination preparatory seminars	5	67
Regular first-aid classes	6	105
Safe driving workshop	124	623
Eco and safe driving training	3	49
Forklift safe operation training	4	61
Driver contests	1	33
Forklift operator contests	1	20

Number of training curriculum sessions held

167 times

Number of employees attending training under the curriculum

1,362 employees

Safety Slogan

As one of its key initiatives aimed at reducing accidents to zero, the SBS Group accepts entries from Group company employees to determine its safety slogans on an annual basis. The total number of entries has reached 17,877, with final selections voted on by employees. The slogans for FY2025 were split into two categories, traffic safety and business site safety, with the results promptly announced at the beginning of the fiscal year in January.

Affixing of Eco and Safe Driving Vehicle Stickers

Since December 2017, this sticker has been affixed to SBS Group cargo vehicles. The sticker represents our promise to society that SBS Group vehicles take the environment and safety into consideration.





Standardization of Operational Management

The SBS Group, which is made up of multiple logistics companies, has prepared an operational management manual (in booklet and DVD form) that is common to the Group and makes efforts to standardize the knowledge and business operations of operations managers, maintenance managers and crew.

5S Activities

The SBS Group is promoting 5S activities as part of health and safety management. By creating safe environments, pursuing improvement and standardization, and fostering a better workplace culture, we aim to further improve safety and the human resource development environment.

Driver Health Management

The SBS Group makes efforts to regularly conduct health checkups and perform SAS (sleep apnea syndrome) screenings to prevent accidents attributable to employee health. SAS screenings also involve the necessary secondary screening and post-test monitoring as appropriate. As accidents related to brain disease are also of great social concern, brain MRI scans are also performed as necessary.

Employee Heath Management

The SBS Group has been stepping up measures to combat heat stroke in its warehouses since FY2018. We have made thorough efforts to control the temperature inside warehouses, mainly through improvements to the air conditioning environment. We also advise vehicle drivers to run air conditioning continuously. As a result, incidences of heat stroke have decreased. With temperatures rising year after year, we will continue to explore and implement more effective measures to deal with these risks.



Safe Driving Management

Fitting of Driving Support Equipment

All cargo vehicles operated by the SBS Group are fitted with digital tachographs. These devices record, evaluate and analyze data including operating speed, accelerations and decelerations, the opening and closing of doors, and idling. This data is used to prevent accidents and improve fuel efficiency.
All vehicles are also equipped with dashcams to monitor driving conditions. We have also made progress installing AI dashcams* in our trucks, and completed installation in over 850 vehicles during FY2025. We plan to install these devices in at least 70% of the Group's commercial vehicles by FY2030.
New vehicles are also equipped with rear cameras to prevent collisions when reversing and collision avoidance support systems.

* A system that equips dashcams with AI-based image analysis features to not only record accidents but detect and analyze driving behavior and surrounding hazards in real-time

Fire Prevention Measures at Logistics Facilities

The SBS Group Fire Prevention Council (established in FY2023), diagnoses risks at each logistics site. The council evaluates the state of measures in place, identifies and shares information about the issues it finds, and works to strengthen the measures implemented across the SBS Group. In FY2025, diagnostic activities were conducted at 50 sites.

Promoting G-Mark Certification

G-Mark, a symbol that denotes a business site implementing good safety practices, assesses the traffic safety measures implemented by truck transportation companies and other initiatives on a per-business site basis, and awards certification to business sites that meet certain criteria. The SBS Group has continuously promoted efforts to acquire G-Mark certification for its business sites.

Introduction of AI dashcams in trucks

Fiscal 2025 results

Installation in at least 850 vehicles complete

Fiscal 2030 target

Installation in at least 70% of the Group's commercial vehicles

Number of logistics site risk diagnosis assessments (FY2025)

50 sites

Number of business sites with G-Mark certification (certification rate)

199 business sites (96.6%)

Eco and Safe-Driving Evaluation and Commendation System

SBS Group implements an Eco and Safe-Driving Evaluation and Commendation System with the aim of achieving transportation safety and appropriate business operation by widely disseminating eco and safe-driving awareness and skills among SBS Group companies. The system awards commendations to business sites that have achieved excellent results based on evaluations of items including fuel efficiency improvement rates and the implementation status of safe driving management and safety education.

Business sites awarded Eco and Safe-Driving Commendations in FY2025

SBS Logicom Kanto Co., Ltd.	Yaita Branch
SBS Zentsu Co., Ltd.	Urayasu Gyotoku Office



TOPICS

8th SBS Group Driver Contest is Held

In FY2025, the contest was held on November 15 at SBS Driving School Anesaki. A total of 33 men and women took part in the contest, with 15 of them competing in the 4-ton truck division and 18 in the 1.5-ton truck division. Two hundred and forty people, including supporters, attended the event. The participants competed based on their knowledge and skills, focused primarily on safe driving.



SOCIAL

Overview of Initiatives

The SBS Group regards the customers to whom it provides services, as well as shareholders and investors, the employees who work together with the Group, business partners including suppliers, contractors and the local communities where the Group does business as major stakeholders. To stakeholders, we commit to putting the customer first, making appropriate information disclosures, developing a comfortable workplace, cultivating partnerships and contributing to local communities, and we endeavor to reflect these commitments in our corporate activities through wide-ranging dialogue with stakeholders. We have established a Code of Behavior prescribing compliance with laws, manners and morals, environmental conservation and social contribution as a corporate citizen, and strive to coexist with society.

Major Indicators (FY 2025 Results)

Promoting the appointment of women to managerial positions
(percentage of women in all managerial positions)

6.7%

Annual paid leave acquisition rate
(SBS Group)

63.1%

Average employee engagement score
(SBS Group)

44.8

Food bank support results

1,754 thousand yen

SBS Kamata Foundation

Logistics research grants
6

Grants scholarship assistance
54 students



Engagement with Customers and Society

Quality Management System

Each Group company in the SBS Group has established a quality management system, and we endeavor to maintain and improve the quality of the transportation and services we provide. In addition to the international ISO9001 standard that indicates systematic requirements for quality management systems, we have also obtained other appropriate certifications, including ISO27001 certification for information security management systems, the Privacy Mark related to the protection of personal information, as well as JAS Organic Agricultural Product Subdivider Certification and the Relocation Safety Mark.

Implementation of Improvement Activities

The SBS Group conducts a wide range of improvement activities and holds an Improvement Contest designed to recognize achievements in those endeavors and share outstanding expertise. For example, SBS NEXTHIRD holds a Global KAIZEN Contest under the themes of KAIZEN and Reform, incorporating management issues. Meanwhile, at SBS Zentsu, the Home Delivery Division responsible for the delivery of foods at the four temperature ranges holds Improvement Example Presentations to develop a comfortable workplace environment, and has workers compete and learn home delivery customer service skills through the “Customer Service Master Contest.” SBS Flecnet holds Business Improvement Presentations with the aim of providing better services and developing an improved work environment. Each of these initiatives is not only an opportunity to raise awareness of issues and share lessons, but is also positioned as an opportunity to develop a positive corporate culture.

Working With Our Business Partners

The SBS Group engages with our business partners based on the principle of partnerships based on mutual benefit. This principle has been thoroughly disseminated throughout the SBS Group, and we have expressed a “Partnership Building Declaration,” in which we actively commit to engaging in fair transactions to further develop relationships of trust with business partners. For details, please check the SBS Holdings website.

The Partnership Building Declaration is a voluntary initiative implemented by the Ministry of Economy, Trade and Industry in cooperation with relevant ministries and agencies to create relationships of prosperous coexistence throughout companies' supply chains.

Support for Local Governments

The SBS Group supports the regional revitalization initiatives being pursued by local governments through the corporate hometown tax system and by taking advantage of other systems, including facility naming rights.

- The SBS Group supports “Space Town” development initiatives underway in Taiki-cho, Hokkaido, and has signed up for Minna-no-Rocket-Partners activities.
- SBS Logicom has obtained naming rights to Kisshoin Park Stadium in Kyoto.
- Providing support for Viamaterras Miyazaki (Shintomi-cho, Miyazaki Prefecture) through the corporate hometown tax system, the SBS Group endorses efforts to advance women's careers and revitalize the local community.

Provision of Information

In addition to disclosing information about the business operations it is entrusted with, the SBS Group earns the trust of stakeholders by providing a range of information with a focus on customers.
The LOGILINK, a logistics-oriented PR publication issued by SBS Logicom, is utilized as a medium for disseminating case studies of logistics solutions and the latest information to companies, groups and government organizations.

Communication with employees

Publication of the SBS Express Group magazine

1 printed publication | 123 online publications

Communication with the media

Number of press releases

105 press releases
(25 of which were IR news releases)

Website information

3

Promoting dialogue with shareholders and investors
(Q1 to Q4, FY2025)

Total financial results briefing attendees

Interim: 46 attendees,
Year-end: 50 attendees, Total: 96 attendees

Small Meetings

2 times | 25 * Responses to Investors and Analysts 120/year

Website communication

Number of visitors * Figures in parentheses are for SBS Holdings

1,131,158 (378,505)

Page vews

3,419,027 PV (1,161,953 PV)

The SBS Group's Human Resources Strategy

Based on its philosophy that "long-term prosperity is rooted in paying the necessary attention to people," the SBS Group regards human capital as its most important resource in corporate value creation. Based on this belief, we advance human capital management and strive to cultivate human resources while maximizing their ability to create value.

Human Capital Management

In its new five-year medium-term plan (Harmonized Growth 2030), the SBS Group aims to enhance its competitiveness by bolstering its human resources and organizational capabilities within the Group, and has formulated a basic strategy on human capital management. The strategy, which serves as the framework for investing in the human resources of the future and developing the infrastructure for disclosing related information, is outlined in points (1) through (5) below.

① Support for employee skills and career development

The SBS Group provides wide-ranging education and training to all employees working at Group companies in accordance with the Basic Policy on Human Resource Development as below. The composition of training is systematically organized into tiered training, theme-specific training, specialist training and personal development support, and is designed to help employees improve their skills and develop their careers.

Basic Policy on Human Resource Development

- We will implement human resource development as a part of our management strategy and human resource strategy, and foster human resources able to contribute to the growth and development of the Group.
- We will cultivate human resources through a broad range of education and training, and strive to build up the Group's personnel-based capital.
- We will assist employees in achieving their self-actualization goals through life-long education.

② Improve employees' work-life balance

The SBS Group is committed to developing a workplace in which anyone can work with peace of mind and demonstrate their capabilities based on the promotion of diversity and workstyle reforms.

As part of that commitment, we have worked to develop programs including work-from-home and flextime systems, and increase the annual paid leave acquisition rate. In addition, to address the needs of male employees with spouses who are currently on leave after childbirth, in July 2024 we established a childcare-support leave (special leave) system, and have since been encouraging eligible male employees to make use of this leave. In parallel with these programs, we have been working to develop our welfare systems that will become the Group standard (framework).

Going forward we will continue to help employees balance work and home life so that we can provide diverse and flexible working styles based on changing circumstances.

Human Capital Management 人的資本経営コンソーシアム

SBS Holdings participates in the Human Capital Management Consortium, in which the Financial Services Agency and the Ministry of Economy, Trade and Industry participate as observers. In an effort to gain deeper insight into human capital management by sharing information and exchanging opinions with the consortium's member companies, we strive to further accelerate investments in human capital representing the next generation of the SBS Group, and achieve sustainable growth alongside enhanced corporate value.

SBS Group Training Results (FY2025)*

Numbers of courses and trainees of next-generation development, job class-specific, field-specific, specialized theme-specific, and self-development training programs

Number of Courses	Number of Trainees
233 courses	**12,032**

Annual Paid Leave Acquisition Rate (SBS Group)

63.1% (FY 2025 results)

Certification System for Pleasant Workplace Development (Automotive Transport Business Operators)
* SBS NEXTHIRD, SBS Zentsu

③ Develop an environment enabling employees to flexibly balance life events with work

The SBS Group has established the SBS Group Diversity Policy and positioned diversity and inclusion as an important management strategy. We are advancing three action plans to develop an environment in which anyone can work with enthusiasm and demonstrate their capabilities.

SBS Group Diversity Policy

- Respect the individuality of a diverse range of employees
- Help employees let their individuality shine brighter
- Endeavor to foster an organizational culture that utilizes the diversity of employees

Ratio of females in managerial positions (SBS Group)

6.7% (FY 2025 results)

Number of participants in diversity awareness-raising training

507 (FY 2025 results)

* See ESG Data (pages 81 and 82) for a breakdown of the SBS Group's training results.

④ Secure productive employment and fulfilling, dignified work (decent work)

The SBS Group has developed its personnel labor management system so that all employees can receive fair compensation commensurate with their work. In the SBS Group Human Rights Policy, the SBS Group has set forth initiatives regarding respect for human rights in its business activities. We have also laid out a Declaration on Respect for Human Rights and Elimination of Harassment, and promote understanding and thorough compliance on the part of employees with regard to respect for human rights and harassment prevention.

⑤ Promote Group-wide optimization

Since FY2025, we have been working to reorganize and build human resource contracting operations toward overall optimization across the SBS Group. In conjunction with this, we have also been developing mechanisms to enhance business quality and productivity in an effort to maintain and improve the level of services.

Fostering Job Fulfillment and Pride

By advancing our basic strategy on human capital management, we will foster job fulfillment and pride among employees. Under our new five-year medium-term plan, we have declared the goal of "SBS Well-being & Pride 2030," laying out a future vision to become a "corporate group in which people gather, develop and wish to remain" by FY2030. As a management indicator based on those perspectives, we track employee engagement over time.

We are also committed to enhancing Group human resource governance, making comprehensive efforts to boost recruitment capabilities and cultivate Group human resources while improving their retention and motivation.

Improvement of employee engagement (SBS Group)

Average score **44.8** (FY2025)

Eruboshi Certification for Promoting Women's Participation and Advancement in the Workplace
* SBS Holdings

Kurumin Certification for companies offering childcare support to employees
* SBS Holdings

2026 Outstanding Organizations of KENKO Investment for Health Program
* SBS Holdings, SBS NEXTHIRD, SBS Freight Service

Acquiring Integrated Certification for Quality, the Environment and Occupational Safety

In November 2025, Toshiba Logistics (Hangzhou) Co., Ltd., an affiliated company of SBS Toshiba Logistics, based in Hangzhou, China, simultaneously acquired integrated certifications for ISO 9001, the international standard for quality management systems, ISO 14001, the international standard for environmental management systems, and ISO 45001, the international standard for occupational health and safety management systems.

