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SBS Holdings,Inc.

2024 04



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SBS GROUP PROFILE



SBS GROUP
For Your Dreams.



Dream Logistics

Change Logistics. Shape the Future.

**Discontinuous growth through M&A and PMI activities.
Change and diversity advance personal growth and strengthen organizations.**

The SBS Group actively pursues strategic M&A activities with the aim of achieving sustainable growth and enhancing corporate value. In addition, our unique post-merger integration (PMI) approach of improving profitability without resorting to personnel restructuring has been well received by many of our stakeholders. Our M&A activities span many fields. We seek to maximize corporate value by having our logistics companies that possess a high level of expertise, from traditional major companies to small and medium-sized companies that are rooted in local communities, organically linking each other. The ability to adapt to change and ability to learn from diversity. The changes brought about by M&A activities and the opportunities to encounter different values are the source of individual growth and our competitive advantage.

**Making consulting and real logistics closely connected.
Sustainable logistics solutions only achievable because of our independence.**

There are two types of logistics: "arterial logistics" represented by logistics for production and consumption, and "venous logistics," which handles collection and resource recycling. We are able to provide sustainable logistics services that cover all areas of the recycling-oriented supply chain. In addition, in the design of solutions for the increasingly important fields of logistics consulting and logistics DX, we are able to leverage our entirely independent position to achieve the optimum solutions for customers from among a wide range of choices. More than three decades ago, the SBS Group started from a single truck. Our advanced physical logistics expertise and ability to make reliable proposals work in concert, providing one-stop solutions to customers' logistics issues.

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.

TOP MESSAGE

The SBS Group's DNA: Unrelenting Venture Spirit

Since it was founded in 1987, the SBS Group has reached a number of sales milestones, reaching 10 billion yen in sales by its 10th anniversary, 100 billion yen by its 20th, and 200 billion yen by its 30th year in operation. While the road was not always an easy one, the Group has remained unbothered by preconceived notions, and actively taken on risks and embraced challenges rather than avoiding them for fear of failure. The "unrelenting venture spirit" cultivated over these years has formed the DNA of the SBS Group and continues to be passed down to this day.

Hybrid management ushering in a paradigm shift in logistics

One of the measures supporting the growth of the SBS Group is M&A activities. Companies handling logistics for national brands have joined the Group one after another, and by organically linking with their highly distinctive and outstanding DNA, we have formed a hybrid corporate group. With a wide range of logistics functions spread globally, the ability to propose innovative solutions and as a "mega venture" with an unrivaled sense of speed, we will usher in a paradigm shift in the world of logistics.

For Your Dreams - Becoming a mega venture delivering dreams around the world -

With preservation of the global environment, the declining birthrate and aging population, digital transformation and other issues, structural changes are advancing at an accelerated pace. Distilling knowledge to achieve high productivity with minimal resources and developing a prosperous future is also the responsibility of those engaging in logistics as a kind of social infrastructure. Based on our slogan, "For Your Dreams," we are not only committed to championing the success of our customers' businesses, but are also pushing forward so that we continue to represent the "infrastructure of hope" that delivers on the dreams of people around the world.



President, SBS Group
Masahiko Kamata

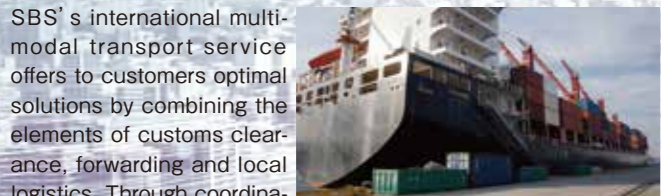
From startup businesses to global SCM.
Logistics design optimized for customer growth

Hybrid Logistics Solutions

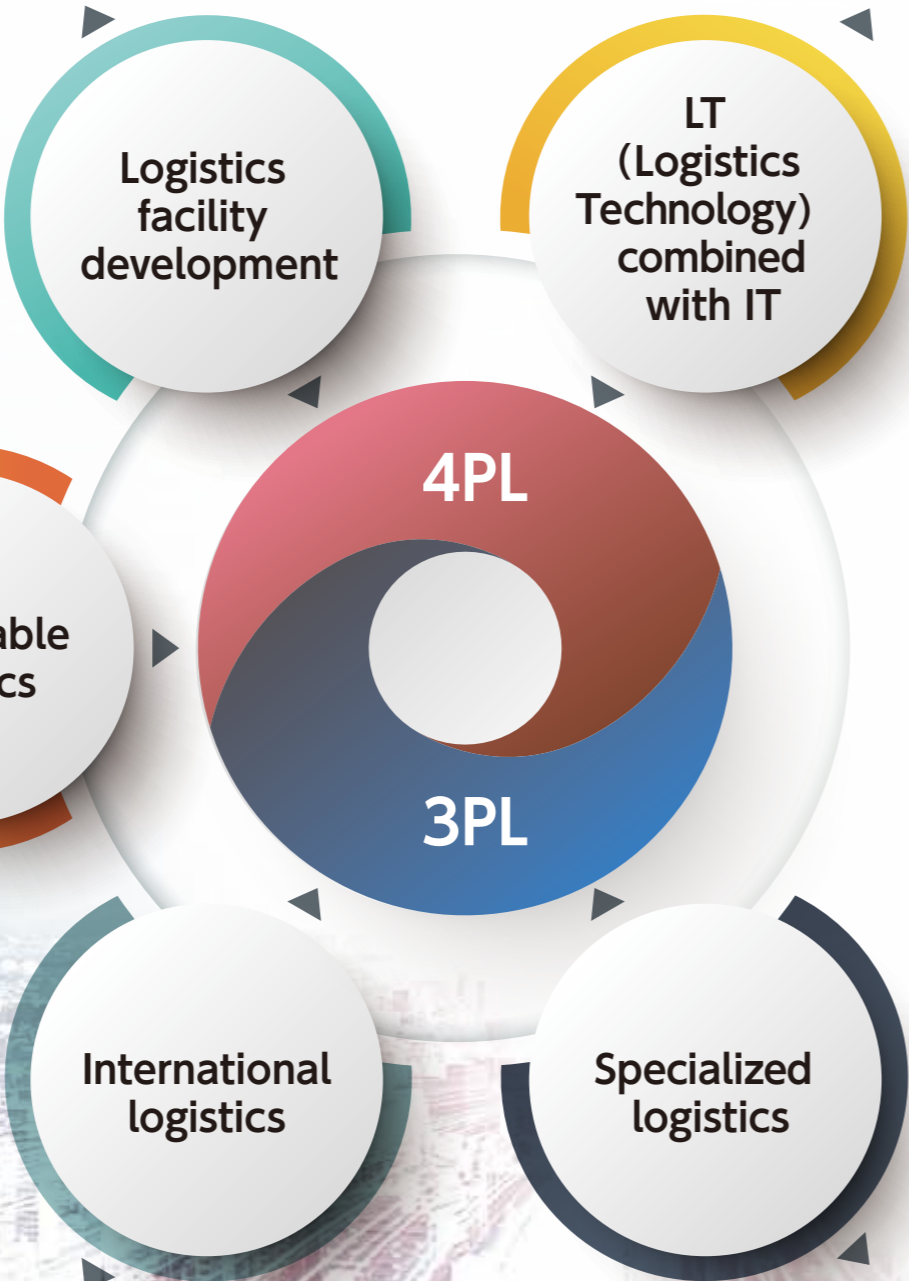
Development of highly functional logistics facilities, which includes the selection of locations to reduce environmental impacts along with the design of effective placement plans for LT equipment, is something that is possible precisely because of the SBS Group. We provide state-of-the-art logistics facilities which are optimized to meet the needs of our customers. Those facilities are placed on highly competitive land that is purchased through the leveraging our licenses and knowledge.



