



IR Day 2022 Session 4

Sustainability Management

Managing Executive Officer: Tatsuya Suzuki

Executive Officer: Tatsuya Akama

**General Manager, Sustainability Promotion Division:
Hiroko Kishida**

NIPPON EXPRESS HOLDINGS, INC.

September 15, 2022

Nippon Express Group Business Plan 2023 “Dynamic Growth”



We have defined ESG management as a measure to achieve sustainable growth, enhance corporate value, and achieve our long-term vision. We have established themes along the Environment (E), Social (S), and Governance (G) categories in our business plan, along with materialities and KPIs. Subsequently, in light of the growing complexity of social issues surrounding companies, we have decided to promote sustainability management that covers a wider range of social issues while encompassing ESG issues. We have identified six materialities for priority action in addressing sustainability issues, and are currently promoting sustainability management by establishing a dedicated department and committees within the holding company.

Stronger Group Governance via Holding Company Structure

Stronger Group Governance

Offense

(Corporate Strategy Functions)

Group Strategy Functions Related to Sustainability and DX

- Sustainability Promotion Division and DX Promotion Division
- Sustainability Promotion Committee
Meets twice per year as a rule (met in January 2022)

Defense

(Risk Management Functions)

Restructure Group Risk Management System

- Compliance and Risk Management Division
- Risk Management Committee, Compliance Committee
Meets once per quarter (met in February, May, and July 2022)
- Crisis Management Committee
Meets twice per year (met in February and July 2022)

Establishment of a Group Governance System Assumes a Corporate Governance System in Place and Working

In January, we newly established the Sustainability Promotion Division and the DX Promotion Department, with their function to handle themes of growing importance. Specifically, these organizations deal with strategic planning and promotion of sustainability management and DX for the group.

We also established the Sustainability Promotion Committee, chaired by the president, to enhance opportunities for discussion and examination of sustainability management.

In the risk management function, we established the Compliance and Risk Management Division in January 2022. The Compliance and Risk Management Division's responsibilities include identifying common risks across the group in response to changes in the external and internal environments. In addition, we have established the new Risk Management Committee, chaired by the president, to identify significant risks and monitor our response.

Sustainability Promotion System and Climate Change Response

General Manager, Sustainability Promotion Division: Hiroko Kishida

Nippon Express Group Business Plan 2023 “Dynamic Growth”