Diamond Certification Received For Improvement Activities

In FY2025, SBS Toshiba Logistics obtained 2025 Diamond for Excellent Logistics Site Improvement certification under the Outstanding Logistics Site Improvement Recognition System organized by the Japan Institute of Logistics Systems (JILS). Two improvement activities were recognized, "reducing the burden on workers by eliminating waste, unevenness and excess — aiming for a stress-free workplace," and "using images to achieve logistics site improvements — establishing rational safety measures."



TOPICS

Handling Material Collection and Transportation Services for Tokyo 2025 Deaflympics

SBS NEXTHIRD under the former name of SBS Ricoh Logistics handled collection and transportation services for event materials including banners and vertical flags for the Tokyo 2025 Deaflympics, the first hosting of the event in Japan. We also contributed to PR efforts with vehicles displaying the event logo, supporting the operations of the event, celebrating its 100th anniversary, from a logistics perspective.



DEI IN ACTION

Interviews for the Promotion of DEI

How diversity generates organizational strength

DEI (Diversity, Equity & Inclusion) promotion interviews that have been conducted since FY2024 serve to visualize diverse working styles and values, and disseminate related information throughout the SBS Group. In FY2025, 32 such interviews were conducted, covering non-Japanese employees, re-hired employees, and male employees who had taken childcare leave. As a logistics company that seeks the creation of value through coordination from the field through to head office functions, we promote the development of workplace environments that empower everyone to succeed while remaining true to themselves. We allow DEI to take root as a corporate culture, leading to sustainable growth.





I had been involved with web development since the early days of e-commerce, and one of the reasons I joined the company was because I had used POCHI, one of its services. Work supporting business growth goes beyond systems aspects and extends to negotiations with overseas plants and the formulation of production plans. Going forward, I hope to make progress one step at a time while working on challenges together with team members.

General manager,
Pet Wellness Business Department,
Marketing Partner, Inc.



Utilizing the experience gained from prioritizing efficiency and safety I developed in my days as a driver, I handle roll calls. From a standpoint of supporting the safety of colleagues, I check the physical condition and operating routes of each driver, and interface with them after they return to the facility. Interactions with people serve as a daily source of vitality, and I hope to keep working as long as I am healthy.

Iwamizawa Sales Office,
Kyokushin Transport Corporation



I came to Japan 20 years ago under the tutelage of my great-uncle, where I attended a Japanese language school and then studied logistics at a technical college. After working at a trading company and e-commerce logistics company, I am now responsible for general work related to international forwarding. Leveraging my ties with South Korea while extending my business knowledge, I will continue making every effort to contribute to the overall Group.

Section head,
Transportation Sales Section 1, East Japan International Transportation Sales Department, International Transportation Division, SBS Global Network Co., Ltd.



After graduating from a technical college, I started working in port operations, my desired field. After stepping away from work to focus on family life, I have now returned to the logistics industry. At my current workplace, I handle negotiations with customers in addition to dealing with incoming and outgoing cargo, managing inventory and arranging hired vehicles. With my daughter graduating from university, I hope to take on the challenge of work that carries greater responsibilities.

Section head,
Shin-Sugita Center Sales Office,
SBS Freight Service Co., Ltd.



After gaining experience in the publishing and media industries, I was attracted to a job posting and joined the company. I handle advertising proposal sales activities aimed at solving customer issues. I take joy in encouraging the advancement of the logistics industry overall through the reporting and dissemination of information. In the future, I will expand my horizons outside Japan to the world.

General Manager,
Tokyo Editorial Department, Editorial Division,
LOGISTICS TODAY Co. Ltd.



I like playing the role of "unsung hero" and chose a career in logistics. After working in a department handling electronic components and managing a local overseas subsidiary, I am now involved in setting the overall company direction in the Corporate Planning Department. I hope to continue doing work in which I can experience growth together with my colleagues while utilizing the experience I have gained to date.

In charge of planning,
Corporate Planning Department,
SBS Toshiba Logistics Corporation



I studied Japanese at university in Vietnam. Utilizing the experience I gained from working at SBS Logistar Corporation for a year as a technical intern, I later joined the company as an employee, and I provide work instructions and serve as an interpreter for the Vietnamese technical interns who have come after me. I will work to develop an environment in which colleagues from different backgrounds work together, and in which each individual can fully demonstrate their capabilities.

Minami-Kanto Sales Office,
SBS Logistar Corporation



I chose this path out of a belief that logistics is the infrastructure that supports society, and have been working in roles involving the handling of shipping documents. Now that I primarily work from home, I work as part of a four-person team. In part due to a lack of experience, I am only about fifty-fifty on the idea of moving into a managerial role, but I hope to create an environment in which I can support people.

Supervisor,
Sapporo Satellite Office, Hokkaido Logistics Operations Department, SBS Flecnet Co., Ltd.



After graduating from a sports vocational school and working as an instructor and raising children, I arrived at this workplace. My current work responsibilities are wide-ranging, and include the dispatch of route trucks, handling of new projects, training of new employees and sales management. I want to continue to grow in ways that allow me to contribute in even more ways, while helping to ensure a positive environment at the center.

Kansai Logistics Center, Business Division 3,
SBS Furukawa Logistics Corp.



150 of the 470 people working at this branch are Vietnamese, and I am in charge of recruiting them, providing work instructions, conducting training on manners, interpreting and translating, and preparing manuals, etc. I want to contribute to productivity improvements across the business while expanding the possibilities for non-Japanese employees by building upon success stories.

Storage Technology Section 1,
Jonanjima Branch, OS Business Department,
Domestic Sales Division,
SBS NEXTHIRD Co., Ltd.



Over the 25 years since joining the company, I have been fortunate enough to go through many experiences, encounter various people, and also experience childcare leave. In addition to my main duties in accounting, I currently work on external sales, externally procured transportation, and new project development. In the future, I aim to become a role model who embodies an environment that also enables female employees to succeed in managerial roles.

Oyama Logistics Center,
SBS Furukawa Logistics Corp.



Attracted to the prospects of global connections, I worked in the import-export section of a machinery manufacturer before moving to my current workplace after giving birth and joining my husband on an overseas assignment. Now working in a managerial role, the growth of my fellow colleagues and the organization is a source of encouragement. I hope to bring out the best in employees as we take on the challenges of new businesses and operations as only the SBS Group can.

General Manager,
Import and Export Management Department,
Administrative Division, SBS NSK LOGISTICS Co., Ltd.



As I like cars and training people, I chose the same career path as my grandfather and became a driving instructor. In addition to conducting safe driving training on a daily basis, I drive a shuttle bus, handle reception, and also answer phones, etc. I feel the joy and insight I gained from a recent one-month childcare leave I took will also carry over into my work.

Instructor,
SBS Driving School Inage,
SBS Driving School Co., Ltd.



After a time when I struggled to balance my duties as manager of a cafe with raising children, I began attending the driving school through a personal connection and switched jobs after being drawn to its warm atmosphere. I currently work on providing service to customers in a way that is attentive to their feelings as learner drivers. Together with my colleagues here, I hope to be someone who can help others take the next step forward.

SBS Driving School Anesaki,
SBS Driving School Co., Ltd.



I joined SBS Zentsu because I love being active, interacting with people and driving. As site manager, I am currently focused on creating an atmosphere in which employees can feel free to seek guidance. I aim to develop a stronger organization by raising the motivation of the employees I manage and continuing to grow together with them.

Section head (Office Manager),
Chuo Sales Office, Chiba Home Delivery Section,
SBS Zentsu Co., Ltd.



I majored in the Japanese language at university in Sri Lanka. Through a connection I made while working part-time as a Japanese language teacher during my university days, I came to Japan. Currently I provide support for M&A activities primarily for overseas projects, and I strive to ensure smooth project implementation in coordination with other departments. I aim to improve my skills and contribute on the front lines of M&A activities.

Business Development Department,
SBS Holdings, Inc.

The WA! Project Takes the Next Step

The WA! Project launched by the SBS Flex Group in 2023 as an opportunity for female managers to communicate with and learn from one another has continued to expand into new areas with each passing year. One of those new developments was the holding of a roundtable discussion with female managers from SBS Group companies, including SBS Zentsu, SBS Furukawa Logistics and SBS Holdings also taking part. Discussions between participants meeting for the first time soon became animated, and before long moved on from the topic of female participation to the sharing of work-related challenges experienced in day-to-day work, extending to discussions about ways to make improvements and find solutions. Planned on a trial basis, the event turned into a valuable opportunity to broaden the horizons of participants and inspire one another.





DEI TALK

Considering the Future of Women's Empowerment Together With Outside Directors

The SBS Group held its first "DEI TALK" roundtable discussion as a part of DEI promotion efforts. With two outside directors joining the discussion, female employees from across the Group gathered to share insight into the challenges they face and their thoughts on careers and working styles. Through discussions extending beyond organizational boundaries, the event served as a key step toward new revelations and future growth.
In this special feature, in addition to reporting on the details of the roundtable discussion, we will highlight the expectations of the Group as seen from the perspectives of outside directors, while also exploring the future outlook for women's participation.

In August 2025, the SBS Group held the DEI TALK roundtable discussion, aiming to encourage exchanges with female employees with the potential to become role models, and develop a work environment conducive to a strong career mindset.
The discussion was structured around two set themes: "the work difficulties faced by women and their career advancement," and "what we can do for the SBS Group." Eight female employees from eight different SBS Group companies were split into two teams to engage in lively discussions led by Outside Director Sachie Tsuji and Outside Director Chizu Sekine, respectively. The responses elicited from each team were then presented to the entire group.
The discussions fostered a positive mindset toward career advancement and helped clarify the issues to be addressed Group-wide. Participants shared feedback such as "I was able to look at things more positively after being able to share my concerns" and "the outside directors' words served as guidance for career development." The event was also an opportunity for participants to form network connections across the Group and enhance their career awareness.
Going forward, the SBS Group will continue working to build a DEI promotional framework that spans the Group. We will realize sustainable corporate growth and contributions to society by developing an environment that allows each and every employee to demonstrate their capabilities with peace of mind.

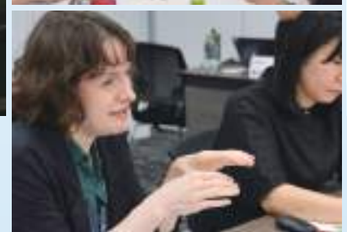
Excerpts from the Presentations

[Theme 1]
Work difficulties faced by women and their career advancement
- Sharing childcare responsibilities leads to a truly supportive work environment.
- At the point you are approached for a managerial role, your capabilities have already been recognized.
- Avoid being a perfectionist, and accept opportunities with a positive mindset.
- Creating an environment that welcomes women into managerial roles is key.
- Mechanisms that enable flexible employee evaluation programs are beneficial.

[Theme 2]
What we can do for the SBS Group
- Take on the challenge of managerial roles with confidence and create examples of success.
- Leverage the unique qualities that most women possess while flexibly adapting.
- Build your career and help the Group meet its goals.









Interview with Outside Directors

We interviewed the two outside directors after the roundtable discussion.

**How do you view the current status of DEI, and the active participation of women in particular?
Additionally, how do you think it will lead to corporate growth in the future?**



Tsuji Steady progress has been made with DEI, including the active participation of women. However, the speed at which this progress is made is still lacking, and issues still remain in meeting numerical targets. We often hear things like "People are offered promotions but turn them down" or "There are no qualified candidates." But when I actually spoke with these employees during the DEI Talk, I was impressed by how much work motivation they had, and their positive attitude of welcoming promotions. I think what lies behind this disconnect is unconscious biases like the idea that "women should be in support roles, not leadership positions," as well as a lack of role models. I believe that overcoming this situation and establishing an environment that empowers a diverse range of human resources to demonstrate their capabilities will make it easier to work on the front lines of logistics and lead to a stronger group by eliciting the ideas and capabilities of each and every employee to the fullest extent.
Sekine SBS Holdings has reached a stage where we can recognize tangible progress in terms of DEI, and the active participation of women in particular. Underpinning that progress are the female employees who have undertaken numerous challenges on the front lines, and the DEI promotion departments that have supported those efforts. Putting those ideas into practice has reshaped awareness on the part of management, and has now led to a genuine organizational commitment to drive those initiatives forward. Very few companies have produced such changes from within. The active participation of women is not merely a matter of equal opportunities; it is an engine that supports the sustainable growth of companies in an increasingly uncertain business environment. At SBS Holdings, which is made up of a large number of Group companies, having women participate as an engine of decision-making and value creation at each workplace will be a powerful factor strengthening the organization's overall ability to drive progress.

For the SBS Group to realize further growth in the future, what initiatives from a DEI perspective do you think are important?

Tsuji In the interest of future growth, it will be important for female managers to be thought of as a natural occurrence rather than something special. To help create that, instead of excessively gauging employee intentions before offering promotions, we need to create an environment that supports employees taking on challenges with a "give it a try" mindset.
I also believe the skills cultivated through housework, raising children, caring for family members and taking part in community activities, including multi-tasking execution capabilities, the ability to respond to risks and crises, and the ability to communicate with people possessing diverse values, are also extremely important skills in work scenarios. These experiences are critical opportunities for growth among both men and women, and it is important for everyone to gain a diverse range of experiences as they proceed through different stages of life, and that includes encouraging men to participate in childcare. I hope that this perspective of supporting one another and applying those efforts to work will take root within DEI initiatives.
Sekine To achieve further growth in the future, it is essential that we do more to develop environments that enable a diverse range of human resources to demonstrate their respective strengths. When more human resources have confidence in their own strengths and are prepared to take a step forward while continuing to develop them, the collective strength of an organization rises dramatically. Particularly in Japan, where there is still a lot of room for women to play more active roles, the proactive mindset and actions of female employees are directly linked with the improved competitiveness of the Group overall. I view the promotion of DEI as a core initiative that brings frontline employees and managers together to free themselves from outdated ideas and practices that no longer have a place in today's workplaces, unlock the potential of human resources, and underpin the sustainable enhancement of corporate value.



Introducing the Two Outside Directors

Sachie Tsuji (appointed March 2021) and Chizu Sekine (appointed May 2025), who serve as Outside Directors of SBS Holdings, have built careers in their respective areas of specialization. Ms. Tsuchi has worked on accounting audits for a wide range of companies as a certified public accountant, provided IPO support, and provided assistance regarding a wide range of enterprise risks. Ms. Sekine has used her doctorate in engineering to pursue a career in research and development at Sumitomo Chemical and has also been involved in the commercialization of technologies and business development, while also serving as a director. The career paths of these two women could offer many insights to companies considering DEI initiatives, and this article presents that information in their own words.