In addition to what is called "Forward Logistics," which covers everything from producers to end consumers, we also handle what is called "Reverse Logistics," wherein waste is collected, sorted and recycled. Replacing last-mile delivery vehicles with EVs will help realize sustainable logistics aimed at decarbonization.



SBS' s international multi-modal transport service offers to customers optimal solutions by combining the elements of customs clearance, forwarding and local logistics. Through coordination taking place between the overseas offices of group companies, we offer customers highly competitive and optimal services which leverage the advantages of economies of scale.



The LT and IT departments of each company work closely together to facilitate on-site efficiency and system integration. In December 2022, LT Lab, an LT verification facility, was established. With this facility, we will be going about improving the accuracy of on-site implementation and the early stabilization of operation.



The SBS Group promotes PMI, which serves to bolster the expertise and strengths of each group company. We can provide logistics services which require a high level of expertise and operational resources such as heavy goods, precision equipment, and food products.

EC logistics



We have started a new service called "EC Logistics Omakase-kun (Entrustment)" which has us offering a one-stop logistics solution for online shopping, encompassing a scope spanning from site construction to product loading/shipping and EC home delivery. We aim to increase our sales by 100 billion yen by 2030 with the help of highly specialized personnel working at each of our group companies.

Logistics DX



Our specialized organization, which is comprised of specialists in the areas of logistics site improvement and the combination of LT and IT, provides strong support for digital transformations undertaken by customers. In addition to phased implementation within existing businesses, we offer the most appropriate proposals for customer logistics strategies by incorporating solutions in a comprehensive manner starting from the design stage.

ESG management



The SBS Group promotes ESG management based on our group's management philosophy and code of conduct. We have sorted out our important themes into four categories: the environment, safety, society, and governance. These are themes that we are working on in a continuous and multilateral manner. In addition to the key logistics issues of the environment and safety, we are deepening our understanding of human capital management and accelerating investment into the next generation of SBS Group personnel.

Strategy for Dream Logistics

SBS Toshiba Logistics

A strategic 4PL company
transforming management from logistics

A Fourth Party Logistics (4PL) company going beyond the boundaries of the Toshiba Group that proposes and realizes logistics strategies in line with management strategies for a wide range of customers. Working in partnership with SBS Group companies, SBS Toshiba Logistics provides integrated services from logistics engineering (planning and design) to the operation of logistics functions at the implementation stages, both in Japan and overseas. By providing total logistics solutions that are not only high quality but competitive, the company provides powerful support for solving customers' management issues.

Main Business Activities

■ International Logistics (Global Integrated Logistics)

Logistics operations are conducted across 14 local subsidiaries worldwide in the China and Hong Kong, Asia, Europe and North America regions. SBS Toshiba Logistics supports customers' global businesses with services that combine the optimum transportation modes that utilize the different characteristics of each region.

■ Logistics for Mass Produced Goods

For home appliances, IT and industrial equipment, medical devices and other items, logistics services tailored to each customer's line of business are provided using the specialized know-how the company has accumulated. SBS Toshiba Logistics maintains a full understanding of the quality standards required in each industry and develops proposals to optimize costs and shorten lead times.

■ Logistics for Electronic Devices

For electronic devices and precision equipment that require delicate handling, methods for quality control and cost reduction honed through experience are used to propose optimum solutions for customers, covering everything from improved packaging, loading efficiency and delivery networks to security measures.

■ Logistics for Indent Products

A strength of SBS Toshiba Logistics lies in its engineering ability to achieve high levels of safety in the transportation of heavy cargo. The integrated management system enables logistics that include planning and arrangements from factory shipping through to local delivery.



Message from the President

We are aiming to be a strategic logistics partner which serves to solve, through logistics, the management challenges faced by customers.

Since its establishment in 1974, our company has forged a history as a shared services company in the area of logistics for electronics manufacturers. As a 3PL (Third Party Logistics) company, we leverage the experience and know-how we have accumulated over the years to consistently deploy operations which encompass the scope of logistics engineering and design, to logistics resource procurement, storage, loading and unloading, and transportation, which we do to provide customers total logistics solutions marked by high levels of quality and competitiveness. As a 4PL (Fourth Party Logistics) company which responds to the ever-changing business environment and proposes and implements logistics in line with customer management strategies, we aim to make our services more reliable and ensure that they are even more appreciated by our customers.

SBS Toshiba Logistics Corporation
President and Representative Director

Yasushi Kanazawa



Company Name	SBS Toshiba Logistics Corporation
Representative	Yasushi Kanazawa, Representative Director
Established	October 1, 1974
Paid-in Capital	2,128 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku-ku, Tokyo, 160-6125, Japan



Improvement for Dream Logistics

SBS RICOH LOGISTICS SYSTEM

A pioneer in precision machinery logistics
that has mastered improvement capabilities

Managing the supply chains of precision equipment manufacturers played a key part in the establishment of SBS RICOH LOGISTICS SYSTEM. With the impressive quality and "KAIZEN" capabilities for which national brands are renowned in our DNA, we support the success of our customers through domestic and overseas third party logistics (3PL).