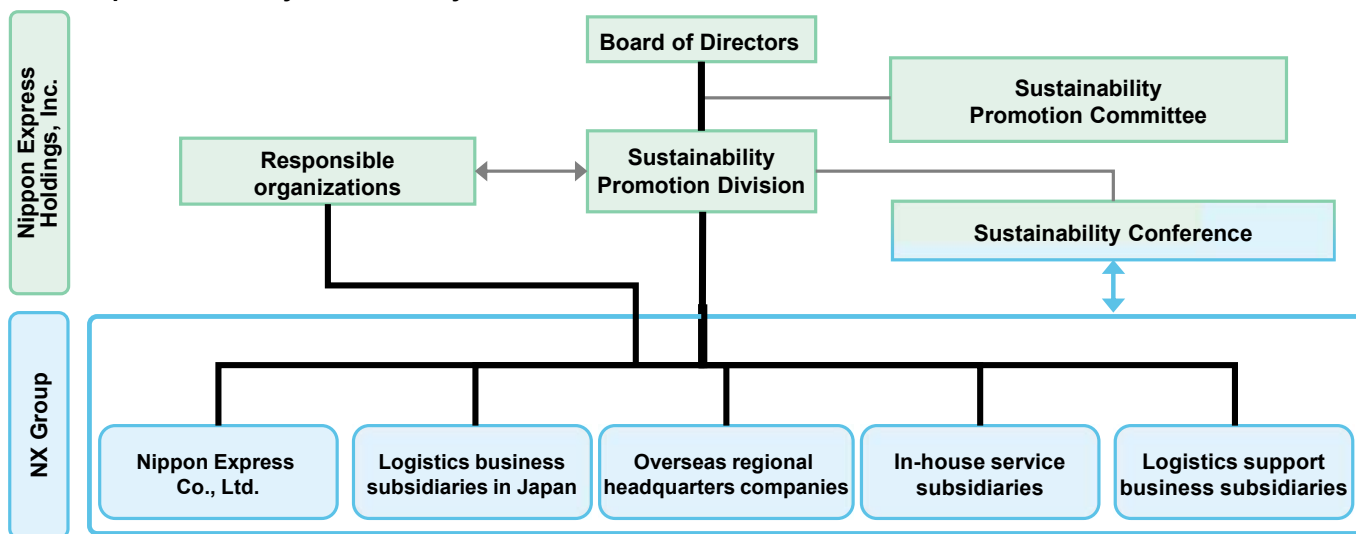


The group has set and is working to tackle materialities and KPIs along the Environment (E), Social (S), and Governance (G) categories in the current business plan, under the banner of "exercising ESG-oriented business management to realize sustainable development."

With regard to the environment, our mission is to reduce CO₂ emissions, which will be explained later in the part on responding to climate change.

NX Group Sustainability Promotion Framework

NX Group Sustainability Promotion System



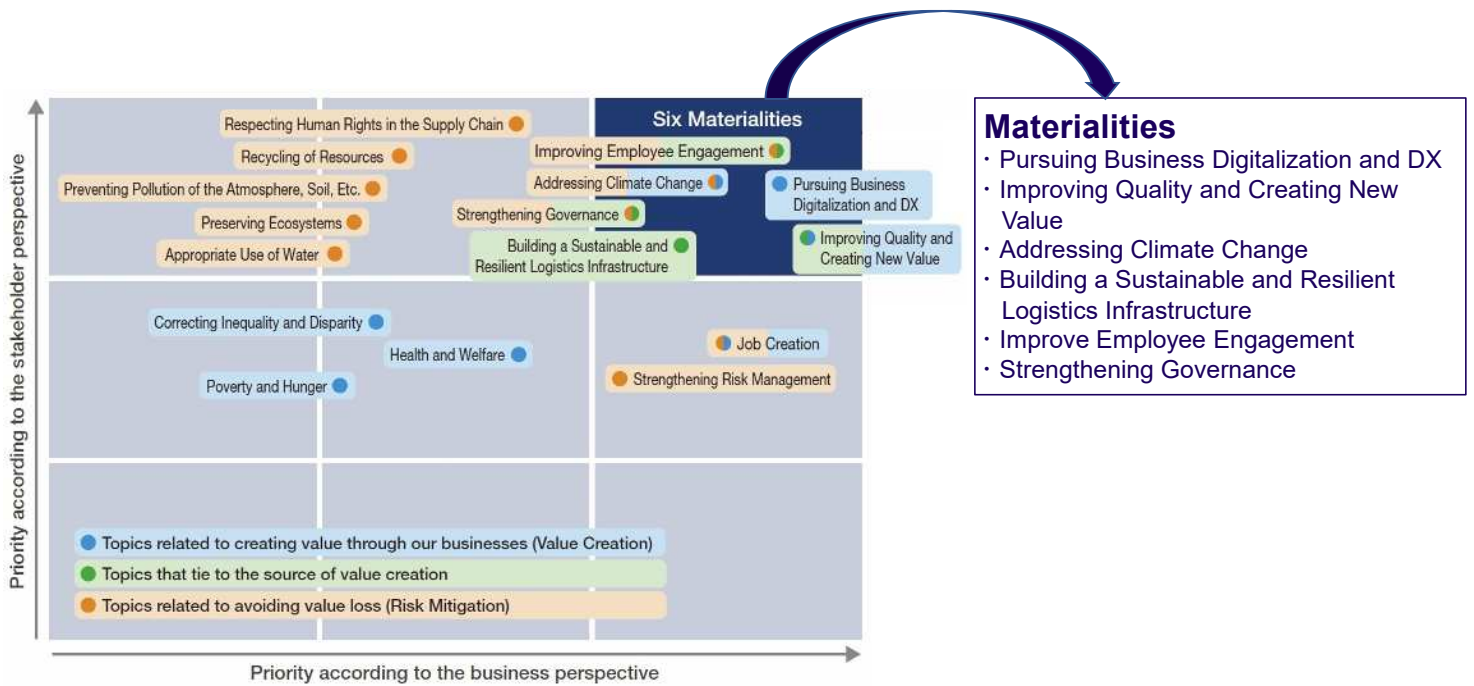
I would like to start by talking about our sustainability promotion system.