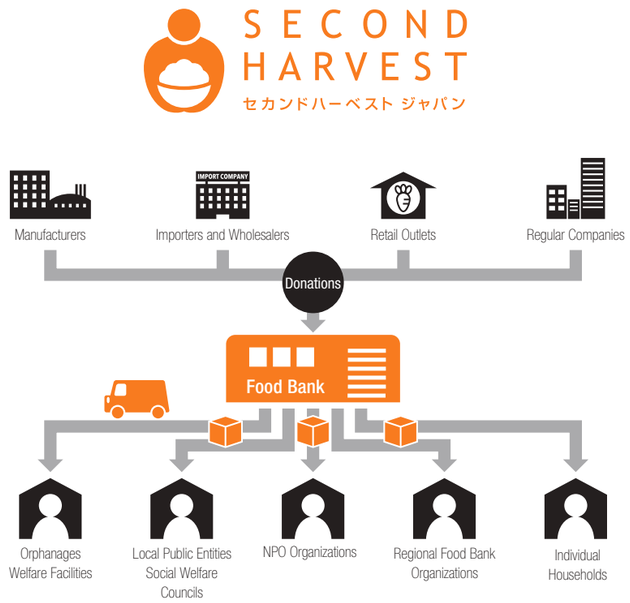
Social Contribution Activities

Support for Food Banks

The SBS Group began food bank support activities in 2018. A food bank is an activity or organization that collects from corporates and other organizations food that has not yet expired but cannot be sold for various reasons and distributes it to people in need. The Group supports Certified NPO Organization Second Harvest Japan (2HJ), the largest food bank in Japan, which is based in Asakusabashi, Taito-ku, Tokyo. We continue to identify with and support 2HJ to create a society where people have a place they can turn to when they encounter difficulties with food.

The SBS Group provides support in the form of logistics services, which are essential for food bank activities. We mainly provide support in two ways: firstly providing the temporary transportation of goods between food donors and 2HJ sites, and secondly by providing advice and recommendations on warehouse management and vehicle operation. For the temporary transportation of goods, when there is no way for 2HJ to secure a vehicle or manpower, an SBS Group vehicle can be used as an alternative transportation service. On rare occasions when the 2HJ warehouse is full, we receive requests to store supplies and respond as needed.

The food bank support not only contributes to strengthening the food lifeline for people in need, but also contributes to the reduction of food loss (food waste).



Food Bank Support Results (Transportation and Storage) Thousand yen

2018	2019	2020	2021	2022	2023	2024	2025
470	540	2,220	2,412	2,924	1,359	3,502	1,754

SBS Kamata Foundation

The SBS Kamata Foundation*, which was established in 2013 through a donation by SBS Holdings, works to create social value through research grants in the field of logistics, and the provision of scholarships for students receiving social care.

* The Foundation was initially established as a general incorporated foundation, and transitioned to a public interest incorporated foundation in 2015.

Logistics research

The foundation conducts aid activities with the aim of supporting academic research into logistics, which is part of the social infrastructure, and contributing to the development of the industry as a whole and the betterment of people's lives, for instance by using the fruits of research to improve logistics efficiency and prevent accidents.

Applicable Research

(1) academic research and (2) the holding of research workshops, symposiums, seminars, etc. that contribute to the promotion or development of logistics are eligible.

Grants issued in FY2025

6

*Examples of the themes addressed: improving logistics efficiency, improving safety in cargo transportation and reducing the impact on the global environment (reducing CO_2 emissions) through better logistics systems

Grant Amounts: Total of 3,000,000 yen, up to 500,000 yen per individual grant.

Scholarships for Students Receiving Social Care

This project provides scholarship funding to motivated and talented students to prevent them from abandoning education for economic reasons, with the aim of contributing to equal opportunity in education and the development of human resources, while helping enhance education and welfare.

Application Requirements

Students who are generally at least 18 years old and have been accepted for enrollment into higher education, who are children residing in a child welfare home or living in a foster home in the Kanto region, and who plan to advance to university, junior college, a vocational school or similar

Number of scholarship recipients in FY2025

54

Scholarship Amounts

300,000 yen per student (as a higher education allowance)

Results of issued grants and awarded scholarships

		2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	2025
Logistics research grants	Number of projects	6	7	7	9	6	6	4	7	5	5	6
	Grant amount	2,994	3,374	3,300	4,499	2,995	2,600	2,000	3,434	2,000	2,500	2,990
Number of scholarships granted	Number of participants	-	-	30	34	57	74	76	86	51	55	54
	Grant amount	-	-	9,000	10,200	16,800	21,000	22,800	25,800	15,300	16,500	16,200

* Amounts are units of a thousand yen

Fair Trade Product Sales Events

In fair trade initiatives, developed countries which are in an economically and socially advantaged position engage in fair trade with producers and workers in developing countries with the goal of improving the lives of producers and workers living in developing countries and enabling them to be independent. The SBS Group holds fair trade sales events to create opportunities to enjoy learning about fair trade internally and pick up those products. In FY2025, one such event was held in December.



Social Contribution-Oriented Sales Drives

Four times a year we host bread sales drives (commonly referred to as bread festivals) organized by Shinjuku Fukushi Sagyosho, a welfare workplace, with the aim of promoting coexistence with the local community and respecting diversity. At these events, in addition to the sale of bread made by participants, artwork they created is put on display, creating opportunities for them to play an active role and take part in society. The events always prove popular, with many employees visiting and the strong interest causing long lines to form before sales commence, with the bread selling out within a short time. This initiative helps people with disabilities become more independent and promotes their social inclusion, while also furthering understanding among employees and contributing to the realization of an inclusive society.



Clean-Up Activities in the Area Around The Group's Head Office

Clean-up Activities in the Area Around The Group's Head Office as a key challenge, the SBS Group formulated Sincere Challenge 2030 in 2018, and has been promoting efforts to realize an "eco-friendly society full of green." As a part of those efforts, the SBS Group began cleaning up the Shinjuku Station West Exit area in February 2024, by collaborating in a Shinjuku-ku government cleanup campaign. Currently the Sustainability Promotion Department plays a leading role in monthly clean-up activities in the area around the SBS Group's head office. Through these activities, we aim to contribute to the local community and clean up the environment while also raising environmental awareness among each employee and normalizing behaviors that contribute to a sustainable society.



Corporate Forest Activities

Since 2011, SBS NEXTHIRD Co., Ltd. has been leasing 1.76 hectares of land in Mitake, Ome-shi, Tokyo for corporate forest activities. We cultivate forests that absorb the carbon dioxide and exhaust gases we emit as a logistics operator, and promote communication beyond organizational boundaries through forest development activities. A total of 45 volunteers took part in related activities in FY2025, working up a sweat thinning undergrowth and pruning tree branches. Going forward, we will continue to implement activities that involve both forest development and the development of people.



Providing Lectures on Field Application Cases of Logistics Technology at the University of Tokyo

In July 2025, SBS Holdings delivered a lecture introducing frontline logistics issues, such as labor shortages and ballooning workloads, along with examples of logistics technology (LT) being used in the field to address those challenges, as part of an endowed course on advanced materials science offered at the University of Tokyo. In addition to the introduction of automation and labor-saving technologies, the lecture described initiatives to turn field-level knowledge into data to drive improvements. The lecture also emphasized the importance of technical innovation through coordination between industry and academia to advance logistics in step with expanding e-commerce demand. The SBS Group has been taking part in the endowed course since 2020.



Providing an Interactive Class for Junior High School Students

On November 20, 2025, SBS Logicom conducted an interactive class at Kasukabe Municipal Midori Junior High School in Saitama Prefecture. Based on the theme of "What is logistics?" the class explained about the flow of goods from when a company produces a product until it arrives in the hands of consumers. In addition to teaching students that logistics is not just about transporting goods but includes various functions such as storage, loading, packaging, distribution processing and information systems, the class also created opportunities for students to have hands-on experience with improvement activities employed in the field.

This interactive class came about in response to a request as a result of SBS Logicom's work being included in four educational materials featuring different jobs published by local newspaper companies in the Chiba and Saitama areas for junior high school students.



GOVERNANCE

Basic Approach

As the holding company of the SBS Group, SBS Holdings (“the Company”) ensures the efficiency, soundness and transparency of overall SBS Group management. Additionally, to continually enhance corporate value and become a company that earns the trust of society, the Company promotes compliance and risk management Group-wide.

See the SBS Group website for details about corporate governance. Systematic disclosure information including the following materials is posted on the website.

- The SBS Holdings Corporate Governance Guidelines, which summarize the basic framework and approaches concerning corporate governance at SBS Holdings
- The Corporate Governance Report submitted to Tokyo Stock Exchange, Inc.
- Internal Control Reports on the effectiveness of internal controls with regard to financial reporting

TOP → Sustainability → Corporate governance
https://www.sbs-group.co.jp/sbshlds/csr/governance

Major Indicators (FY 2025 Results)

Outside Directors

5 (out of 12 directors)

* As of April 2026: 6 outside directors (out of 12 directors)

Board of Directors meeting attendance rate by outside directors

All Directors: 99.4%

Outside Directors: 98.4%

Audit & Supervisory Committee meeting attendance rate

100%

Assessment of Internal Control Related to Financial Reporting for FY 2025

Valid

Number of Board of Directors Meetings and Status of Attendance (FY2025)

Number of Sessions Held		14
Attendance Rate (%)	All Directors (12 members)	99.4%
	Outside Directors (5)	98.4%

Number of Audit & Supervisory Committee Meetings and Status of Attendance (FY2025)

Number of Sessions Held	14
Attendance Rate (%)	100%



Corporate Governance System

SBS Holdings is a company with an Audit & Supervisory Committee and has established a General Meeting of Shareholders, Board of Directors, Audit & Supervisory Committee and Accounting Auditor as corporate bodies. There are two reasons why the Company has adopted this current structure: (1) to ensure the swift decision making and the flexibility of decision-making bodies as the greatest management strengths of SBS Holdings and the SBS Group; and (2) to firmly maintain sound management through the objective and neutral monitoring of management.

[General Meeting of Shareholders]

The Company regards those shareholders listed or registered in the final shareholders’ register as of December 31 of each year to be the shareholders entitled to exercise their rights at the Ordinary General Meeting of Shareholders in that fiscal year. The Ordinary General Meeting of Shareholders is convened within three months of the day following the last day of each fiscal year. In addition, extraordinary general meetings of shareholders are convened whenever necessary. The General Meeting of Shareholders is convened and chaired by the President and Representative Director. Resolutions made as decision-making mechanisms at the General Meeting of Shareholders are carried out based on a majority of the voting rights of shareholders who are present and entitled to exercise their rights, except when otherwise provided for by law or the Articles of Incorporation.

[Board of Directors]

The Company’s Board of Directors comprises 12 members, six of whom are outside directors. Except when otherwise provided for by law, the Representative Director and President shall convene and chair meetings of the Board of Directors, but an Audit & Supervisory Committee member appointed by the Audit & Supervisory Committee may also convene Board of Directors meetings. As a decision-making body, the Board of Directors decides on matters required by law, matters set forth in the Articles of Incorporation, management policy and important matters related to management. The board also monitors and supervises directors in the performance of their duties. Resolutions of the Board of Directors are passed when a majority of directors eligible to take part in votes are present, based on a majority of the votes of those directors in attendance.
The Board of Directors meets at least once a month and on an extraordinary basis when necessary, operating under a structure that enables swift and effective decision making on the part of directors. In addition, some directors with the exception of outside directors serve concurrent roles as directors of the Group’s major subsidiaries, in order to enable the deliberation of important matters concerning subsidiaries and facilitate smooth communications within the SBS Group through their attendance at Board of Directors meetings.
An executive officer system has been introduced to speed up decisions on management strategy and further enhance systems for the execution of business.

[Audit & Supervisory Committee]

The Audit & Supervisory Committee is made up of four directors who are Audit & Supervisory Committee members, three of whom are outside directors. The Audit & Supervisory Committee meets at least once a month and on an extraordinary basis when necessary and fulfills the role of auditing and supervising the execution of duties by members of the Board of Directors other than Audit & Supervisory Committee members and matters of legality. The Audit & Supervisory Committee members, primarily its chairperson Yuya Kawai, also attend Board of Directors meetings and other key internal meetings where they provide advice as necessary.

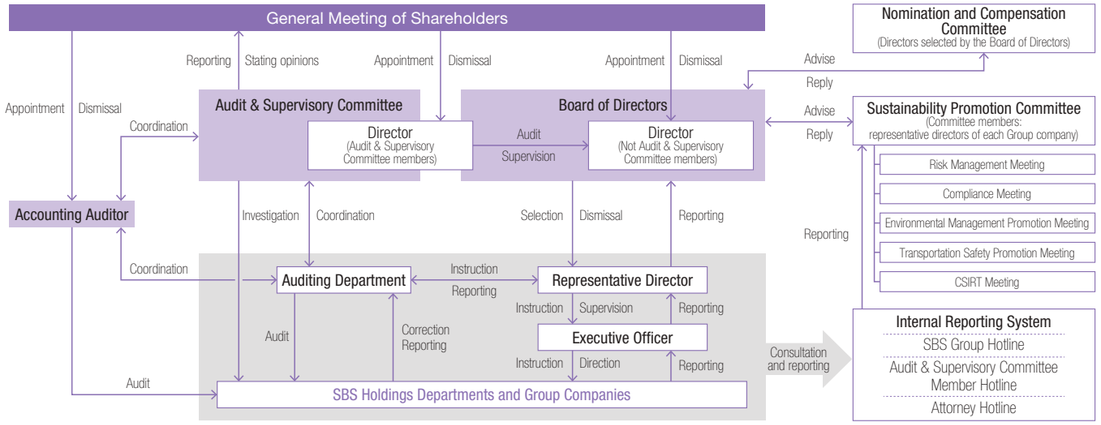
[Nomination and Compensation Committee]

The Nomination and Compensation Committee is made up of four directors, three of whom are independent outside directors. The committee meets at least once a year and on an ad-hoc basis whenever necessary, and works to strengthen the fairness, transparency and objectivity of procedures concerning the nomination and compensation, etc. of directors and Audit & Supervisory Committee members. Outside director Jiro Iwasaki services as chairperson of the committee.