With our outstanding logistics technologies we continue to propose the best methods for a wide range of customers' logistics needs based on a backbone of "recycling-oriented logistics" that integrates procurement, production, sales and venous logistics.

Main Business Activities

■ Logistics for Precision Equipment (Machine Delivery Services)

From electronic components to large copiers and medical devices weighing hundreds of kilograms, our expertise lies in the transportation of precision equipment that is sensitive to external factors such as vibrations, impacts, temperature, humidity and static electricity.



■ Logistics Technology

SBS RICOH LOGISTICS SYSTEM is involved in research into cutting edge technologies in the logistics field and supporting their adoption by customers.

Process design and flow lines are verified using material handling and information systems. This approach achieves optimum logistics operations.



■ Supply Chain Logistics

Covers procurement, production and sales up to the last mile, as well as the collection and processing of products and goods.

Using its global network as a base, SBS RICOH LOGISTICS SYSTEM provides shipping rates that take advantage of economies of scale, and trade services offering multimodal logistics services covering both Japan and overseas.



Message from the President

We provide recycling-oriented logistics combining both finesse and boldness.

Since it was established as a manufacturer-linked logistics involved in the transportation of precision equipment for Ricoh Company, Ltd. in February 1964, SBS RICOH LOGISTICS SYSTEM has continued to develop as a comprehensive 3PL provider.

Our strengths lie in our improvement capabilities and enable us to continue to propose the best ways to deal with customer needs. Using technologies, expertise, IT capabilities and logistics technologies (LT) cultivated over many years, our foundations are based on integrated recycling-oriented logistics that cover the range from arterial logistics (package design, procurement, production and sales) to venous logistics (collection, recycling and processing).

We recognize the importance of logistics as part of the social infrastructure and all employees will work together towards achieving the concurrent development of customers, society and the company.



SBS RICOH LOGISTICS SYSTEM CO., LTD.
Representative Director & President

Katsuhisa Wakamatsu



Company Name	SBS RICOH LOGISTICS SYSTEM CO., LTD.
Representative	Katsuhisa Wakamatsu, Representative Director
Established	February 1, 1964
Paid-in Capital	448 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku, Tokyo, 160-6125, Japan



Flexibility for Dream Logistics

SBS Logicom

An All-Rounder in Total Logistics

As a partner company to its customers, SBS Logicom provides total logistics services covering everything from logistics consulting and strategy to planning and operations.

With various waves of change sweeping through the logistics industry, SBS Logicom continues to make strides forward as a logistics company meeting the needs of a wide range of customers across various industries and supporting social infrastructure through a focus on warehouse management, cargo handling and distribution processing services, along with logistics centers, truck and rail transportation, special transportation, customs clearance and international transportation, government, corporate and school relocations, and on-site logistics.

Main Business Activities

■ 3PL solutions that excel in the field

SBS Logicom covers a wide range of industries from manufacturer logistics to retail distribution including online sales. A field-savvy consulting team provides support from developing plans for requirement definitions in the design of facilities, equipment, systems and operation, through to launch and stable operation.



■ Versatile transportation capabilities

A transportation system that covers upstream and downstream supply chain operations. We operate a rich lineup of vehicles, from vehicles for general consumer goods to special vehicles capable of transporting heavy goods, as well as container transport by sea and rail. From factory to end user delivery, we can meet all customer needs.



■ Optimum logistics center operation

SBS Logicom has an extensive track record handling high-mix, small-lot goods from home improvement centers, department stores, drug stores, interior retailers, supermarkets, as well as the music, video and fashion industries. SBS Logicom also provides one-stop services for e-commerce logistics that add extras including fulfillment and home delivery.



Message from the President

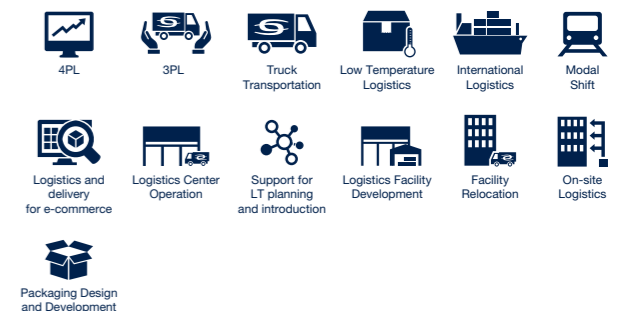
Supporting customers with mobility and a wide range of logistics capabilities

SBS Logicom's 3PL services have evolved over the years. We plan and execute together with our customers, from the proposal of logistics bases to preparations for startup, stable operations, and subsequent improvement activities. And we are expanding our scope to include solutions related to mail order (e-commerce) logistics, which has seen a rapid increase in recent years.

One of our strengths is that we can offer flexible and unique proposals in collaboration with unique companies both within and outside the SBS Group. We will continue to pursue further challenges and growth by supporting logistics from various angles while keeping close to the growth of our customers.



SBS Logicom Co., Ltd.
Director, Managing Executive Officer
Masato Tsuruoka



Company Name	SBS Logicom Co., Ltd.
Representative	Masahiko Kamata, Representative Director
Established	January 26, 1940
Paid-in Capital	101 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku, Tokyo, 160-6125, Japan



Specialty for Dream Logistics

SBS Flec

A company specializing in food logistics that pushes the limits of quality

SBS Flec

Founded in 1956 as Yukijirushi Logistics Co., Ltd. Today, we are one of the few 3PL companies in Japan that can handle products in all three temperature ranges: dry (room temperature), chilled (refrigerated), and frozen. We provide comprehensive support for food manufacturers' products, from production to stocking in stores. As a leading cold chain logistics company, we deliver safe and secure food products.

Main Business Activities

Food 3PL

SBS Flec fulfills the need to reduce logistics costs by carrying out all logistics management operations from the production sites of food manufacturers to their customers. SBS Flec can also be safely entrusted in on-site logistics services at customers' manufacturing plants.

Food logistics services at the three temperature zones

SBS Flec specializes in food logistics and handles cargo at all three of the temperature zones, dry, chilled and frozen. The company also strives to enhance the tangible and intangible aspects of its services, including improvements to delivery trucks, logistics facility renovation and new construction, introduction of information systems, and the acquisition of various certifications.

Logistics centers specializing in food

SBS Flec has developed logistics center, transport and delivery networks that cover the entire country. A wide range of services including information system functions and call center operations are provided, with a focus on in-center operations, transportation and delivery.