In order to practice sustainable management from a group and global perspective, and furthermore with a long-term view, we newly established the Sustainability Promotion Division in the holding company during this fiscal year.

We have also established a Sustainability Promotion Committee, chaired by the president and CEO, creating a system with the commitment of top management. This committee meets twice a year to discuss overall sustainability issues, including climate change.

It has held its first meeting already in June of this year, with the second meeting scheduled for September.

Pursue Sustainability Management



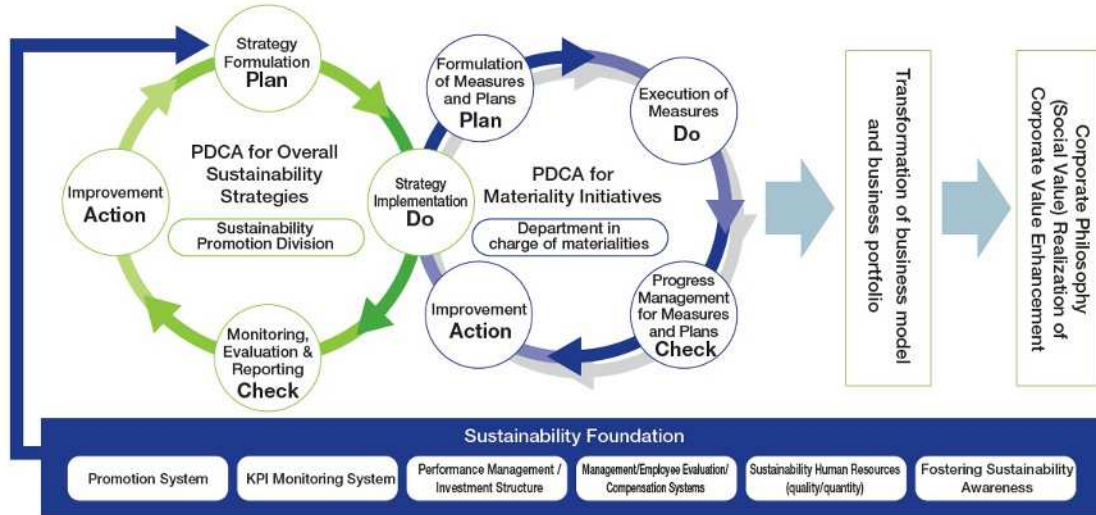
In order to concretely promote sustainability management, we have selected materialities, important issues the Group should give priority to and work to resolve. Please refer to the upper right corner of this page of the materials for a list of the Group's materialities.

Looking ahead, we plan to explore periodic reviews, taking into account sustainability issues from a group and global perspective.

Pursue Sustainability Management

Sustainability Promotion process

The Sustainability Promotion Division is responsible for planning, monitoring-evaluation-reporting, and improving strategies related to sustainability. Materialities are to be addressed with the responsible departments taking the lead.



As for the process of promoting sustainability, we will use a the PDCA cycle for the resolution of materialities, which will lead to the creation of social value and enhancement of corporate value through our businesses.