[Accounting Auditor]

The accounting auditor is selected by the Audit & Supervisory Committee based on a comprehensive evaluation, including that it possesses a certain size and global network enabling effective auditing consistent with the Company’s business activities, that it has developed review systems, as well as its auditing track record. Audit & Supervisory Committee members and the Audit & Supervisory Committee formulate criteria for appropriate evaluations concerning the independence of the accounting auditor and audit quality control operations and verify and confirm that the accounting auditor has required expertise.

Organizational chart of corporate governance



Director, Executive Officer

Board of Directors



Masahiko Kamata
President, Representative Director and CEO

Mr. Kamata has served as the Company's President and Representative Director since March 1988, and as CEO since March 2004. He also serves as representative director of SBS Group companies, including SBS Logicom Co., Ltd. and SBS Sokuhai Support Co., Ltd., and as a director of SBS Toshiba Logistics Corporation, SBS Flec Co., Ltd., SBS Zentsu Co., Ltd., and SBS NEXTHIRD Co., Ltd. Since July 2013, he has also served as director of the SBS Kamata Foundation.



Masato Taiji
Director, Managing Executive Officer
In charge of Sustainability Promotion Department, Auditing Department, Personnel Affairs Department, General Affairs Department, and Logistics Quality Control Department

He has served as General Manager of the Human Resources Division of Tokyu Logistics Co., Ltd. and TL LOGICOM Co., Ltd., both of which are currently SBS Logicom Co., Ltd., and has been a Director of SBS Holdings since March 2017. He has also served as Managing Executive Officer (in charge of personnel and general affairs) since March 2019, and as a director of SBS Logicom Co., Ltd. since March 2022, and as a Representative Director of Marketing Partner, Inc. since March 2026.



Yasuhito Tanaka
Director, Managing Executive Officer
In charge of Corporate Planning Department, Business Development Department, and Legal Affairs Office

After working at The Sumitomo Bank, Ltd. (now Sumitomo Mitsui Banking Corporation), he assumed the post of Assistant General Manager of the Corporate Planning Department of SBS Holdings in November 2010. He served as an Executive Officer of SBS Holdings from December 2018, then as a Director from March 2021, and was appointed Managing Executive Officer in March 2024. He also serves as a director of SBS Asset Management Co., Ltd., L-MAX Co., Ltd. and SBS NEXTHIRD Co., Ltd.



Natsuki Gomi
Director, Executive Officer
Chief Financial Officer (CFO)
In charge of IR Corporation Communications Department, Finance Department, and Accounting Department

After working at the Long-Term Credit Bank of Japan (now SBI Shinsei Bank, Limited), Rakuten Group, Inc. (Executive Officer) and the Nomura Trust and Banking Co., Ltd. (Senior Corporate Managing Director), in July 2021 he took on the post as advisor to SBS Holdings and served as an Executive Officer of the Company starting in October 2021. In March 2023 he assumed the post as a Director of SBS Holdings, and concurrently serves as a director of SBS Asset Management Co., Ltd. and L-MAX Co., Ltd.



Katsuhisa Wakamatsu
Director, Executive Officer
Group Business Strategy Department

After working as head of the Production Management Center at Ricoh Company, Ltd., in October 2011 he became a director and executive officer of Ricoh Logistics System Co. Ltd. (now SBS NEXTHIRD Co., Ltd.) and became Representative Director, President and Chief Executive Officer in October 2013. He has served as a Director of SBS Holdings since March 2019, and as an Executive Officer (in charge of the Business Strategy Division) since March 2023. He also holds a concurrent post as a director of SBS Toshiba Logistics Corporation.



Jiro Iwasaki
Outside Director

Mr. Iwasaki serves as a Director and Senior Executive Officer at TDK Corporation and as a Director and Managing Executive Officer at JVC Kenwood Corporation (General Manager of Corporate Strategy). He has served as an Outside Audit & Supervisory Board member and now Outside Director of GCA Corporation, and also serves as an Outside Director of Renesas Electronics Corporation. At SBS Holdings, he was appointed Outside Audit & Supervisory Board member from March 2011, and has served as an Outside Director since March 2015.



Yoshinobu Kosugi
Outside Director

After holding important posts at Nippon Television Network Corporation (now Nippon Television Holdings, Inc.), he assumed the post of representative director. Since June 2022 he has served as an advisor to Nippon Television Network Corporation. He accepted the position of an Outside Director of SBS Holdings in March 2023. He also serves as Outside Auditor at The Yomiuri Shimbun Holdings and as Outside Director at Resorttrust, Inc.



Chizu Sekine
Outside Director

After working for Sumitomo Chemical Industry Co., Ltd. (now SUMITOMO CHEMICAL COMPANY, LIMITED) and the Advanced Materials Development Laboratory, she became the Representative Director and President of Sumika Technical Information Service, Inc. in June 2020. She later served as an Outside Director of KOKUSAI ELECTRIC CORPORATION and Outside Director of rVirogen, Inc. before she accepted her position as an Outside Director of the Company in March 2025, and Outside Director of CHORI CO., LTD. and KOKUSAI ELECTRIC CORPORATION in June 2025.

Audit & Supervisory Committee



Yuya Kawai
Director
Full-time Audit & Supervisory Committee Member

After serving key positions at San-ai Transport Co., Ltd. (now SBS NEXTHIRD Co., Ltd.), he became an auditor of SBS Group companies (SBS Toshiba Logistics Corporation, SBS NEXTHIRD Co., Ltd., SBS Logicom Co., Ltd., SBS Flec Co., Ltd., SBS Zentsu Co., Ltd., SBS NSK LOGISTICS Co., Ltd., and SBS Furukawa Logistics Corp.) in March 2025. He became an auditor of BRIDGESTONE LOGISTICS CO., LTD. in October 2025.



Sachie Tsuji
Outside Director
Audit & Supervisory Committee Member

As a certified public accountant, Ms. Tsuji has served as a representative director of Bizsuppli Corporation, director of Tsuji Sachie Public Accounting Office, and Director of the Association of Certified Fraud Examiners. From March 2021, she has served as an Outside Director (Audit & Supervisory Committee member) of the Company. She also serves as an outside Audit & Supervisory Board member at Otsuka Holdings Co., Ltd.



Eiichiro Washio
Outside Director
Audit & Supervisory Committee Member

He established Washio Eiichiro Certified Public Accountant Office, Washio Eiichiro Certified Public Tax Accountant Office, and Washio Eiichiro Certified Administrative Procedures Legal Specialist Office as a certified public accountant, certified tax accountant, and certified administrative procedures legal specialist, respectively. He served as Parliamentary Vice-Minister of Agriculture, Forestry and Fisheries, Chairman of the Committee on Environment of the House of Representatives, and State Minister for Foreign Affairs before he became an outside director of the Company in March 2025. In February 2026, he was elected in the 51st general election of the members of the House of Representatives.



Hiroshi Fujiura
Outside Director
Audit & Supervisory Committee Member

As a certified public accountant, he was appointed Representative Director of what are now Brain Consulting Co., Ltd. and AGATE CONSULTING Inc. He established AGATE TAX & ACCOUNTING CORPORATION, and currently serves as auditor of the SBS Kamata Foundation and Outside Director at D5 Consulting Co., Ltd. He also established Agate Innovation Co., Ltd., where he serves as Representative Director. Since March 2026, he has served as an Outside Director (Audit & Supervisory Committee member) of SBS Holdings.

* Mr. Shuichi Hoshi retired as of the Ordinary General Meeting of Shareholders held on March 30, 2026.

Male / Female Ratio of Directors

Male: 10 Female: 2

(Male: 83%, Female: 17%)

Other Executive Officers

Satoshi Akuzawa	Executive Officer (in charge of IT Planning Department, Information Communication System Division 1, 2 and 3, Group IT Infrastructure Control Department, and in charge of LT Planning Department)
Kimihiro Sato	Executive Officer (Chairperson & CEO of SBS Toshiba Logistics Corporation)
Yasushi Kanazawa	Executive Officer (Representative Director, Executive Officer and COO of SBS Toshiba Logistics Corporation)
Mitsugu Kakushi	Executive Officer (Representative Director and Executive Officer of SBS Flec Co., Ltd.)
Yasuhiko Ueda	Executive Officer (Representative Director of SBS Asset Management Co., Ltd. and Representative Director of L-MAX Co., Ltd.)
Yoshihiro Miyoshi	Executive Officer (President and Representative Director of BRIDGESTONE LOGISTICS CO., LTD)

Name	Position	Outside	Nomination and Compensation Committee	Expertise and experience the candidates for Directors have							
				Corporate management	Sales and marketing	Accounting and finance	Legal affairs and risk management	Personnel affairs and human resource	LT and IT	ESG and sustainability	Overseas
Masahiko Kamata	President and Representative Director		●	●	●	●	●			●	
Masato Taiji	Director			●			●	●		●	
Yasuhito Tanaka	Director			●		●	●		●	●	●
Natsuki Gomi	Director			●		●	●		●	●	
Katsuhisa Wakamatsu	Director			●	●				●	●	
Jiro Iwasaki	Director	●	●	●			●	●			●
Yoshinobu Kosugi	Director	●	●	●	●						
Chizu Sekine	Director	●		●		●				●	●
Yuya Kawai	Full-time Audit & Supervisory Committee Member			●	●	●	●	●		●	●
Sachie Tsuji	Audit & Supervisory Committee Member	●		●		●	●				
Eiichiro Washio	Audit & Supervisory Committee Member	●		●		●	●			●	●
Hiroshi Fujiura	Audit & Supervisory Committee Member	●		●		●	●				

* The Representative Director and members of the Nomination and Compensation Committee are determined by the Board of Directors following the conclusion of the General Meeting of Shareholders

* The above table indicates the areas of expertise of each Director in light of their experience, etc. and is not an exhaustive list of all the expertise each Director can offer

Ensuring Effectiveness

Appointment of Directors

Giving due regard to a report from the Nomination and Compensation Committee in response to a consultation from the Board of Directors, the President nominates individuals who possess a vast array of knowledge and expertise concerning SBS Group management, financial strategy, risk management and legal compliance, are of outstanding character, and who possess the knowledge, experience and skills to fulfill their responsibilities, as directors of SBS Holdings. The draft nominations are then submitted to the Board of Directors for approval by the General Meeting of Shareholders.
In addition, in the appointment of the representative directors of Group companies and other top management, the President nominates individuals of outstanding character who possess the knowledge, experience and skills to fulfill their responsibilities. After receiving approval from the SBS Holdings Board of Directors, the nominations are approved by the General Meeting of Shareholders of the Group company concerned.
Also note that SBS Holdings lists the individual reasons for nomination for all candidate directors in the Convocation Notice for the General Meeting of Shareholders.

Restrictions on Concurrent Positions Held by Company Directors

An internal director of SBS Holdings shall only serve concurrently as an officer at another publicly listed company when there are clear reasons for doing so, such as helping to strengthen the business relationship with that company, and the officer concerned shall focus on their duties at SBS Holdings as much as possible. The status of these concurrent positions is disclosed in business reports on an annual basis.

Outside Directors

To bolster management supervisory functions, SBS Holdings has appointed six outside officers. These efforts are also expected to achieve highly independent and transparent monitoring functions and play a part in the formation of new ideas and principles that are not beholden to customary practices. Standards on the independence of outside directors are set forth in Appendix 1 of the Corporate Governance Guidelines to prevent conflicts of interest with regular shareholders.
To encourage lively discussions at Board of Directors meetings, meeting materials are sent to members in advance, and at the request of outside directors, the departments raising agenda items may provide prior briefings to outside directors on the matters to be discussed, as part of efforts to minimize information disparities with internal directors. In addition, one member of staff is appointed to assist the duties of outside audit & supervisory board members, and the Auditing Department, the internal auditing organization of the Company, also provides assistance as needed.

Balance of Knowledge, Experience and Abilities on the Board of Directors Overall, and Approach to the Board's Diversity and Size

When appointing candidates for director, in addition to the perspective of strengthening management oversight functions, a balance between the number of people in supervisory and executive roles is also considered. In addition, to effectively fulfill the role and purpose of the Board of Directors, the board is made up of personnel who possess experience and knowledge of priority issues that are related to business management.
When appointing candidates for outside director, the Representative Director and President selects individuals who have a wealth of experience and specialized knowledge related to corporate management as candidates, also considering the career history of each and giving due regard to a report from the Nomination and Compensation Committee in response to a consultation from the Board of Directors, and the decision is made by the Board of Directors. Candidates for internal director are selected from among those with a wide range of knowledge and expertise related to the management of the SBS Group, financial strategy, risk management and compliance with laws and regulations, etc., who are of outstanding character, and who possess the knowledge, experience and capabilities needed to fulfill the responsibilities expected of them.
Since FY 2023, we have disclosed a so-called skill matrix that lists the expertise and experience of each director including Audit & Supervisory Committee members (see page 70).

Improving the Skills of Directors

To ensure that directors fulfill their expected roles, the Company describes their obligations and responsibilities as directors when they assume their posts. In conjunction with this, outside directors receive briefings on the management policy of the SBS Group and other matters related to its business activities.
As ongoing training for directors, SBS Holdings invites outside instructions to conduct training sessions around twice a year, and also provides the necessary support for directors to improve themselves.

Officer Remuneration

To coincide with the shift to a company with an Audit & Supervisory Committee, the Company explained a policy at the 35th General Meeting of Shareholders held on March 25, 2021, concerning decisions related to the amount and calculation methods of remuneration for directors (excluding directors who are Audit & Supervisory Committee members).
With the aim of incentivizing sustained growth and enhanced corporate value, in accordance with the Internal Regulations on Director Remuneration the remuneration of the Company's executive directors comprises base remuneration determined on a positional basis, and performance remuneration linked to the Company's business results. The ratio of performance remuneration to total remuneration to be applied where performance indicators are 100% achieved is set at around 15%.
As the subsidiaries concerned conduct the performance evaluations of directors who concurrently serve as the representative directors of subsidiaries, the remuneration of those directors at SBS Holdings comprises only the base remuneration, pursuant to the Internal Regulations on Director Remuneration. The remuneration of outside directors (excluding directors who are Audit & Supervisory Committee members) comprises only base remuneration, pursuant to the Internal Regulations on Director Remuneration.
To better link with Company business performance with remuneration and to enhance objectivity and transparency, performance remuneration uses consolidated operating income as a measure for evaluation. Amounts for performance compensation are calculated by taking the sum of quantitative points based on the achievement of consolidated operating income targets and qualitative points that assess each officer's required roles, functions, responsibilities and achievements, and multiplying it by a base amount determined for each officer. The target consolidated operating income (excluding gain on the sale of real estate) related to performance compensation in the fiscal year under review was 13,971 million yen (excluding gain on the sale of real estate), and the Company posted 10,306 million yen.
To enhance the fairness, transparency and objectivity of procedures for director nomination and compensation, and to enhance corporate governance, SBS Holdings established the Nomination and Compensation Committee by resolution of the Board of Directors meeting held on December 14, 2022. As a result, from FY 2023 the compensation of each director (except for directors who are Audit & Supervisory Committee members) is determined by the President with the discretion of the Board of Directors, having given due regard to the details of a report from the Nomination and Compensation Committee in response to consultation from the Board of Directors. In addition, the compensation of directors who are Audit & Supervisory Committee members is determined by discussion between all such directors, giving due regard to the details of a report from the Nomination and Compensation Committee in response to consultation from the Board of Directors. If all directors who are Audit & Supervisory Committee members reach an agreement, the compensation will be determined by a meeting of the Audit & Supervisory Committee.
Upper limits on the total remuneration of the directors of SBS Holdings were approved by the 35th General Meeting of Shareholders. Remuneration for directors who are not Audit & Supervisory Committee members is limited to 200 million yen annually (of which up to 40 million yen is allocated to outside directors), and remuneration for directors who are Audit & Supervisory Committee members is limited to 50 million yen annually.
From FY 2026, performance compensation as a percentage of total compensation was expanded to 30%, with the amount determined based on financial indicators (operating income) and non-financial indicators (ESG indicators).