Message from the President

Enhancing trust in food infrastructure

There has been rapidly growing interest in food safety and security. With industry-leading expertise in food logistics as our backbone, at SBS Flec we use our nationwide logistic center, transportation and delivery networks to achieve highly trusted food logistics that support society. To fulfill this mission, we of course value people. With the entire organization backing the motivation of each employee, we continue to take on the challenge of innovations supporting a prosperous future for our customers and society with new ideas and ingenuity.



The SBS Flec Group
President and
Representative Director
Hajime Kato



Company Name	SBS Flec Co., Ltd.
Representative	Hajime Kato, Representative Director
Paid-in Capital	218.95 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjukuku, Tokyo, 160-6125, Japan

Acceleration for Dream Logistics

SBS Sokuhai Support

A delivery partner accompanying and accelerating customer businesses

SBS Sokuhai Support

In December 1987, the SBS Group started SBS Sokuhai Support as a same-day delivery business. Revolutionary for its time, this business model is still utilized by many users.

More recently, SBS Sokuhai Support has been using the expertise it has developed in the same-day delivery business for the e-commerce home delivery business, which is experiencing rapid growth in demand, and is in the process of expanding its operations to major Japanese cities. The company also combines venous logistics functions to play a part in recycling-oriented logistics.

Main Business Activities

Same-day delivery for corporate customers, home delivery

With SBS Same-Day Delivery Service and E-Commerce Home Delivery as core operations, SBS Sokuhai Support provides a range of delivery services including spot and charter deliveries. These services can be used as the "undercarriage" to significantly improve mobility of a customer's business.

Waste collection and intermediate processing

SBS Sokuhai Support handles the collection, transportation and recycling of waste with a focus on the Tokyo metropolitan area. It also purchases office and communications equipment, machine tools and office fixtures.

Manufacturing of store fixtures and distribution processing for the apparel industry

Operation of dedicated logistics centers for retailers, manufacturing and maintenance of store fixtures and equipment. The company also offers advanced processing services for the apparel industry such as embroidery, spangles and rhinestones.

Message from the President

Expanding the e-commerce delivery service alongside same-day delivery for corporate customers

SBS Sokuhai Support handles same-day delivery of small parcels between companies, which is a business established by the SBS Group. We have continued to gain wisdom and do our utmost to fulfill the expectations of customers who believed in us and did business with us when we first started out as a small venture company with little power. Moving forward, we will also focus on the rapidly expanding field of e-commerce delivery in a bid to achieve even greater growth by demonstrating stunning mobility and synergy with the SBS Group.



SBS Sokuhai Support Co., Ltd.
Representative Director
Masahiko Kamata



Company Name	SBS Sokuhai Support Co., Ltd.
Representative	Masahiko Kamata, Representative Director
Paid-in Capital	100 million yen
Head Office Location	1-5-29 Shinsuna, Koto-ku, Tokyo, 136-0075, Japan

Creation for Dream Logistics

SBS Zentsu

An innovator in the food supply chain responding to needs with "creative logistics"

SBS Zentsu

SBS Zentsu provides total support for the food supply chain by building logistics systems that consolidate pre-cooled and temperature-controlled transportation, joint delivery and food in four temperature zones.

In response to increasingly sophisticated and complex logistics needs, SBS Zentsu uses the "creativity" it has cultivated providing operations and services for many years as a powerful tool, overcoming difficulties and issues one after another while continually creates new solutions.

Main Business Activities

■ Co-op home delivery business

From the Tohoku region in the north to the Chugoku region in the west, approximately 1,400 trucks and more than 1,500 employees are engaged in the individual home delivery business for co-ops across Japan, which requires advanced customer service skills that go beyond simple deliveries.

■ Operation of pre-cooling, cold chain transportation and freezing refrigeration centers

We own and operate a large number of refrigerated vehicles that can handle a variety of temperature ranges, providing high quality coverage across the supply chain. At our freezing and refrigeration centers, we are expanding our business across the entire food cold chain, utilizing our strengths in distribution processing. This includes fruits and vegetables, which are notoriously difficult to handle.

■ E-commerce logistics business

Utilizing our detailed delivery network and the quality of professional sales drivers we have fostered in the home delivery business, we are actively expanding our business as a last-mile leader in e-commerce logistics, a field that continues to grow rapidly.

Message from the President

Taking on the challenge of further development with creative logistics

Since its founding, the goal at SBS Zentsu has been to achieve creative logistics in order to meet the needs of our customers to the fullest. We have developed with a focus on the logistics business for co-ops across Japan, which requires extremely high quality control. We will strive for further growth as a company while focusing on expanding our areas of business, including 3PL and e-commerce logistics, leveraging our company's strengths developed in the 40 plus years since our founding—our ability to propose solutions and our ability to take action—and our comprehensive capabilities that combine and enhance the experience and technologies we have gained over the years.



SBS Zentsu Co., Ltd.
Representative Director

Nobuyuki Ikeda



Company Name	SBS Zentsu Co., Ltd.
Representative	Nobuyuki Ikeda, Representative Director
Paid-in Capital	83.45 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjukuku, Tokyo, 160-6125, Japan

Solution for Dream Logistics

SBS Furukawa Logistics

A logistics solutions partner that solves logistics challenges facing customers

SBS Furukawa Logistics

We possess knowledge and skills related to the transportation, storage, distribution processing, and so on of electrical cables, functional resin products, non-ferrous processed metal products, and more obtained during our time with the Furukawa Electric Group. By combining these with the latest technologies related to LT and IT, the logistics network, and expertise possessed by the SBS Group, we solve various logistics challenges in our customers' supply chains.

Main Business Activities

■ Transportation and delivery (including customs clearance) and storage business

We store and deliver communications fiber optic cables, metal cables, power cables, communications equipment, electronic components, non-ferrous processed metal products, functional resin products, and more.

■ Distribution processing and packaging business

We cut and process electrical cables and functional resin products and inspect electronic components.

■ Recycling business

We repair and recycle drums for electrical cables.

Message from the President

Focused on solving customers' logistics problems

In 1980, Furukawa Electric's logistics department became independent. Our company continued its business through collaboration with customers and partner companies, including the Furukawa Electric Group, and joined the SBS Group in December 2021. In addition to our knowledge and skills in the transportation, storage, and distribution processing of electrical power, telecommunications, and automotive products, we combine the Group's latest technologies and expertise to solve various logistics problems in supply chains through cooperation with Group companies.