Responding to Climate Change

TOPICS Participation in SAF Flight Initiative: For the Next Generation, a new All Nippon Airways (ANA) program

Nippon Express Co., Ltd. has joined SAF Flight Initiative: For the Next Generation, a new program launched by All Nippon Airways. The program aims to reduce CO₂ emissions in the industrial value chain through the use of Sustainable Aviation Fuel (SAF) and other products.

Produced from sustainable feedstocks such as biomass, waste cooking oil, and exhaust gases, SAF is an aviation fuel that can significantly reduce CO₂ emissions over its life cycle compared to conventional fuels. At the start of the program on September 29, 2021, the company used a cargo flight operated by ANA using SAF.



TOPICS Visualization of CO₂ Emissions (One-Stop Navi, EcoTrans Navi)

In October 2021, our Group released the One-Stop Navi service, which allows users to search for the best mode of transportation in Japan. The service allows users to compare freight rates, lead times and CO₂ emissions for each unit of transportation, and CO₂ emissions can be calculated even more accurately by linking with map data.

EcoTrans Navi represents a further evolution of this CO₂ emissions calculation service. This service allows customers to visualize the difference in CO₂ emissions between their current transportation modes and more environmentally friendly modes such as rail and ocean transportation by calculating the total CO₂ emissions for each, based on the customer's transportation data for a specified past period. In doing so, we have developed our own distance computation method to calculate CO₂ emissions more accurately, and have obtained third-party validation from SGS to enable customers to disclose their emissions information externally.

In recognition of its contribution to reducing environmental impact through these tools, Group member Nippon Express Co., Ltd. was awarded the Logistics Environmental Grand Prize at the 23rd Logistics Environmental Grand Prize Awards.

 23rd Logistics Environmental Grand Prize Awards (Japanese Only)
<https://www.nipponexpress-holdings.com/ja/press/2022/20220607-1.html>



In its response to climate change, the group is addressing two issues: reducing CO₂ emissions in its own business, and creating businesses that help customers reduce their CO₂ emissions.

Specifically, we are reducing our own CO₂ emissions by actively introducing environmentally friendly vehicles, promoting eco-driving (fuel-efficient driving), utilizing renewable energy, and switching to LED lighting.

In helping our customers reduce their CO₂ emissions, we provide various services such as modal shifts and joint delivery.

In this document, we introduce our participation in a program to use sustainable aviation fuel (SAF) for air cargo transportation, as well as One-Stop Navi and Eco-Trans Navi, examples of services that enable visualization of CO₂ emissions for each transportation unit. We will continue to develop products and services that contribute to the reduction of CO₂ emissions, working to reduce not only our own emissions but also those of our entire supply chain.

Responding to Climate Change

Policy on Addressing Climate Change

Tackling climate change is a critical element in achieving a sustainable society, and we must limit the atmospheric temperature increase to +1.5°C above the level of the Industrial Revolution.

In accordance with our corporate philosophy, the NIPPON EXPRESS GROUP will actively work to reduce CO₂ emissions to help achieve the 1.5°C target as we aim at advancing society and bringing an enriched life to future generations through logistics. We view this initiative as a critical management item that is necessary for our Group to achieve sustainable growth and increase corporate

value. We believe that by responding to these social changes, we will be able to minimize risk and create new business opportunities.

To this end, we announced our endorsement of the TCFD recommendations in May 2022, and we are moving forward with our responses to climate change based on the substance of those recommendations.