Appointment of outside directors

Name	Audit & Supervisory Committee Member	Independent Officer	Reason for Appointment	Concurrent Posts
Jiro Iwasaki		●	Jiro Iwasaki brings a wealth of experience and broad insight concerning management from many years as a company officer, and was appointed on the expectation that his experience and knowledge as an outside officer can be reflected in the management of SBS Holdings.	Outside director of Renesas Electronics Corporation
Yoshinobu Kosugi		●	Yoshinobu Kosugi has been involved with management as a corporate officer for many years and was appointed on the expectation that the use of his experience and management skills as a director will contribute to decision making in the Board of Directors.	Outside auditor of The Yomiuri Shimbun Holdings Advisor at Nippon Television Holdings Inc. Outside director of Resorttrust, Inc.
Chizu Sekine		●	Chizu Sekine participated in corporate management at multiple companies as an outside officer, in addition to having been involved in the management of a company engaged mainly in contract research on safety of technologies and chemicals, patent retrieval, and provision of chemical technology information. She was appointed on the expectation that these knowledge and experience will contribute to decision making in the Board of Directors.	Outside director of KOKUSAI ELECTRIC CORPORATION Outside director of rVirogen, Inc.
Sachie Tsuji	●	●	Sachie Tsuji possesses many years of experience working on internal control, internal auditing and compliance in addition to her specialized knowledge and experience as a certified public accountant and was appointed on the expectation that her specialized knowledge in these areas can be reflected in the auditing of SBS Holdings.	Representative director of Bizsuppli Corporation Director of Tsuji Sachie Public Accounting Office Director of the Association of Certified Fraud Examiners Outside auditor of Otsuka Holdings Co., Ltd.
Eiichiro Washio	●	●	Eiichiro Washio possesses work experience in accounting and tax affairs, etc. and legal knowledge, having been involved in accounting services at a major auditing firm and private offices, among other experiences. He also won six terms as a House of Representatives member and served in numerous key positions, including as Parliamentary Vice-Minister of Agriculture, Forestry and Fisheries, Chairman of the Committee on Environment of the House of Representatives, and State Minister for Foreign Affairs. He was appointed on the expectation that he can leverage the broad knowledge and experience in the auditing of SBS Holdings as a director who is an Audit & Supervisory Committee member.	
Hiroshi Fujiura	●	●	He has engaged in the auditing of publicly listed and other major companies as a certified public accountant, and has advanced, specialized knowledge concerning internal controls and corporate governance. He also has a track record of overseeing management from an independent perspective as an outside director. He was appointed as an Audit & Supervisory Committee member on the expectation that he will contribute to the improved effectiveness of the governance of SBS Holdings.	Representative director of AGATE CONSULTING.Inc. Outside director of D5 Consulting Co., Ltd. Representative director of Agate Innovation Co., Ltd. Auditor of the SBS Kamata Foundation

Composition of director remuneration



Number of independent officers among outside directors

6 (out of 6)

Consolidated operating income associated with performance-linked remuneration in the fiscal year under review

Goal **13,971** million yen
Results **10,306** million yen

*Excluding gains from the sale of real estate

Remuneration for each officer category (FY2025 results)

Officer Category	Total Amount of Remuneration, etc. (million yen)	Total Amount of Remuneration, etc. by Type (million yen)		Number of Eligible Officers
		Base Compensation	Performance Compensation	
Directors who are not Audit & Supervisory Committee members (of which, those who are outside directors)	133 (20)	124 (20)	9 (-)	9 (3)
Directors who are Audit & Supervisory Committee members (of which, those who are outside directors)	31 (14)	31 (14)	- (-)	5 (3)

*Directors (excluding outside directors) include two directors fulfilling concurrent roles as the representative directors of subsidiaries, and as the performance evaluations of those two directors are carried out by the subsidiaries in question, they are only paid base compensation as remuneration from SBS Holdings

Ensuring Effectiveness

Effectiveness of the Board of Directors

SBS Holdings has conducted anonymous questionnaires to self-evaluate the effectiveness of the Board of Directors annually since 2017.

The questionnaires, which are filled out anonymously by all directors (12 in total) including Audit & Supervisory Committee members, have a format where directors answer 22 questions in the following four sections on a five-point scale, and are also able to provide supplementary explanations and feedback in comment fields for each question and in a free text field at the end of the questionnaire.

With the aim of enabling comparative verification through fixed point observation, including gauging the impact that changes to directors and Audit & Supervisory Committee members have on the evaluation, the same questions were used from 2017 when the questionnaires were first introduced until 2021. In 2022, in light of SBS Holdings' transition to a company with an Audit & Supervisory Committee and the market segment change in the Tokyo Stock Exchange, the questionnaire was revised, including the addition of questions and adjustments to expressions. However, since the revisions were minor in nature, as with previous years comparative verification through evaluation points continued to be used as the method of evaluation. The questions and the method of evaluation remained unchanged in the latest questionnaire.

The average evaluation score across all questions was 4.34 (marking a slight increase of 0.30 points from the previous year's result of 4.04). These evaluation results suggest that the Board of Directors is largely functioning with adequate effectiveness.

The Board of Directors exchanged opinions regarding the questionnaire results and feedback submitted, shared issues for the future and discussed the roles of various initiatives.

In order to further enhance the effectiveness of the Board of Directors in light of the latest evaluation results, the SBS Holdings Board of Directors will carry out the initiatives deemed necessary following extensive discussions and strive to make continual improvements.

Format of the survey (each question graded on a five-point scale)

(1) Composition of the Board of Directors (three questions)
(2) Operation of the Board of Directors (five questions)
(3) Matters taken up by the Board of Directors (ten questions)
(4) Systems supporting the Board of Directors (four questions) 22 questions in total

* The survey included a space for respondents to supplement their assessments and describe other opinions.

Average score in the evaluation of the effectiveness of the Board of Directors

4.34 points (5-point scale)

Operation of the Audit & Supervisory Committee

The Audit & Supervisory Committee of SBS Holdings is made up of one full-time member and three part-time members. In addition to convening regular meetings of the Audit & Supervisory Committee at least once a month, ad hoc meetings are also convened as needed. Through consultation and exchanges of opinions between members, the committee ascertains directors' status of compliance with laws, regulations and internal rules, and endeavors to develop an environment in which operational and accounting audits are conducted effectively.

The Audit & Supervisory Committee members of SBS Holdings appropriately audit management through auditing procedures such as attending important internal meetings, viewing key documents and posing questions to officers and employees. They are also given the right to freely view the minutes of various meetings and other documents.

To facilitate the smooth operation of the Audit & Supervisory Committee, the company has assigned one individual as a full-time staff member of the Board to assist with its duties, and the Company's Auditing Department also assists with tasks as needed. Matters concerning authority of personnel matters such as the appointment or transfer of Audit & Supervisory Committee staff are decided after obtaining consent from the Audit & Supervisory Committee in advance.

Audit & Supervisory Committee members, the SBS Holdings Auditing Department and the accounting auditor appointed by SBS Holdings coordinate with the internal control departments of SBS Holdings and SBS Group companies to formulate and execute auditing plans and to report the results to the Board of Directors.

Audit & Supervisory Committee activities (FY2025)

Name	Number of Sessions Held	Attendances	Attendance rate
Takashi Endo	4	4	100%
Masato Matsumoto	4	4	100%
Yuya Kawai	10	10	100%
Sachie Tsuji	14	14	100%
Eiichiro Washio	10	10	100%

* As of the 39th Ordinary General Meeting of Shareholders, Mr. Takashi Endo and Mr. Masato Matsumoto stepped down, while Mr. Yuya Kawai and Mr. Eiichiro Washio were appointed.

Status of Accounting Audits

The Company's accounting audits are handled by Ernst & Young ShinNihon LLC. This auditing firm has been selected based on a comprehensive evaluation, including that it possesses a certain size and global network enabling effective auditing consistent with the Company's business activities, that it has developed review systems, as well as its auditing track record. Note that the Company has been continually audited by the same auditing organization for 25 years.

Two certified public accountants carried out the auditing work for FY 2025, designated limited liability partners and managing partners Masahiko Nagasaki and Atsushi Suganuma. They were assisted by 11 certified public accountants and 24 other personnel. Compensation for the auditing work is determined based on the details of the auditing plans presented by the auditing firm, by way of producing an estimate of the valid number of days spent engaging in the auditing work.

Internal Control

SBS Holdings has established and operates internal control over financial reporting in compliance with the basic framework set forth in On the Setting of the Standards and Practice Standards for Management Assessment and Audit Concerning Internal Control Over Financial Reporting (Council Opinions), and issues annual reports. The most recent assessment of internal control over financial reporting was conducted with a reference date of December 31, 2025. The scope of assessment is determined based on the importance of the impact on the reliability of financial reporting, and covers SBS Holdings, 29 consolidated subsidiaries, and one equity method affiliate.

The Internal Control Report, including past editions, is available on the SBS Holdings website.

TOP → Sustainability → Corporate governance
https://www.sbs-group.co.jp/sbshlds/csr/governance/

Maintaining Constructive Ties with Shareholders and Stakeholders

Ensuring Shareholder Rights

The Corporate Governance Guidelines of SBS Holdings state that in light of the importance of shareholder rights, the Company shall endeavor to enhance management transparency through the proactive disclosure of information and develop an appropriate environment in which the rights of all shareholders are ensured. As a part of these efforts, the Company reports to the Board of Directors on the status of approval or rejection of the Company's proposals submitted to the General Meeting of Shareholders, and if more than 20% of votes are cast in opposition to a Company proposal, the Company considers action, including dialogue with shareholders, as necessary.

Reinvigorating the General Meeting of Shareholders and Facilitating the Exercising of Voting Rights

The Company places an emphasis on constructive dialogue with shareholders and endeavors to develop an appropriate environment regarding the exercising of rights by shareholders at the General Meeting of Shareholders. In addition, the Company recognizes that the exercising of shareholder voting rights as the General Meeting of Shareholders is one of the important rights of shareholders and makes every effort to provide appropriate information that will aid in decisions concerning the exercising of voting rights in a timely and appropriate fashion. To ensure that as many shareholders as possible can attend general meetings of shareholders and exercise their voting rights, the Company sets the dates on which such meetings are convened so as not to overlap with days on which many such meetings are held by other companies.

To give shareholders an ample period of time to consider the proposals put forth at a general meeting of shareholders, the Company endeavors to send out the Convocation Notice for the General Meeting of Shareholders earlier than required by law. The Convocation Notice for the General Meeting of Shareholders is posted to the website of SBS Holdings, the Tokyo Stock Exchange, and Electronic Voting Platform without delay following a resolution by the Board of Directors to convene a General Meeting of Shareholders.

Shareholders can choose the manner in which they exercise their voting rights, either in writing, or via the Internet by accessing a Company-designated website for exercising voting rights from a PC, smartphone or mobile phone.

Handling of Cross-Shareholdings

The Company holds stocks in another company only when it determines doing so to be important in building a cooperative relationship with a partner company for the sustainable growth of SBS Holdings and the SBS Group into the future, and when there is significance in maintaining cross-shareholdings from the perspective of enhancing the corporate value of the Company and the Group.

For major cross-shareholdings, the Company verifies the benefits gained by maintaining or strengthening business relationships for each individual stock every year, and when it determines that "continuing to hold stock in a certain company will have minimal contribution to the enhanced corporate value of SBS Holdings and the SBS Group in the medium and long term," the stock in such a company is sold following approval by the Board of Directors, while taking into account the business performance of the Company and the Group, the impact on the stock market, and other factors.

Regarding the exercising of voting rights, as a general rule the Company makes individual determinations regarding the management policies, business strategies and other information about the companies in which it holds stock, judges whether the details of proposals to be voted on by shareholders contribute to the improved corporate value of that company, SBS Holdings and the SBS Group, and decides whether to approve or reject proposals on that basis.

Takeover Defense Measures

The basic policy of the Company is to not employ so-called "takeover defense measures." When shares in the Company are subjected to a tender offer, the Board of Directors will clearly explain its position to shareholders and ensure that the appropriate procedures are followed.

Overview of the 40th Ordinary General Meeting of Shareholders

Date and Time
Monday, March 30, 2026 at 10 a.m.

Location
The Company's meeting room, 37F, Sumitomo Fudosan Shinjuku Grand Tower, 8-17-1 Nishishinjuku, Shinjuku-ku, Tokyo

Matters Reported
1. The Business Report and Consolidated Financial Statements for the Company's 40th Fiscal Year (January 1, 2025 - December 31, 2025) and results of audits by the Accounting Auditor and the Audit & Supervisory Committee of the Consolidated Financial Statements
2. Reports on the Financial Statements for the 40th Fiscal Year (from January 1, 2025 to December 31, 2025)

Proposals for Resolution and the Results
Proposal 1: Election of Eight (8) Directors Not Serving as Audit & Supervisory Committee Members
Proposal 2: Election of One (1) Director Serving as Audit & Supervisory Committee Member
Proposal 3: Election of One (1) Substitute Director Serving as Audit & Supervisory Committee Member

The Convocation Notice for the General Meeting of Shareholders and the Extraordinary Report (including "The Number of Voting Rights for Approval, Disapproval and Abstention in the Matters Resolved, the Requirements for Adoption of the Matters Resolved, and the Results of the Resolutions") can be viewed on the SBS Holdings website.