SBS Furukawa Logistics Corp.
Representative Director

Shingo Morita



Company Name	SBS Furukawa Logistics Corp.
Representative	Shingo Morita, Representative Director
Paid-in Capital	292 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjukuku, Tokyo, 160-6125, Japan

Expansion for Dream Logistics

SBS Global Network

Extensive overseas logistics network

Based on its extensive overseas distribution network that extends from Japan and Asia and the world, SBS Global Network supports supply chains in Japan and abroad.

The company conducts analyses of the current status of international logistics being implemented by customers (consulting).

It then proposes and implements optimum import and export operations based on cargo characteristics and supply chain strategies.



Company Name	SBS Global Network Co., Ltd.
Representative	Yasunori Kudo, Representative Director
Established	March 1987
Paid-in Capital	50 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku, Tokyo, 160-6125, Japan
Lines of Business	Import and export services, domestic cargo pickup and delivery services, transportation services with overseas parties, other additional services

SBS Freight Service

From transportation and delivery to logistics center operation

Transportation and delivery network covering the Pacific side of eastern Japan to Kansai.

SBS Freight Service offers an extensive range of transportation services from three-temperature-zone transportation, special transportation such as shipping for filming locations, marine container drayage transportation, warehousing, storage and distribution processing.

The company is also focusing on distribution center operation in response to expanding e-commerce needs.



Company Name	SBS Freight Service Co., Ltd.
Representative	Nobuhito Nakabayashi, Representative Director
Established	June 1944
Paid-in Capital	100 million yen
Head Office Location	5-32-50, Sugita, Isogo-ku, Yokohama-shi, Kanagawa Prefecture, 235-0033, Japan.
Lines of Business	General transportation, special transportation, marine container-based transportation, logistics center operation, warehousing and storage

SBS Staff

Placing the right staff in speedy fashion



Company Name	SBS Staff Co., Ltd.
Representative	Osanori Watanabe, Representative Director
Established	June 1997
Paid-in Capital	70 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku, Tokyo, 160-6125, Japan
Lines of Business	Worker dispatch business, fee-based job placement business, business process outsourcing (BPO) business, business outsourcing, comprehensive human resource service business, operation of human resources portal site

SBS Finance

The optimum finance for logistics

SBS Finance provides a wide range of services from leasing and sales to insurance. As a finance company excelling in the area of logistics, SBS Finance provides a range of functions including the joint purchasing of consumables for logistics businesses.



Company Name	SBS Finance Co., Ltd.
Representative	Hiroshi Aida, Representative Director
Established	April 1991
Paid-in Capital	150 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku, Tokyo, 160-6125, Japan
Lines of Business	Vehicle and office equipment leasing business, fuel and tire sales business, life and non-life insurance agency business

Marketing Partner

E-commerce business professionals

Providing one-stop service for e-commerce site development and operation. The company provides e-commerce business support covering the four areas of marketing, analysis, creative and fulfillment.



Company Name	Marketing Partner, Inc.
Representative	Shinji Gonda, President and Representative Director
Established	March 1998
Paid-in Capital	10 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku, Tokyo, 160-6125, Japan
Lines of Business	Planning, design and operation for direct marketing with a focus on e-commerce support, web promotion, creative development, data mining, fulfillment and mail-order business

SBS Driving School

Developing safe drivers

We operate driving schools with the aim of developing safe drivers in the SBS Group and local community. Students can obtain licenses for regular cars, mid-sized vehicles and motorcycles.



Company Name	SBS Driving School Co., Ltd.
Representative	Tatsuya Morii, Representative Director
Established	March 1963
Paid-in Capital	22 million yen
Head Office Location	341 Naganumacho, Inage-ku, Chiba-shi, Chiba Prefecture, 263-0005, Japan
Lines of Business	Driving training business (SBS Driving School Inage and Anesaki Driving School)

Development for Dream Logistics

SBS Asset Management

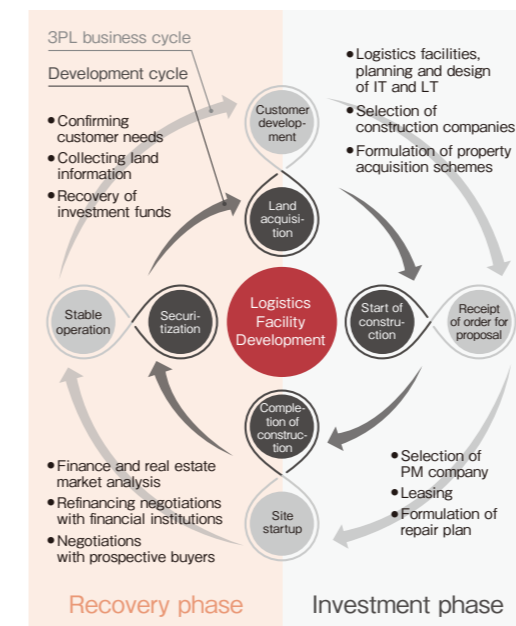
An asset manager expanding
high-functionality logistics nationwide

SBS Asset Management is an asset management company responsible for developing the logistics facilities of the SBS Group. Using expert knowledge and know-how regarding finance, real estate and logistics, the company independently develops specialized logistics facilities optimized for 3PL. With a strength in highly functional design informed by an intimate knowledge of logistics in the field, SBS Asset Management handles to increasingly sophisticated logistics while responding to changes in the value chain based on in-depth research. SBS Asset Management operates a total asset management business specializing in everything from land acquisition and leasing to asset securitization.

〈 Logistics Facility Development 〉

SBS Asset Management develops dedicated 3PL logistics facilities in-house, utilizing expert knowledge and know-how regarding finance, real estate and logistics. Proposals for customer logistics sites are developed from the design stages.

The SBS Group's logistics facility development activities are essential to providing 3PL services that satisfy customers. High-level functionality and design that can only be achieved with an intimate knowledge of customer needs and logistics in the field, and the development of logistics facilities by a group of asset management professionals with advanced financial knowledge and familiarity with the real estate market, have been met with strong approval from shippers and investors alike.