Risk classification		Risks and Opportunities	Business impact ^{1,2}		Response
			1.5°C Scenario	4°C Scenario	
Transition risk	Legal, regulatory	Risk of increased costs due to introduction of carbon tax and other regulations	High	Low	Set CO ₂ emission reduction targets and promote emission reduction efforts
	Technology, markets	Risk of increased costs for introduction of eco-friendly vehicles	Moderate	Low	Systematically introduce eco-friendly vehicles based on market trends
		Risk of reduced demand for products and services that emit CO ₂	Low to moderate	Low	Advance initiatives to reduce CO ₂ emissions and enhance environmentally friendly products and services
	Reputation	Risk of increased cost of capital financing due to lower valuation resulting from insufficient climate change measures	Low	Low	Enhance environmentally friendly products and services
Physical risks	Acute	Risk of suspension of business activities due to weather-related disasters such as torrential rain, flooding and typhoons	Low	Low	Asset liquidation, decentralization of locations, modal shift
		Risk of increased costs associated with damage to company assets due to weather-related disasters	Low	Moderate	Strengthen BCP countermeasures
	Chronic	Risk of increased illness and decreased employee productivity due to rising outdoor temperatures	Low	Low	Increase, enhance cooling equipment
		Risk of relocation of logistics facilities, capital expenditures and increased insurance premiums associated with relocation of logistics facilities due to sea level rise	Low	Low to moderate	Asset liquidation, decentralization of locations
Opportunities		Risk of reduced logistics due to climate change impact on customer businesses	Low	Low to moderate	Inventory storage for supply-and-demand adjustment, building a broad customer base
	Resource efficiency	Opportunities to reduce fuel costs, delivery work hours, and carrier procurement costs through improved transportation and delivery efficiency	Moderate	Low	
	Products, services	Opportunities to increase revenues through environmentally friendly services	High	Low	Enhance environmentally friendly products and services
	Resilience	Opportunities to stabilize business and ensure reliability by diversifying means of transportation and delivery	Moderate	Moderate	

Finally, I would like to talk about climate change-related disclosure.

In May of this year, the group endorsed the Task Force on Climate-related Financial Disclosures (TCFD) and quantitatively disclosed a portion of its risks and opportunities related to climate change the integrated report issued in June of this year..

We intend to take action to raise the level of our disclosure going forward.

In addition, the group is in the process of formulating mid- to long-term CO₂ reduction targets to achieve the Japanese government's goal of a carbon-neutral society. We have surveyed the CO₂ emission trends of each group company, shared the reduction measures to be implemented by 2030 and their corresponding reduction ratios, and have begun discussions at each company ahead of implementation.

Going forward, we will maintain climate change as a global sustainability issue, and contribute to the global environmental conservation that is a precondition for the survival of our businesses, while pursuing opportunities for business growth as a group.

Strengthen Risk Management System

Managing Executive Officer: Tatsuya Suzuki

Objectives for Establishing the Risk Management Headquarters



Strengthen Group Global Governance

- **Strengthen ongoing initiatives, build and solidify our group global governance system under NXHD control**
(compliance, safety and quality management, legal and intellectual property management, internal audits, etc.)



Strengthen Risk Management and Crisis Management Systems

- **Identify risks for the group as a whole (Japan and overseas), as well as for individual organizations, pursue response measures proactively**
- **Respond centrally to various crisis events within the group**
- **Contribute to the maintenance of social infrastructure through BCP implementation**

In January of this year, the Risk Management Headquarters was established alongside the establishment of NX Holdings. The purpose of establishing this Risk Management Headquarters is to restructure and solidify the group-wide and global governance system under the control of the holdings company, and to unify and strengthen the risk management and crisis management system centered on the holdings company.

Strengthen Group Global Governance ①

Compliance

- Launched a global whistleblower hotline in addition to individual company whistleblower hotlines
- Strengthened compliance education for all employees

Personal Information Protection

- Formulated policies and support for compliance with global laws and regulations
- Provided employee education and implementation to maintain Privacy Mark status

Security Import/Export Management

- Strengthened monitoring of NX Group import/export transactions
- Compliance with relevant laws and regulations and improved employee education

Now, I will provide an overview of the main measures that are being undertaken specifically for each of the two purposes for which the Risk Management Headquarters was established.