Top → Shareholder/Investor Information → General meeting of shareholders
https://www.sbs-group.co.jp/sbshlds/ir/meeting/

Maintaining Constructive Ties with Shareholders and Stakeholders

Capital and Dividend Policies

The Company strives to improve corporate value and shareholder value through the sustainable growth of SBS Holdings and the SBS Group. To maintain financial health that can withstand strategic investments made for growth, we target a shareholders' equity ratio of 30% or higher and do our utmost to achieve this.

The Company considers shareholder return to be one of its most important management issues. The Company's basic policy is to continuously maintain dividend levels and endeavor to raise dividend levels based on business performance while retaining sufficient internal reserves to build a solid management base.

Shareholders' equity ratio

27.9%

Dividend per share (FY2025)

90 yen

Information Disclosure

In addition to making appropriate disclosures in accordance with law, the Company makes disclosures when it has formulated plans concerning the management foundations, business strategies and other action needed to ensure future business growth in order to achieve improved corporate value in the medium and long term.

We have been making information disclosures in English to the extent reasonable to gain corporate recognition from shareholders, investors and other stakeholders in Japan and overseas, and to contribute to enhancing corporate value to a global level through dialogue with stakeholders including shareholders and investors.

As the points of contact in promoting dialogue with shareholders and investors, the Company has appointed an officer in charge of IR and designated the IR and Corporation Communications Department. Primarily the General Manager of the IR and Corporate Communications Department handles individual dialogue with shareholders and investors, with the President and officer in charge of IR also taking part as appropriate.

Collaboration With Stakeholders Other Than Shareholders

Seeking enhanced corporate value in the medium and long term on keeping with the SBS Group Code of Behavior, SBS Holdings and the SBS Group make every effort to respect stakeholders, clarify the purpose of the Company and the Group to them, and maintain positive relationships.

In addition, the Board of Directors of SBS Holdings takes responsibility for periodically evaluating whether the SBS Group Code of Behavior is being broadly put into practice.

The Company has established the SBS Group Sustainability Promotion Committee as a joint effort of SBS Holdings and the SBS Group to promote action on the issues surrounding sustainability. Meeting bodies operated under the committee decide on and implement action policies to deal with various issues.

(See "For a Sustainable World" on pages 45-46)

Responding to the Corporate Governance Code

The Company places an importance on the Corporate Governance Code (formulated and published by Tokyo Stock Exchange, Inc. in cooperation with the Financial Services Agency) as a document that summarizes the key principles contributing to the sustainable growth and medium-to-long term improvement in corporate value of publicly listed companies. The Company has also embraced the "comply or explain" stance required by the code.

In its corporate governance report, SBS Holdings reports on its disclosure status according to the principles of the Corporate Governance Code, and for those supplemental principles which have not been immediately addressed in their entirety, the Company explains the reasons and describes its outlook for the future.

- Measures for substantial shareholders' attendance at meetings of shareholders (Supplementary Principle 1-2-5)
- Oversight of plans for successors for CEO, etc. (Supplementary Principle 4-1-3)
- Procedures for appointment or removal of representative director (Supplementary Principles 4-3-2, 4-3-3)
- Coordination between independent outside directors and top management, such as the appointment of a lead independent outside director (Supplementary Principle 4-8-2)

Note that while action on ensuring diversity in the promotion of core human resources (Supplementary Principle 2-4-1) and initiatives on sustainability (Supplementary Principle 3-1-3) are still underway, we have ascertained the issues and are pursuing initiatives.

The Corporate Governance Report submitted to Tokyo Stock Exchange, Inc. is posted on the SBS Holdings website.

TOP → Sustainability → Corporate governance
https://www.sbs-group.co.jp/sbshlds/csr/governance/

Compliance

Management

The SBS Group has established the SBS Group Code of Behavior and SBS Group Compliance Regulations and is committed to developing its compliance systems and promoting compliance. Playing a central role in this effort is the SBS Group Compliance Meeting, which comprises members appointed from SBS Group companies. In addition to playing a pivotal role in awareness-raising activities, the Compliance Meeting also monitors, confirms and investigates compliance violations and drives improvements. Awareness-raising tools (compliance cards, compliance manuals, compliance rulebooks) are also distributed among all Group employees in an effort to promote fair and ethical conduct and activities through shared awareness and knowledge.

Initiatives to Increase Awareness

The SBS Group tries to increase awareness of compliance by providing regular training and disseminating information to employees. In tiered training, we provide instruction focused on compliance in a broad sense, while in training for specialized themes, we provide guidance to managers under the theme of harassment. We also regularly distribute educational materials to the persons in charge and conduct follow-ups to ensure they can provide on-site guidance. We publish a Compliance Bulletin for all employees to communicate information such as basic approaches and specific cases that can serve as a reference. We also make use of an original compliance educational video.

Compliance Awareness Survey

The SBS Group periodically conducts compliance awareness surveys to ascertain the extent of compliance awareness among employees and to monitor changes in the environment surrounding employees. The survey results are utilized extensively to determine the effectiveness of the measures that were carried out, identify issues, and consider next steps.

Internal Reporting System and Protection of Those Who Make Reports

Based on the SBS Group Internal Reporting Regulations, the SBS Group has established and operates hotlines through which all employees working in the SBS Group can seek consultation or make reports when they become aware of an issue with the workplace environment or business operations, or of conduct that violates laws, internal regulations or corporate ethics.

There are three hotlines, the SBS Group Hotline fielded by the administrative office of the Compliance Meeting, the Audit & Supervisory Committee Member Hotline fielded by full-time Audit & Supervisory Committee members, and the Attorney hotline fielded by consulting attorneys. The SBS Group Hotline makes it possible for the person seeking consultation to choose a method of consultation, either telephone, e-mail, chat application, or other method. The details on the consultations conducted and reports received by each hotline are submitted to the Board of Directors by the administrative office of the Compliance Meeting. After conducting an objective investigation and verifying the facts of a case, the response is discussed with the relevant departments of SBS Holdings and the SBS Group.

A system to take appropriate action when a matter of concern with serious implications has been ascertained or reported has been put into place. This includes the establishment of an Internal Investigation Committee chaired by the chairperson of the SBS Group Compliance Meeting, which investigates the facts, makes recommendations, and proposes to the Audit & Supervisory Committee that an extraordinary meeting of the Board of Directors be convened.

As part of protections for those who make reports, the regulations stipulate a ban on searching for or retaliating against those who make reports, and systems are in place to prevent the disadvantageous treatment of those making reports, such as by thoroughly ensuring confidentiality through the designation of a person responsible in accordance with the Whistleblower Protection Act.

Number of times the Compliance Meeting was convened

2 times

Number of Compliance-Related Training Sessions

Tiered training, etc.

18 times (approx. 418 trainees)

2025 Compliance Campaign

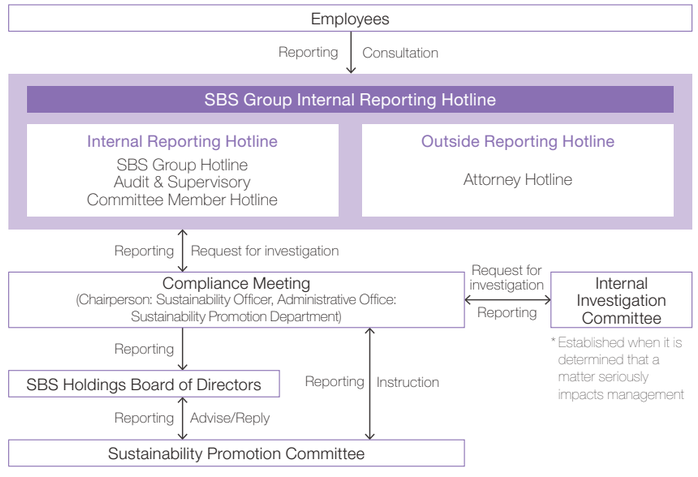
Online training:

16,714 trainees

Number of Reports and Consultations Fielded by SBS Group Hotlines

414

Reporting and Consultation Flow



Crisis Management

Crisis Management Framework

[Information sharing]

With the SBS Group Risk Management Meeting playing a central role, information is shared on crisis management matters under the jurisdiction of each specialized meeting body, namely the Transportation Safety Promotion Meeting, Compliance Meeting and Information Security Promotion Meeting. Risks are detected at an early stage in this way and effective countermeasures are taken in advance of the materialization of risks, thus preventing crises.

[Crisis Management PR]

Should a crisis occur, the problem is settled as quickly as possible to prevent the spread of damage. A Crisis Management PR Manual has been created and established to prepare for emergencies and protect the organization by minimizing the impact of emergencies on the SBS Group's reputation (trust, honor, and publicity) and shortening the time it will take to restore trust.

Main Crisis Matters

- IT Risk
  Major security incidents, system failures and information leakage caused by cyberattacks, etc.
- Transportation Safety Risk
  Serious vehicle accidents, industrial accidents, facility fires, etc.
- Compliance Risk
  Corporate scandals such as various legal violations, inappropriate labor management activities, and fraudulent accounting
- Natural catastrophes
  Strong earthquakes, typhoons, etc.
- Others
  Financial risks, social media backlash, employees' verbal gaffes/ blunders

BCP and BCM

The SBS Group recognizes that in the interest of safeguarding people's lives, it has a social responsibility to continue to perform business activities with a focus on logistics as a part of social infrastructure in the event of a major disaster, and has formulated a business continuity plan (BCP) accordingly. The BCP clearly stipulates matters such as conditions for countermeasures, advance preparation, initial response and restoration efforts. We also focus on business continuity management (BCM), to ensure that the BCP we have formulated functions properly. The SBS Group's basic policy on business continuity plan is posted on its Disaster Information Portal Site (which is open to the public).

Emergency Response Drills

The SBS Group periodically conducts emergency response drills to prepare for major disasters and other emergencies. The drills focus on setting up an emergency headquarters and alternate sites during an emergency, coordinating information such as the state of damage and safety at each Group company and site, and sharing all related information. The specific scenario is changed for each drill.

Development of an Intra-Group Emergency Contact Network

An emergency contact structure and emergency contact network is maintained and managed on an ongoing basis to confirm the safety of employees and share site damage reports as quickly as possible in the event of an emergency, facilitating business continuity.

Developing Site Information and Sharing Hazard Risks

As part of BCM initiatives, site information including hazard risks* is centrally managed and shared throughout the Group. Sharing information allows the SBS Group to standardize the measures taken to address issues and facilitates coordination with nearby business sites. * Government-issued hazard maps are used.

Ensuring Driver Safety

To ensure driver safety, all Group-operated vehicles are provided with emergency supplies (water, emergency toilets, thermal sheets for protection against cold). Additionally, mutual acceptance arrangements have been made so that certain locations can be used as driver evacuation locations during an emergency.

Confirmation of Safety

To prepare for emergencies such as earthquakes, all Group companies are unifying their safety confirmation operations. The goal of this is to unify the Group's tools and thereby ensure the accuracy of information and streamline the sharing of information in response to the current situation where safety is confirmed using mechanisms and operations that are specific to the individual companies.

Information Security

The SBS Group recognizes that appropriately protecting and managing all kinds of information on customers and other stakeholders is an important social responsibility. Based on this belief, we have established an information security policy and various standards, and have established an effective management structure to deal with various information and cyber-security risks.

Information Security Policy

We have established the SBS Group Basic Policy on Information Security and declared a Group-wide commitment to tackling information security.

SBS Group Basic Policy on Information Security

(1) We will observe laws, government-issued guidelines and other norms related to information security.
(2) We will clarify responsibilities related to information security and establish systems to implement information security measures.
(3) We will identify information security risks and take appropriate personal, organizational, technical and physical measures.
(4) We will conduct training and raise awareness concerning information security and ensure that all employees are able to carry out their work with an awareness of information security.
(5) We will carry out inspections of our information security-related management systems and initiatives, and conduct ongoing reviews and make continual improvements.

[Information Security Management]

In accordance with the SBS Group Information Security Policy, we regularly monitor the status of security measures of the Group as a whole, provide security training, and increase people's awareness of security on a regular basis through CSIRT* activities and other initiatives, in our efforts to maintain and improve the security level.

* CSIRT stands for Computer Security Incident Response Team. It is a collective term for the organizations that handle incidents related to computer security.

[Protection from Threats]

To handle cyber threats which are increasingly sophisticated every year, we have built a network based on zero trust network access (ZTNA). Further, we have introduced endpoint security (endpoint detection and response/EDR) combined with a security operation center (SOC) service. We have thus made it possible to detect and block not only the latest malware but also suspicious communications and other potential threats.

[Responding to Vulnerabilities]

We regularly update the internal devices, servers and software that we use using IT asset management and other systems. We also regularly inspect public server vulnerabilities to eliminate vulnerabilities to the extent possible and maintain safety.

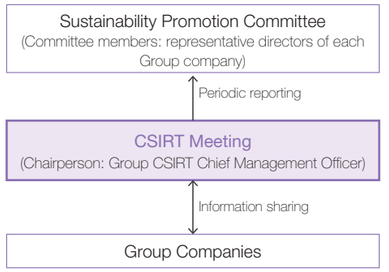
[Third-Party Verification]

We periodically submit to management reviews performed by a dedicated information security company, leading to the implementation of effective improvement measures.

Information Security Governance

The SBS Group has established an information security governance framework through which it strives to maintain a standard Group-wide infrastructure and share information. In addition, to ensure that we can effectively respond to security incidents, we have put in place a CSIRT structure (Group CSIRT, CSIRT at each company), positioning ourselves to swiftly restore systems in the event of an incident and ensure thorough prevention after the fact. CSIRT not only responds when an incident occurs, but also plans and implements prevention, education and awareness-raising efforts during normal times to control security management across the Group.

SBS Group information security governance



Education and Awareness-Raising

[Seminar]

We have prepared purpose-built curricula for employees at various levels and for information security personnel of Group companies and give seminars based on the curricula.

[e-Learning]

We conduct regular awareness-raising activities, including requiring employees across the Group to undergo e-learning training once a year.