Property Name / Current Use	Head Office	Site Area (㎡) Total Floor Area (㎡)	Completion of construction	Securitization
Ichinomiya Logistics Center • SBS RICOH LOGISTICS SYSTEM CO., LTD.	Ichinomiya, Aichi Prefecture	29,968 57,428	March 2023	
Yokohama Kanazawa Logistics Center • SBS RICOH LOGISTICS SYSTEM CO., LTD. Logistics Center Yokohama Kanazawa	Kanazawa Ward, Yokohama	26,612 69,794	October 2021	March 2023
Noda Seto Logistics Center Building A	Noda, Chiba Prefecture	73,271 167,867	January 2024	
Noda Seto Logistics Center Building B (Planned)	Noda, Chiba Prefecture	55,746 131,298		
Nanko Logistics Center • SBS Logicom Co., Ltd. Nanko Logistics Center Branch	Suminoe Ward, Osaka	24,858 61,282	March 2019	May 2021
Ami Logistics Center • SBS Flec Co., Ltd. Ami Logistics Center Branch	Ami, Inashiki District, Ibaraki Prefecture	31,303 8,012	June 2018	
Tokorozawa Logistics Center • SBS Logicom Co., Ltd. Tokorozawa Logistics Center Branch	Tokorozawa, Saitama Prefecture	27,824 34,805	March 2016	
Shin-Sugita Logistics Center • SBS Logicom Co., Ltd. Shin-Sugita Logistics Center Branch SBS Freight Service Co., Ltd. Head Office / Shin-Sugita Center	Isogo Ward, Yokohama	17,150 38,265	March 2016	January 2024
Nagatsuta Logistics Center	Midori Ward, Yokohama	47,577 43,755	January 2015	March 2020
Thailand Logistics Warehouse No. 1 and No.2 Buildings	Si Racha District, Thailand	63,840 19,426	June 2014	
Noda Yoshiharu Logistics Center • SBS Logicom Co., Ltd. Noda Logistics Center Branch	Noda, Chiba Prefecture	17,050 31,748	March 2009	July 2015
Tokorozawa Warehouse • SBS Logicom Co., Ltd. Tokorozawa Branch	Tokorozawa, Saitama Prefecture	8,696 5,801	November 2009	March 2015
Noda Logistics Center • SBS Logicom Co., Ltd. Noda Logistics Center Branch	Noda, Chiba Prefecture	24,064 35,893	March 2009	September 2010
Iruma Logistics Center • SBS Logicom Co., Ltd. Iruma Branch	Iruma, Saitama Prefecture	26,126 26,203	January 2008	September 2010
Iwatsuki Logistic Center • SBS Logicom Co., Ltd. Noda Yoshiharu Logistics Center Branch, Iwatsuki Sales Office	Iwatsuki Ward, Saitama City	40,011 29,981	December 2007	April 2008
Kawagoe Logistics Center • SBS Logicom Co., Ltd. Kawagoe Logistics Center Branch	Kawagoe, Saitama Prefecture	32,665 47,770	November 2007	June 2016
Chikuma Logistics Center	Chikuma, Nagano Prefecture	11,137 6,299	August 2007	December 2017
Nishinohon Logistics Center	Kyotansabe, Kyoto Prefecture	25,853 37,676	March 2007	August 2014

〈 Rent Business 〉

We own and manage around 35 properties including roadside stores, condominiums and city-center offices, primarily in the Tokyo metropolitan area.



**Minami Shinjuku
SK Building**

(Office Building)
Site Area : 1,143㎡
Total Floor Area : 7,531㎡
Completion : July 1997



**Shibuya South
Exit Building**

(Office Building)
Site Area : 1,416㎡
Total Floor Area : 9,013㎡
Completion : January 2000



**Makuhari
Building**

(Roadside Store)
Site Area : 2,655㎡
Total Floor Area : 1,595㎡
Completion : June 1990

〈 Solar Power Generation 〉

We aim to contribute to the realization of a decarbonized society by making effective use of our owned assets, including the rooftops of logistics facilities. Our power generating capacity is around 14 megawatts. The generated electricity is sold and also used internally.



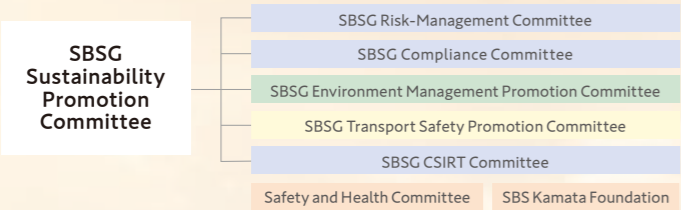
Company Name	SBS Asset Management Co., Ltd.
Representative	Yasuhiko Ueda, Representative Director
Established	September 3, 2004
Paid-in Capital	160 million yen
Head Office Location	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjuku, Tokyo, 160-6125, Japan



Sustainability

The SBS Group promotes sustainability and corporate management in an integral manner based on our group's management philosophy and code of conduct. Our group sorts sustainability promotion themes into four categories: the environment, safety, society, and governance. We have established priority items and promotion measures for each category, and are working on those elements in a continuous and multilateral. Among these, we have positioned the environment, safety, and human resources as our group's material issues (important issues) and are focusing efforts on tackling those challenges.

Organizational Structure



We have established promoting organizations (group councils) for each of the four challenges to promote activities and share information. In addition, the Sustainability Promotion Committee, which oversees these organizations, is composed of representatives from group companies and serves as a cross-group organization which plays a role in promoting sustainability by making decisions on policies, approving measures to promote sustainability, and so on.

Framework for Sustainability Management

Classification	Important Issues and Themes	Key Items	Promotional Measures	Promoting organization	
Environment	Environmental considerations (CO ₂ reduction and energy conservation)	【 Three Pillars of Environmental Measures 】 <ul style="list-style-type: none">● Eco-driving (vehicles)● Energy conservation (facilities)● Environmental action (employees)	【 Mid-to-Long-term Environmental Plan 】 <ul style="list-style-type: none">● Training for ecological and safe driving● Introduction of environmentally friendly vehicles● Modal shift● Introduction of energy-saving lighting● Creation of renewable energy● Environmental action within a radius of 5 meters	Oversight Council (group company representatives)	Group councils for individual issues (heads of group companies)
	Ensuring Safety (zero accidents)	● Transportation safety management	● Training for safe driving	SBSG Sustainability Promotion Committee	SBSG Environment Management Promotion Committee
Safety & Social	Connections with society	● Nurturing of human resources	● Training for ecological and safe driving		SBSG Transport Safety Promotion Committee
	Sound corporate management	● Occupational health and safety	● Analyses of near misses		Safety and Health Committee SBS Kamata Foundation
Governance		● Quality control	● Periodic health checkups and SAS screening tests		
		● Social contributions	● Introduction of digital tachograph/drive recorders		
		● Internal control	● Driver contests		
		● Contact points for whistleblowers	● G-Mark certification		
		● Compliance-related education	● Group unification training and distance learning system		
		● Risk management	● Counseling provided by industrial physicians		
		● Information security measures	● Emergency lifesaving training and introduction of AEDs		
		● Business continuity management	● Social contribution awards		
			● Subsidized business projects		
			● Compliance tools		
			● Workplace counselling office and corporate auditors		
			● Hotlines and outside contact points for whistleblowers		
			● Business Continuity Plans (BCP)		
			● Information security seminars		

ENVIRONMENT

The SBS Group regards consideration for the environment as the most important social responsibility of a logistics company. We pursue reduced CO₂ emissions from a broader perspective that includes the spread of eco-driving practices among each and every driver, the introduction of eco-friendly vehicles, and energy conservation efforts at our facilities. To better promote these environmental activities, we have formulated our 3rd Medium-to-Long-Term Environmental Plan. We have named this plan the "Sincere Challenge." By "sincere," we mean being truthful, honest and faithful. As the word suggests, we will work on this plan in a sincere and proactive way.