First, to strengthen group and global governance, we are working to eliminate various kinds of noncompliance while using both the global whistleblower hotline and whistleblower hotlines in each country, and we are separately strengthening our compliance education. We work with our clients to address the risk of high sanction costs in import/export trade restrictions in the area of economic security, such as the U.S. OFAC and EAR, as well as EU sanctions against Russia.

Strengthen Group Global Governance ②

Safety and Quality

- Established and implemented NX Group Safety Philosophy, Safety Quality Standards, and Safety Management Policy for each individual group company
- Rolled out the Accident and Injury Search System across the NX Group

Legal and Intellectual Property Management

- Strengthened HD legal system (group and global support, hired more in-house attorneys)
- Strengthened cooperation with legal advisors and patent attorneys

Internal Audit

- Conducted and improved direct audits in Japan and overseas via the HD Internal Auditing Division
- Strengthened collaboration with members of the Audit & Supervisory Board and financial statement auditors (collaboration in three-party audits)



NXHD Compliance Committee

Meets four times per year, chaired by the president
Shared information on compliance-related matters,
considered and decided group policies and measures

In addition, to provide safe and high quality transportation services, an important part of being a logistics provider, we have clarified and put into practice standards to be followed worldwide, and use systems to share accident cases and data with each organization as a pillar of our safety enhancement measures.

We have increased the number of in-house attorneys at the holdings company's legal department, and we are working to strengthen cooperation among the legal departments of each company, as well as to respond to group and global needs.

In our audit systems, we are strengthening our governance system through direct audits of group companies in Japan and overseas by the holdings company's Internal Auditing Division, and by strengthening cooperation between internal audits, Audit & Supervisory Board members, and the accounting auditor in three-party auditing.

In addition, the Compliance Committee of the holdings company shares information on compliance-related matters and considers and decides on group policies and measures related to governance.

Strengthen Risk Management and Crisis Management Systems ①

Risk Management

- Identified and assessed risks for each organizational level, identified critical risks, and formulated response plans

Crisis Management

- Unified initial responses to crises within the group (published manuals)
- Conducted various crisis-response drills



NXHD Risk Management Committee

Meets four times per year, chaired by the president
Shared information on risk management-related matters, considered and decided group policies and measures to be implemented

NXHD Crisis Management Committee

Meets twice per year, chaired by the president
Shared information on crisis management-related matters, considered and decided group policies and measures

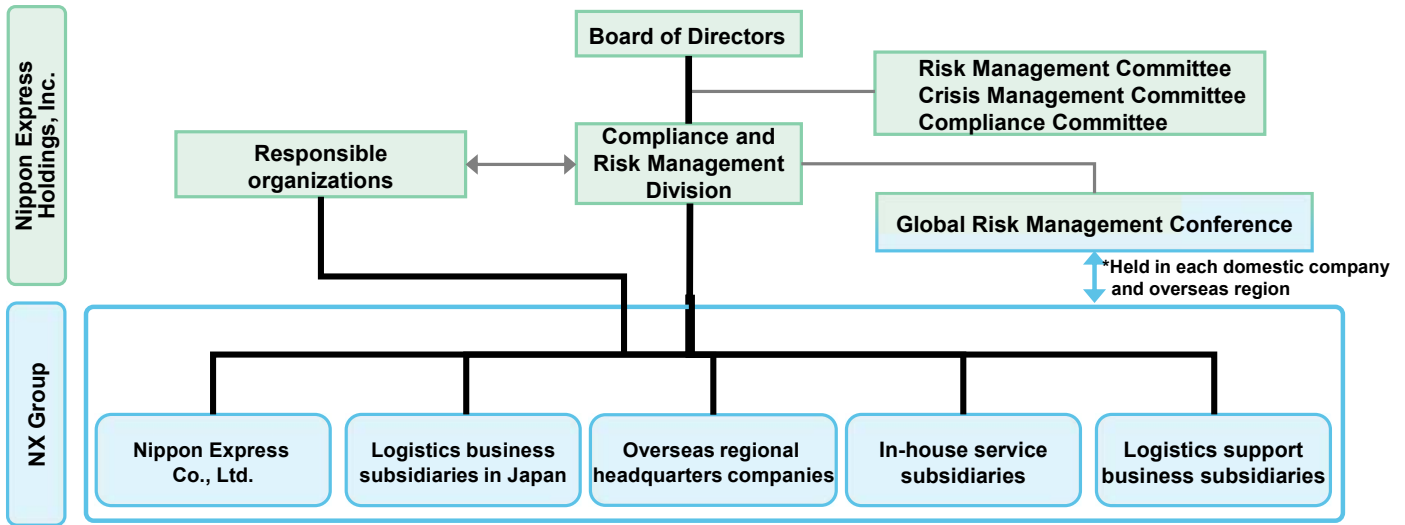
The second objective of establishing the Risk Management Headquarters is to "strengthen risk management and crisis management systems," referring to the coordination and strengthening of risk management, which comes before a crisis event, and crisis management, which comes after a crisis occurs.