Employees undergoing training in FY2025

Number of Employees Who Participated in On-site and Online Seminars

440

Number of Employees Who Participated in e-Learning Programs

7,829

Financial and Business Information

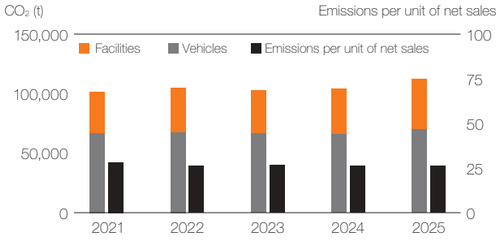
Period		31st fiscal period	32nd fiscal period	33rd fiscal period	34th fiscal period	35th fiscal period	36th fiscal period	37th fiscal period	38th fiscal period	39th fiscal period	40th fiscal period
Year of Financial Results		FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024	**FY2025**
Net sales	Million yen	149,054	152,870	203,516	255,548	257,192	403,485	455,481	431,911	448,145	**490,344**
Ordinary income	Million yen	7,832	6,475	7,607	10,172	10,883	20,489	21,404	19,747	18,463	**21,143**
Net income attributable to owners of parent	Million yen	5,111	4,446	4,409	6,079	6,826	10,790	11,732	10,056	9,619	**11,783**
Comprehensive income	Million yen	5,346	4,702	4,494	6,923	7,181	13,936	14,189	13,439	12,603	**15,740**
Net assets	Million yen	34,533	38,510	48,173	54,077	68,146	80,707	92,172	102,592	112,948	**126,553**
Total assets	Million yen	122,330	127,802	171,796	180,047	254,550	277,197	296,898	301,317	317,287	**346,852**
Net assets per share	Yen	818.55	916.50	1,001.05	1,136.22	1,277.92	1,527.58	1,772.04	2,003.63	2,221.18	**2,435.25**
Net income per share	Yen	128.69	111.94	111.01	153.06	171.88	271.67	295.39	253.20	242.19	**296.69**
Shareholders' equity ratio	%	26.6	28.5	23.1	25.1	19.9	21.9	23.7	26.4	27.8	**27.9**
Return on equity (ROE)	%	16.9	12.9	11.6	14.3	14.2	19.4	17.9	13.4	11.5	**12.7**
Stock price to earnings ratio (PER)	Times	6.3	10.1	12.8	12.4	15.2	12.0	9.4	9.7	9.8	**12.7**
Cash flows from operating activities	Million yen	12,201	11,671	12,398	16,872	17,262	27,472	22,407	14,113	15,807	**35,432**
Cash flows from investing activities	Million yen	-10,043	-8,127	-22,433	-12,579	-30,480	-22,343	-15,895	-10,184	-16,723	**-28,542**
Cash flows from financing activities	Million yen	-1,733	-1,420	14,815	-2,084	22,726	-9,278	489	-7,647	-1,293	**-14,853**
Balance of cash and cash equivalents	Million yen	9,383	11,534	16,303	18,495	27,537	23,795	32,668	29,660	28,436	**20,439**
Employees (additionally, average number of temporary employees)	Employees	5,189 (8,652)	5,515 (8,911)	6,979 (10,575)	7,124 (10,674)	9,742 (12,098)	10,689 (12,805)	10,859 (11,970))	10,903 (12,057)	10,759 (12,611)	**11,772 (13,270)**
Consolidated subsidiaries		17	16	25	24	28	33	41	40	41	**50**
Capital investment	Million yen	10,455	9,576	11,607	11,710	11,507	14,501	17,859	10,952	14,738	**13,974**

Notes

1. For the 31st fiscal period, figures after retrospective application are listed due to the early application of "Current Handling of Accounting for Foreign Subsidiaries in the Preparation of Consolidated Financial Statements" (Practical Report No. 18, March 29, 2017) and "Current Handling of Accounting for Equity Method Affiliates" (Practical Report No. 24, March 29, 2017) from the 32nd fiscal period onwards.
2. "Partial amendments to the Accounting Standards for Tax Effect Accounting, etc." (Accounting Standards Board of Japan Statement No. 28, February 26, 2018) has been applied since the beginning of the 34th fiscal period, and for the 33rd fiscal period figures after retrospective application are listed.
3. "Accounting Standard for Revenue Recognition" (Accounting Standards Board of Japan Statement No. 29, March 31, 2020) has been applied since the beginning of the 37th fiscal period, and for the 37th fiscal period figures after retrospective application are listed.
4. The number of employees indicates the number of full-time employees.

ESG Data

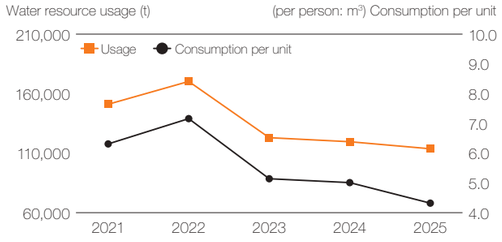
CO_2 Emissions



	2021	2022	2023	2024	2025
Facilities	34,595	37,474	35,883	38,358	42,085
Vehicles	66,820	67,533	66,778	65,911	70,025
Total	101,415	105,007	102,661	104,269	112,110
Emissions per unit of net sales	28.23	26.76	26.63	26.26	26.00

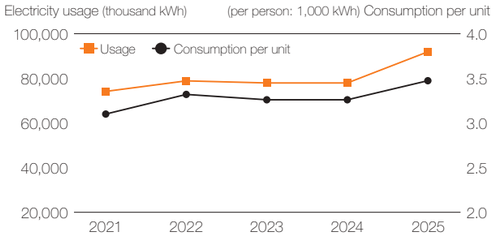
* Emissions per unit of net sales are figures for every 100 million yen in sales

Water Usage



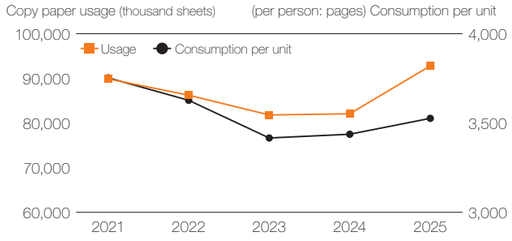
	2021	2022	2023	2024	2025
Usage	151,070	170,250	123,002	119,601	113,684
Consumption per unit	6.31	7.16	5.14	5.01	4.32

Power Consumption



	2021	2022	2023	2024	2025
Usage	74,149	78,875	77,938	77,851	91,625
Consumption per unit	3.10	3.32	3.26	3.26	3.48

Copy Paper Usage



	2021	2022	2023	2024	2025
Usage	89,880	86,229	81,799	82,064	92,797
Consumption per unit	3,753	3,627	3,416	3,437	3,526

* CO_2 emission calculations are made in accordance with "Joint Guidelines on Methods for Calculating CO_2 Emissions in the Logistics Field, Version 3.2" provided by the Agency for Natural Resources and Energy of the Ministry of Economy, Trade and Industry.
* Both net sales basis and consumption basis emission factors are used. As the majority of CO_2 emissions are produced by the operation of vehicles, emissions are influenced by the activity level and efficiency of the SBS Group's overall business activities.
For this reason, net sales, an indicator reflecting the activity level of the company overall, is used as the denominator. However, environmental impacts including water, electricity and copy paper mainly occur within offices and facilities, and therefore, there is significant room for reduction through employees' environmental conservation efforts. For this reason, these figures are calculated on a per-person basis.
* The figure disclosed last year as CO_2 emissions per unit of sales for fiscal 2024 was erroneously reported as "24.237." The correct figure is "26.26." We have corrected the figure and apologize for the error.

Investment in the Environment

(Unit: million yen)

Investment	Details	2020	2021	2022	2023	2024	2025
Vehicle-related investments	CNG vehicles, LPG vehicles, hybrid vehicles, vehicles that meet heavy vehicle fuel efficiency standards, etc.	4,379	3,514	1,880	1,870	4,059	3,559
	Improved fuel efficiency (eco and safe-driving training, etc.)	19	8	0	4	1	0.4
Investments related to improved energy savings at facilities	Demand monitoring and energy-efficient lighting, etc.	26	14	39	141	152	94
Investments in global environmental conservation	Solar power generation, etc.	6	29	34	11	1	12
Environmental management	Environmental management registration and management activities, etc.	4	8	9	6	4	6
Environmental communication	Internal and external awareness-raising, creation of reporting materials, etc.	10	8	10	13	10	10
Total		4,444	3,581	1,972	2,046	4,227	3,680

* While referencing the Environmental Accounting Guidelines (2005 edition) of the Ministry of the Environment, classifications are made in light of the SBS Group's business characteristics as a comprehensive logistics business operator.
* "Investments in global environmental conservation" are expenditures for the installation, operation, maintenance and upkeep of renewable energy-derived power generating equipment operated by the Company at its facilities. To date, all such facilities employ solar power generation.

Solar Power Generation Output (as of the end of FY 2025)

Facility Name	Generating Capacity (kW)
Noda Yoshiharu Logistics Center	499
Shibayama No. 1 Power Plant	3,257
Kawagoe Logistics Center	852
Nishinihon Logistics Center (Kyotanabe)	712
Shibayama No. 2 Power Plant	754
Odawara Sales Branch	242
Takasaki Sales Office	196
Kimitsu Branch	287
Yoshikawa Branch	256
Nagatsuta Logistics Center	1,037

Facility Name	Generating Capacity (kW)
Toyohashi Logistics Center	256
Shin-Sugita Logistics Center	1,141
Tokorozawa Logistics Center	1,085
Nanko Logistics Center	1,709
Yokohama Kanazawa Logistics Center	1,028
Daito Warehouse	149
Logistics Center Ichinomiya	2,004
Noda Seto Logistics Center	5,071
North Kanto Branch	235
Total	20,768

Waste Processing Volume

Item Name	Amount handled (t)
Waste plastics (including tires)	8,904
Recycled plastics	4
Scrap metal	6,048
Waste wood	682
Paper and other waste (office equipment, etc.)	591
Waste glass (fluorescent lamps, etc.)	65
Scrap rubber	0
Total	16,294

Status of Environmental Certifications Acquired (as of the end of FY 2025)

Certification	Company Name
ISO14001 (environmental management systems)	SBS Toshiba Logistics, SBS NEXTHRD, SBS San-ai Logistics, SBS Freight Service, SBS Sokuhai Support, SBS NSK Logistics, SBS Furukawa Logistics
Green Management Certification	SBS Logicom, Bridgestone Logistics, Towa Unyu
GPN Certification (Green Purchasing Network)	SBS Logicom * Certified as a delivery service for the Eco Product Net
Green Eco Project	Maruka Unyu Soko

Status of Quality-Related Certifications Acquired (as of the end of FY 2025)

Certification	Company Name
ISO9001 (Quality Management Systems)	SBS Toshiba Logistics, SBS Freight Service, SBS San-ai Logistics, SBS Furukawa Logistics, Bridgestone Logistics
ISO27001 (Information Security Management Systems)	SBS Toshiba Logistics, SBS NEXTHIRD Co., Ltd., SBS San-ai Logistics, SBS Logicom, SBS Sokuhai Support
ISO/IEC17025 (Testing and Calibration Organization Management Systems)*	SBS Toshiba Logistics
ISO45001 (Occupational Health and Safety Movement Management Systems)	Bridgestone Logistics
AEO Certification (specified business operators)	SBS Toshiba Logistics, SBS NEXTHIRD
Privacy Mark	SBS Freight Service, SBS Staff, Marketing Partner, Maruka Unyu Soko
JAS Organic Agricultural Product Subdivider Certification	SBS Zentsu
Relocation Safety Mark	SBS Logicom
Certification for Pleasant Workplace Development	SBS NEXTHIRD Co., Ltd., SBS San-ai Logistics, SBS Zentsu, Towa Unyu

* Jointly with the International Electrotechnical Commission (IEC)

G-Mark Certification Status (as of the end of FY 2025)

Company Name	Number of Newly Certified Business Sites	Number of Business Sites with Existing Certification	Total Number of G-Mark-Certified Business Sites	G-Mark-Eligible Business Sites	G-Mark Certification Rate
SBS NEXTHIRD Group	0	27	27	27	100.0%
SBS Logicom group	0	53	53	54	98.1%
SBS Flec Group	0	31	31	32	96.9%
SBS Sokuhai Support	0	7	7	9	77.8%
SBS Zentsu	4	67	71	73	97.3%
Towa Unyu	0	8	8	8	100.0%
Maruka Unyu Soko	0	2	2	3	66.7%
SBS Group Total	4	195	199	206	96.6%

* Certification rate of nationwide truck transportation business sites: 34.4% (FY 2025 from the website of the Japan Trucking Association)
* Applicable business sites include newly established business sites (business sites under three years old that do not meet the requirements for G-mark application).

Status of Human Resource Development Initiatives: SBS Group Training Results (as of the end of FY 2025)

Category	Details	Number of Courses	Number of Trainees
Next-generation development training	•Next-generation manager development program •Next-generation young leader program •Career design training for active participation of women	3	70
Job class-specific training	•Departmental manager training •Manger training •Supervisor training •Mid-level employee training •New employee training, etc.	42	1,226
Field-specific training	•Site manager development training •OJT induction training •Business career certification exam preparation workshop, etc.	11	203
Specialized theme-specific training	•Eco and safe-driving training •Operation manager training •Information security training, etc.	173	9,578
Self-development training	•Correspondence courses •e-Learning •Udemy Business •Biz Campus	4	955
Total		233	12,032

Number of Promotion of Diversity Awareness-Raising Training Attendees (as of the end of FY 2025)

Fiscal year of results	2023	2024	2025	2026 (Target)
Number of participants	280	508	507	500

Annual paid leave acquisition rate (as of the end of FY 2025)

Fiscal year of results	2023	2024	2025	2026 (Target)
Acquisition rate	55.7%	55.5%	63.1%	Increase year on year

Number of Reports and Consultations Fielded by SBS Group Hotlines (FY2025) *

Details of Consultations	Number of projects
Consultations regarding labor and business operations	220
Consultations regarding interpersonal relationships in the workplace	182
Others	12
Total	414

* Total consultations fielded by hotlines set up inside and outside the company from which employees are able to seek direct consultation

ESG-Related Policies

SBS Group Code of Behavior

1. Fair and Transparent Corporate Activities
   - We will engage in fair and transparent corporate activities in accordance with laws, regulations and the common sense of society.
   - We will take a resolute stance against antisocial activities and forces.
2. Promotion of Corporate Governance
   - We will actively disclose information to shareholders and society, and enhance management transparency.
   - We will respond seriously to proposals regarding management improvements and similar matters, and strive to achieve open management with respect to shareholders and society.
3. Ensuring Safety
   - We regard being safe with zero accidents as our most important mission, and will make every effort to ensure safety with an awareness of our social responsibility and role.
   - We will observe rules, remain faithful to basic requirements, enhance knowledge, techniques and skills, and strive to cultivate a culture that requires safety as essential.
4. Social Contribution and Consideration of the Environment
   - With an awareness of our responsibilities as a good corporate citizen, we will actively contribute to society through our corporate activities.
   - As a good citizen of the Earth, we will pay attention to environmental issues and pass on a healthy global environment to those who come after us.
5. Customer-First Principle
   - We will adopt a customer-first perspective and always act in good faith by considering the customer's viewpoint.
   - We will take on the challenge of unremitting innovation in our thoughts and actions, and provide customers with services that meet their expectations.
6. Compliance with Laws and Regulations
   - We will observe all laws, and act in good faith so as not to warrant criticism from customers in light of social norms.
   - We will responsibly fulfill our duties as members of a corporation, and properly observe the regulations, rules and manners to be followed in executing operations.
7. Development of a Fulfilling Workplace
   - We will cultivate a civil, free and open corporate culture with mutual respect for creativity and independence.
   - We will place importance on mutual cooperation and workplace communication to ensure a safe and pleasant workplace environment.