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 <ul style="list-style-type: none">■ Curtailment of CO₂ 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 <ul style="list-style-type: none">■ Strengthening reduction of CO₂ emissions from vehicles (formulation and implementation of plan for introduction of next-generation vehicles)

SAFETY

To the SBS Group, which operates a comprehensive logistics business in Japan and overseas, achieving safety and accident-free operations is the most important issue and forms the core of our service quality. We work to prevent accidents with a multi-faceted approach that includes raising driver awareness of safety and improving their driving skills, providing support for health management, and ensuring the safety of the vehicles we operate.

SBS Group Transportation Safety Management

Risk management		Policies and priority issues	
Transportation Safety Promotion Meeting			
Education and Awareness-raising		Accident Prevention	
<ul style="list-style-type: none">■ Group safety education<ul style="list-style-type: none">● Truck safe driving training sessions● Eco and safe driving training● Forklift safe operation training sessions● Logistics Quality Seminars● Operation manager examination preparatory seminars● Operational manager skill improvement seminars● Courses on utilizing general aptitude diagnosis● First-aid Classes■ Call for proposed safety slogans		<ul style="list-style-type: none">■ Accident factor analysis■ Near miss incident information collection and dashcam video analysis■ Risk prediction training■ Aptitude diagnosis■ Regular SAS screening examinations and health checkups■ Stress checks / consultations with industrial physicians■ Training for persons causing accidents■ Introduction of vehicles equipped with safety features (collision avoidance, reduced braking, road deviation prevention)■ Blood pressure measurements	
		Safe Driving and Safe Operation Management	
		<ul style="list-style-type: none">■ Roll calls and alcohol checks■ Daily inspections■ Fitting of driving support equipment (digital tachograph, dashcam, rear-view camera)■ Business audits, touring follow-ups, business site self-inspections■ Acquiring certification (G-mark) as a business site with excellent safety■ Truck driver / forklift operator contests■ Occupational health and safety movement■ Safe operation award	

SOCIAL

In keeping with its management philosophy, the SBS Group regards living in harmony with society to be the main principle of its business activities. As a corporate citizen, we will contribute in whatever small way we can to solving social issues while valuing communication with our stakeholders and working to build relationships of trust.

* The SBS Kamata Foundation supports the higher education of students receiving social care and facilitates research into logistics.



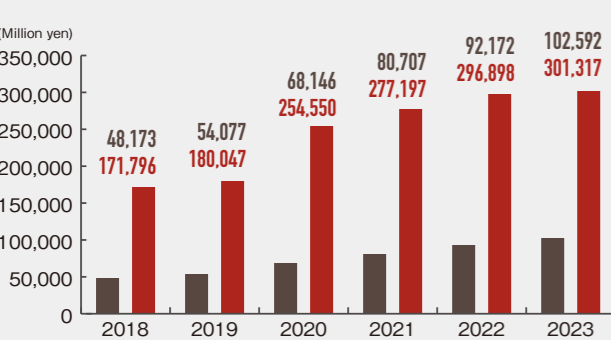
公益財団法人 SBS鎌田財団

COMPANY PROFILE

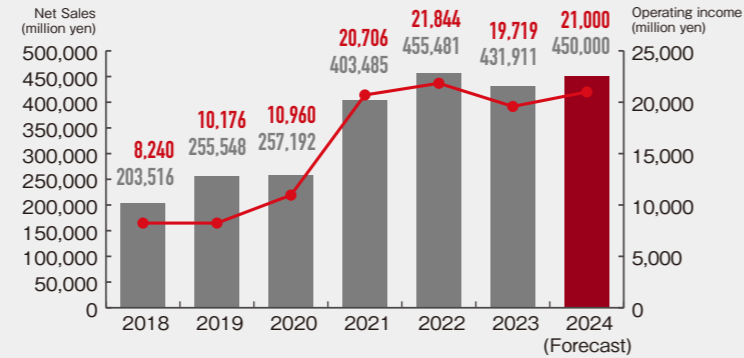
■ Company Name	SBS Holdings, Inc.
■ Representative	Masahiko Kamata, Representative Director Shuichi Hoshi, Director Masato Taiji, Director Yasuhito Tanaka, Director Natsuki Gomi, Director Katsuhisa Wakamatsu, Director Jiro Iwasaki, Outside Director Yoshinobu Kosugi, Outside Director Takashi Endo, Director (Full-Time Audit Committee Member) Masato Matsumoto, Outside Director (Audit Committee Member) Sachie Tsuji, Outside Director (Audit Committee Member)
■ Established	December 16, 1987
■ Paid-in Capital	3,920 million yen
■ Net Sales	431.9 billion yen (consolidated) ※ For the year ended December 31, 2023
■ Number of Employees	23,562 (including 10,903 full-time employees as of December 31, 2023)
■ Head Office	Sumitomo Fudosan Shinjuku Grand Tower 25F 8-17-1, Nishi-Shinjuku, Shinjukuku, Tokyo, 160-6125, Japan Tel : +81-3-6772-8200 (main switchboard)
■ Business Descriptions	As a holding company, SBS Holdings formulates and promotes overall Group management strategy, audits Group management and conducts other business management activities.
■ Stock Exchange Listing	Tokyo Stock Exchange Prime Market (Securities Code: 2384)

