

January 5, 2026

News Release

SBS Holdings, Inc.

## New Year's Message from Masahiko Kamata, Representative of the SBS Group

Below is a summary of SBS Group Representative Masahiko Kamata's New Year's Message to all employees of the SBS Group.



### ■ Challenge Toward Achieving a 4.5% Operating Margin in Logistics

Over the past two years, our business performance has faced challenging conditions. However, last fiscal year, efforts such as acquiring new customers and optimizing pricing began to bear fruit, and we are on track to achieve revenue and profit growth for the first time in three years. That said, initiatives aimed at improving profitability—such as reducing initial losses when opening new sites and eliminating idle warehouse space—remain a work in progress.

We have committed to investors that we will raise the operating margin of our logistics segment to 4.5% or higher by fiscal year 2030. In fiscal 2024, the margin stood at 2.2%, and while figures for fiscal 2025 are still being compiled, we expect it to remain in the 2% range. Doubling this margin will not be easy. This year, we intend to enforce two key measures across the company:

1. Avoid submitting estimates that assume losses or disregard profitability.
2. Ensure that contracts include provisions for renegotiation in the event of cost increases that could lead to losses.

Looking ahead, we are launching a major project to strengthen the competitiveness of SBS NSK Logistics and Bridgestone Logistics, which joined the SBS Group within the past one to two years. By accelerating warehouse investments for both companies and building a structure that generates greater profits across the group, we aim to create a stronger foundation for growth. Our challenge to achieve a 4.5% operating margin in logistics cannot stop. At the end of this journey, we look forward to sharing the joy of becoming a top-tier logistics company with all of you.



## ■ Reference

### <Overview of the SBS Group>

Holding company: SBS Holdings, Inc. (SBS Group's holding company)

Established: December 1987

Representative: President and Representative Director Masahiko Kamata

Exchange: The Prime Market of the Tokyo Stock Exchange (Securities Code: 2384)

Head Office: 8-17-1 Nishi-Shinjuku, Shinjuku-ku, Tokyo, Sumitomo Realty & Development  
Shinjuku Grand Tower 25th floor

Capital: 3.9 billion yen

Sales: 448.1 billion yen (Consolidated basis, the Fiscal Year Ended December 2024)

Number of employees: 23,513 (including 10,712 full-time employees, consolidated basis)

Business content: Since its foundation in 1987, the SBS Group has contributed to the creation of profit for customers by providing one-stop logistics services through the enhancement of logistics services and services associated with logistics. The Group has companies that handle a variety of products ranging from food to ultra-heavy goods, companies that can respond to a variety of delivery types including routes, areas and same-day delivery, and companies that specialize in logistics facility development and environmental logistics.

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

## ■ Inquiries regarding this newsletter

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