SBS Group Environmental Policy

[Basic Principles]

The SBS Group regards consideration for the environment to be an important management issue. The Group promotes initiatives to reduce the environmental impact associated with its business and improve the environment through its business activities, and endeavors to preserve the environment as a good corporate citizen.

[Basic Policies]

In carrying out various business activities in Japan and overseas, the SBS Group works with Group companies and strives to realize its basic principles in accordance with the follow policy.

1. We will observe environmental laws and regulations in Japan and overseas.
2. We will give due consideration to the maintenance and preservation of the natural environment.
3. We recognize the finite nature of resources and energy and will endeavor to utilize them effectively.
4. We will put in place systems to promote environmental conservation and actively pursue education and awareness-raising activities.
5. We will disseminate these basic principles and basic policies among everyone working in the SBS Group and broadly disclose the outcomes of related initiatives.

SBS Group Human Rights Policy

[Basic Policies]

Based on the principles set forth in its Management Philosophy and the SBS Group Sustainability Policy, the SBS Group has established the SBS Group Human Rights Policy as its highest level policy regarding human rights, and will drive human rights initiatives in keeping with the policy.

[Basic Approach]

The SBS Group upholds the United Nations Guiding Principles on Business and Human Rights as a basic principle, supports and respects international norms on human rights including the International Bill of Human Rights, the ILO Declaration on Fundamental Principles and Rights at Work, the Children's Rights and Business Principles and the UN Global Compact, and advances business operations in accordance with these principles.

[Scope of Application]

The Human Rights Policy applies to all officers and employees of the SBS Group. We also expect our business partners and other related parties to understand and support the policy.

[Human Rights Due Diligence]

The SBS Group strives to practice appropriate human rights due diligence to identify, assess, prevent and mitigate negative impacts on human rights related to its business activities. If it is found that the business activities of the SBS Group have caused or contributed to a negative impact on human rights, the Group will take measures to correct and remedy the situation through appropriate means.

[Remedial, Corrective and Preventive Action]

When the SBS Group determines that various standards regarding human rights have not been appropriately adhered to, it will take appropriate remedial action with regard to the people who have been impacted in accordance with the UN Guiding Principles, identify the cause of the issue, and implement effective improvement measures. In addition, as services to deal with consultation regarding human rights and other matters, the Group will put in place systems to field consultations from customers and other stakeholders by telephone or the website, etc. and from employees through internal and external reporting hotlines, ensuring that human rights issues are dealt with in a responsible manner. The Group will take adequate precautions to safeguard anonymity and confidentiality to ensure that those who seek consultation through these services do not suffer disadvantageous treatment.

[Education and Awareness-Raising]

The SBS Group provides appropriate education and awareness-raising to officers and employees to ensure that this policy is well understood and effectively implemented.

[Person in Charge]

The SBS Group will specify an officer responsible for the implementation of this policy and supervise its implementation.

[Dialogue and Consultation with Stakeholders]

The SBS Group will engage in sincere dialogue and consultation with related stakeholders regarding measures to deal with negative impacts on human rights, and endeavor to make improvements.

[Information Disclosure]

The SBS Group will disclose information on the progress and results of initiatives on respect for human rights through its website and reports, and endeavor to gain the understanding of stakeholders.

[Revisions to the Human Rights Policy]

The SBS Group understands that respect for human rights will be increasingly important in the future and that the issues to be addressed will change depending on societal changes, business trends and other factors. Accordingly, the Group will periodically consider the need to review the policy and make revisions as needed.

SBS Group Diversity Policy

[Basic Policies]

The SBS Group regards a workplace in which each employee can utilize their individuality and take on the challenge of creating new value with passion and enthusiasm as ideal, and recognizes its corporate responsibility to build such an environment. Given that employees utilizing their diversity and demonstrating their individual capabilities is a source of new value creation, the Group regards Diversity & Inclusion as one of its key management strategies. The Group has established the SBS Group Diversity Policy and will aim to sustainably increase corporate value.

[Action Plans]

(1) The SBS Group respects the individuality of a diverse range of employees.
   - The SBS Group respects employee diversity (in terms of gender, age, disabilities, nationality, academic history, type of employment, values, sexual orientation, gender identity, and so on).
   - The SBS Group hires, develops and promotes a diverse range of human resources irrespective of race, religion, nationality, gender, sexual orientation, disability or other attributes.

(2) The SBS Group helps employees let their individuality shine brighter.
   - The SBS Group provides employee training to ensure that all employees understand the importance of diversity, and can respect and accept one another's individuality.
   - The SBS Group also supports skill and career development so that employees can demonstrate their abilities and individuality.

(3) The SBS Group endeavors to foster an organizational culture that utilizes the diversity of employees.
   - The SBS Group is committed to developing a workplace in which people accept one another's individuality and differences, respect others as equals, and in which anyone can share their opinions and act with peace of mind.
   - The SBS Group promotes the establishment of flexible and diverse working styles so that all employees can enjoy a healthy work-life balance.

SBS Group Declaration on Respect for Human Rights and Elimination of Harassment

All people are born equal with dignity and rights, and no one may harm their character.
Based on these basic principles, we deepen our understanding of human rights and act in accordance with a respect for human rights.
To maintain a workplace environment in which everyone can thrive, we will eradicate harassment. To achieve this, we will actively take part in educational and awareness-raising activities, heed compliance information, acquire knowledge and develop the ability to take action.
Whenever we suffer or witness harassment, we will consult with or report it to a consultation service and never leave it unaddressed.
The SBS Group does not tolerate any form of harassment or discrimination on the basis of differences between people including gender, age, nationality, race, ethnicity, religion, social status, disability, SOGI (sexual orientation or gender identity), values or lifestyle.

Methods Used to Calculate CO_2 Emissions

* Based on the applicable reporting scope and target period
* Ministry of the Environment database: Emission intensity database for calculating greenhouse gas emissions, etc. by organizations through the supply chain (Ver. 3.4)

■ Scope 1

Calculated by multiplying the usage of fuel, gas, etc. by the relevant emission factors in the Ministry of the Environment's Greenhouse Gas Emissions Calculating and Reporting Manual (Ver. 6.1) - List of Calculation Methods and Emission Coefficients in the Calculation, Reporting, and Publication System

■ Scope 2

Calculated by multiplying electricity usage by the relevant emission factors announced by the Ministry of the Environment and Ministry of Economy, Trade and Industry in "Emission Factors by Electricity Utility (for Calculation of Greenhouse Gas Emissions by Specific Emitters) FY2024 Results - January 9, 2026"

■ Scope 3

Category 1: Purchased goods and services

Definition	Service purchases in the SBS Group's main business (logistics) are calculated. The aggregation scope covers consigned forwarding services purchased in the reporting year, and excludes Group companies that do not employ consigned forwarding.
Calculation method	Consigned forwarding costs are set as the amount of activity, which is multiplied by the emission factors in the Ministry of the Environment database 5: Input-Output Table to calculate emissions.
Amount of activity	Total amount of consigned forwarding expenses in the reporting year paid by the relevant companies (unit: 100 million yen)
Emission factor	[Row code: 712201] Road cargo transportation (excluding private transportation): 3.93 t -CO_2 equivalent / million yen

Category 3: Fuel- and energy-related activities not included in Scope 1 or Scope 2

Definition	This covers upstream emissions (resource extraction, production and transportation) for fuel purchased by the company in the reporting year, and upstream emissions (resource extraction, production and transportation) in the manufacturing process for electricity and heat (steam, heated water or cold water) the company has purchased.
Calculation method	Energy usage aggregated in the calculation of Scope 1 and Scope 2 emissions is used as the amount of activity and multiplied by the emission factors in the Ministry of the Environment database 5: Input-Output Table and database 7: Electricity and Heat to calculate emissions for each type of energy.
Amount of activity	Energy usage is treated as the amount of activity. a. Electricity (kWh) b. Municipal gas (thousand m^3) c. Gasoline, diesel and heavy oil A (kl) d. LP gas (kl) * LP gas conversion factor: 4.192 l/m^3 (kl / thousand m^3)
Emission factor	Ministry of the Environment database 7: Electricity and Heat is used. a. Electricity 0.0682 (kg-CO_2 equivalent / kWh) uses the quantity-based emission factors from the Ministry of the Environment database 5: Input-Output Table. b. Municipal gas [Column Code: 512101] Municipal gas 0.497 t-CO_2 equivalent / thousand m^3 c. Gasoline, diesel, heavy oil A [Column Code: 211101] Petroleum products 0.573 t-CO_2 equivalent / kl d. LP gas [Column Code: 211101] Petroleum products 0.573 t-CO_2 equivalent / kl

Category 5: Waste generated in operation

Definition	This covers emissions related to the disposal and treatment of waste generated from the company's business activities (excluding valuable materials) outside the company. • Emissions are calculated based on the categories in the Ministry of the Environment database and include emissions associated with the collection and transportation of waste (the waste transportation stage). • General business waste is excluded, as are materials transferred for value.
Calculation method	Weight by waste type and disposal method (whether recycled or not) is used as the amount of activity. Each type is multiplied by the emission factor in Ministry of the Environment database 9: Waste [by Type] to calculate emissions. When the waste is not recycled or it is unclear whether the waste is recycled or not, emission factor for "waste that is not recycled or for which the disposal method is unknown" (including the waste transportation stage) will be applied. * If it can be verified that the waste is being recycled, multiply by the emission factor in 8: Waste [by Type and Disposal Method].
Amount of activity	Weights by waste type and disposal method are used for the amount of activity. a. Waste oil (t) b. Waste plastic (t) c. Waste paper (t) d. Waste wood (t) e. Waste metal (t) f. Waste glass (t) g. Sludge (t) h. Animal and plant residue (t)
Emission factor	Emission factors in Ministry of the Environment database 9: Waste [by Type] are used. <waste that is not recycled or for which the disposal method is unknown> (including the waste transportation stage) a. Waste oil 1.8153 (t-CO_2 equivalent/t) b. Waste plastic 0.8214 (t-CO_2 equivalent/t) c. Waste paper 0.1317 (t-CO_2 equivalent/t) d. Waste wood 0.1127 (t-CO_2 equivalent/t) e. Waste metal 0.0122 (t-CO_2 equivalent/t) f. Waste glass 0.0321 (t-CO_2 equivalent/t) g. Sludge 0.2161 (t-CO_2 equivalent/t) h. Animal and plant residue 0.1006 (t-CO_2 equivalent/t)

■ Energy Consumption (Calorific Value)

- Electricity is calculated using energy conversion factors of 8.64 GJ / 1,000 kWh for electricity purchased from electric utilities, and 3.6 GJ / 1,000 kWh for solar power generation
- Calculated by multiplying fuel and gas, etc. by the relevant emission factors in the Ministry of the Environment's Greenhouse Gas Emissions Calculating and Reporting Manual (Ver. 6.1) - List of Calculation Methods and Emission Coefficients in the Calculation, Reporting, and Publication System * Municipal gas is calculated using 45 GJ / 1,000 m^3

Corporate Profile and Stock Information

Corporate Profile (as of June 30, 2026)

Company Name	SBS Holdings, Inc.
Representative Director	Masahiko Kamata
Established	December 16, 1987
Paid-in Capital	3,920 million yen
Net sales	490.344 billion yen (consolidated) * For the year ended December 31, 2025
Location	Sumitomo Fudosan Shinjuku Grand Tower 25F, 8-17-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo, 160-6125, Japan Tel: 03-6772-8200 (main switchboard)
Lines of Business	Logistics business, property management business, marketing business, human resources business, etc.
Fiscal Year	January 1 to December 31

Officers * Only directors listed, as of June 30, 2026

President and Representative Director	Masahiko Kamata	Outside Director	Yoshinobu Kosugi
		Outside Director	Chizu Sekine
Director	Masato Taiji	Director (Full-time Audit & Supervisory Committee Member)	Yuya Kawai
Director	Yasuhito Tanaka	Outside Director (Audit & Supervisory Committee Member)	Sachie Tsuji
Director	Natsuki Gomi		
Director	Katsuhisa Wakamatsu	Outside Director (Audit & Supervisory Committee Member)	Eiichiro Washio
Outside Director	Jiro Iwasaki	Outside Director (Audit & Supervisory Committee Member)	Hiroshi Fujiura

Stock Information

Number of shares authorized	154,705,200 shares
Number of shares issued	39,718,200 shares Including 9,200 fractional shares
Unit stock system	Yes (100 shares)
Securities code	2384
Listed exchange	Tokyo Stock Exchange Prime Market

Major Shareholders * As of December 31, 2025

Shareholder Name	Number of Shares Held	Shareholding Ratio (%)
Kamata Kikaku Co., Ltd.	19,688,400	49.57
The Master Trust Bank of Japan, Ltd. (trust account)	2,924,900	7.36
Custody Bank of Japan, Ltd. (trust account)	1,662,700	4.18
SBS Holdings Employee Share Ownership Association	1,240,700	3.12
Masaru Wasami	1,078,600	2.71
TOBU Properties Co., Ltd.	1,001,000	2.52
CEPLUX-THE INDEPENDENT UCITS PLATFORM2	967,700	2.43
Junichi Ouchi	501,400	1.26
Bansei Research Institute Co., Ltd.	410,000	1.03
GOVERNMENT OF NORWAY	304,975	0.76

* The ratio of shares held against the number of shares issued is truncated after the third decimal place.

Distribution of shares by shareholder type (number of shares issued: 39,718,200 shares)