■ History	
December 1987	Established Kanto Sokuhai Co., Ltd. (currently SBS Holdings Inc.) in Koto-ku, Tokyo.
September 1988	Established Kanto Sokuhai Co., Ltd. (currently SBS Sokuhai Support Co., Ltd.) as a same-day delivery business in Sumida-ku, Tokyo.
April 1989	Changed corporate name to Sogo Butsuryu System Co., Ltd. (currently SBS Holdings Inc.).
December 1999	Changed corporate name to SBS Co., Ltd. (currently SBS Holdings Inc.).
December 2003	Registered shares on the over-the-counter market of the Japan Securities Dealers Association (currently JASDAQ Market of the Tokyo Stock Exchange).
May 2004	Acquired shares in Yukijirushi Butsuryu Co., Ltd. (currently SBS Flec Co., Ltd.).
July 2004	Transitioned SBS Co., Ltd. (currently SBS Holdings Inc.) to a pure holding company.
September 2004	Established A-MAX Co., Ltd. (currently SBS Asset Management Co., Ltd.) as a real estate securitization business and began logistics facility development and real estate securitization business.
June 2005	Acquired shares in Tokyu Logistic Co., Ltd. (currently SBS Logicom Co., Ltd.).
January 2006	Acquired shares in food logistics company Zentsu Co., Ltd. (now SBS Zentsu Co., Ltd.).
April 2006	Changed corporate name to SBS Holdings Inc. and relocated head office to Taihei, Sumida-ku, Tokyo.
December 2012	Listed in the 2nd Section of the Tokyo Stock Exchange. The company celebrated its 25th anniversary at the same time.
June 2013	Unified the Group brand.
December 2013	Switched to the 1st Section of the Tokyo Stock Exchange.
August 2018	Acquired shares in RICOH LOGISTICS SYSTEM (currently SBS RICOH LOGISTICS SYSTEM)
November 2020	Acquired shares in Toshiba Logistics Corporation (currently SBS Toshiba Logistics Corporation).
January 2021	Acquisition of shares in TOYO WAREHOUSE & TRANSPORTATION CO., LTD. (merged with SBS Logicom in October 2023), a subsidiary of SMC Corp.
December 2021	Acquisition of shares in Furukawa Logistics Corp.(currently SBS Furukawa Logistics Corp.), a logistics subsidiary of Furukawa Electric Co., Ltd.
March 2022	SBS Group headquarters moved from Tokyo’s Sumida Ward to Tokyo’s Shinjuku Ward
April 2022	Moved to the Tokyo Stock Exchange Prime Market Our group uniforms have been redesigned

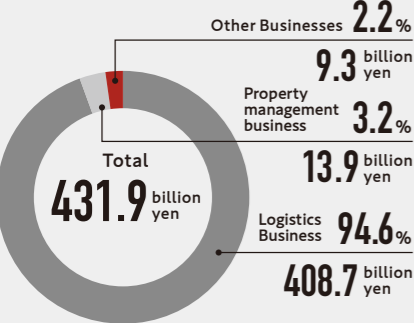
〈 Net Assets / Total Assets 〉 ■ Total assets ■ Net assets



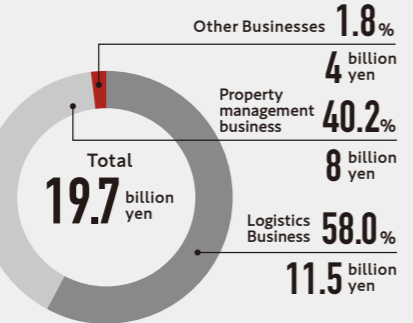
〈 Net Sales / Operating Income 〉 ■ Net Sales ● Operating income



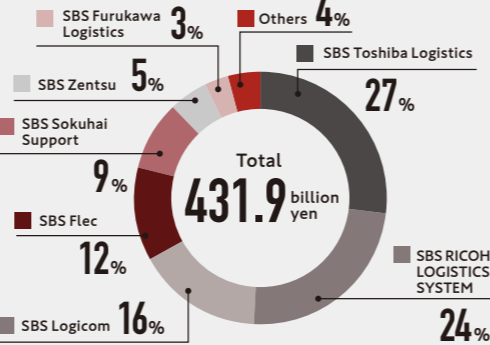
〈 Composition of Net Sales by Business 〉



〈 Composition of Operating Income by Business 〉



〈 Composition of Net Sales by Group Company 〉



※ FY12/23 Results

COMPANY GROUP

- 1 SBS Holdings, Inc.
- 2 SBS Toshiba Logistics Corporation
TL Logistics Service 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.
- 3 SBS RICOH LOGISTICS SYSTEM CO., LTD.
SBS SAN-AI LOGISTICS CO., LTD.
RICOH LOGISTICS CORPORATION [USA]
RICOH INTERNATIONAL LOGISTICS (H.K.) LTD.
Ricoh International Freight Forwarding (Shenzhen) Co., Ltd.
SBS Logistics (Thailand) Co., Ltd.
SBS Vietnam Co., Ltd.
Jass Co., Ltd.
SBS Global Network Co., Ltd.
EMC INC.
- 4 SBS Logicom Co., Ltd.
SBS Freight Service Co., Ltd.
Kyokushin Unyu Kaihatsu Co., Ltd.
SBS Logicom Kanto Co., Ltd.
K2 Corporate Partners Co., Ltd.
- 5 SBS Flec Co., Ltd.
SBS FlecNet Co., Ltd.
Hinomaru Kyuso Co., Ltd.
- 6 SBS Sokuhai Support Co., Ltd.
Ai&Ai Co., Ltd.
- 7 SBS Zentsu Co., Ltd.

- 8 SBS Furukawa Logistics Corp.
THE YOKOHAMA DRUM MANUFACTURING CO.LTD.
SBS Furukawa Logistics (Shanghai) Co.,Ltd.
HONG KONG DE HE LOGISTICS Ltd.
- 9 SBS Staff Co., Ltd.
- 10 SBS Finance Co., Ltd.
- 11 Marketing Partner, Inc.
Global Pet Nutrition Inc.
- 12 SBS Asset Management Co., Ltd.
L-MAX Co., Ltd.
- 13 SBS Driving School Co., Ltd.
- 14 Japan Logistics Future Limited Partnership for Investment (Japan Logistics Future Fund)

Overseas Group Companies

- SBS Logistics (Singapore) Pte. Ltd.
- SBS Logistics Holdings Hong Kong Ltd.
 - Shanghai Qingqiliu Plastic Processing Co., Ltd.
- SBS Total Logistics Malaysia Sdn. Bhd.
- SBS Logistics Philippines, Inc.
- TAS Logistics Co., Ltd. [Thailand]
- Atlas Logistics Pvt Ltd. [India]