In risk management, we as an entire group have launched an ongoing effort to identify and assess risks at the organizational level, identify significant risks, and formulate countermeasures. In crisis management, the holdings company is the central driver of responding to crises such as natural disasters and system incidents that have been experienced recently. We also promote initial response, BCP, and crisis response training under the direction of the holdings company.

For both risk management and crisis management, committees established at the holdings company share information on matters related to risk and crisis management, and examines and decides on group policies and measures.

Strengthen Risk and Crisis Management Systems ② - NX Group Promotion System

NX Group Risk Management Promotion System



The NX Group's risk management promotion system is as described in the document and is similar to the sustainability system described earlier. Though we have been moving ahead by strengthening existing initiatives, an initiative of the Risk Management Headquarters since its inauguration in January has been the Global Risk Management Council, held with representatives of each region and companies under the region, as well as personnel in charge of risk management. The council shares information on the content of each committee meeting held at the holdings company and discusses measures at our head office and each of the regions.

Contain crises before they occur (preventive measures)

Minimize damage and loss after a crisis

Maintain supply chain through BCP

Contribute to the maintenance of social infrastructure through logistics in the event of a crisis (disaster)

This section describes the NX Group's basic approach to risk management and crisis management.

The natural disasters that are occurring around the NX Group, such as earthquakes, tsunamis, wind and flood damage caused by typhoons and hurricanes, volcanic eruptions, and wildfires, are greatly affected by global warming and are increasing in strength.

Geopolitical risks, such as conflict between the U.S. and China, Russia's invasion of Ukraine, and China's moves to change the status quo with respect to Taiwan and other countries, are becoming more diverse and complex than ever before, and continue to change on a daily basis.

Our mission as a logistics company is to take preventive measures against crises, minimize damage and loss, and maintain supply chains through BCP, as described in the materials. We believe that the most important thing in the event of a disaster or other kind of crisis is to protect the lives and maintain the livelihood of all NX Group employees, and that only by securing these lives and livelihoods can we contribute to our ultimate goal of maintaining social infrastructure through logistics.

No matter where a crisis may occur around the world, we have a system in place that allows NX Group companies to gather information and for us to exert direct control, with a range of in-house transportation modes at the core. Rather than a network of agencies founded in business consignment contract relationships, we will use a network steadily built up as if we transplanted at the DNA level itself to build and maintain a logistics system with an organization that can complement and replace an organization in the midst of crisis response. We are proud of our strength against crisis events, which is supported by our track record and expertise as a trusted designated public institution under Japan's Basic Act on Disaster Management for many years.

NX Group Human Resources Strategy

Executive Officer: Tatsuya Akama

Human Resources Strategy to Achieve Our Long-Term Vision

A logistics company with a strong presence in the global market

Sustainability Management for Sustainable Growth and Corporate Value Enhancement

● A Company In Which Employees Feel Satisfied

● A Company With a Diverse Employee Base

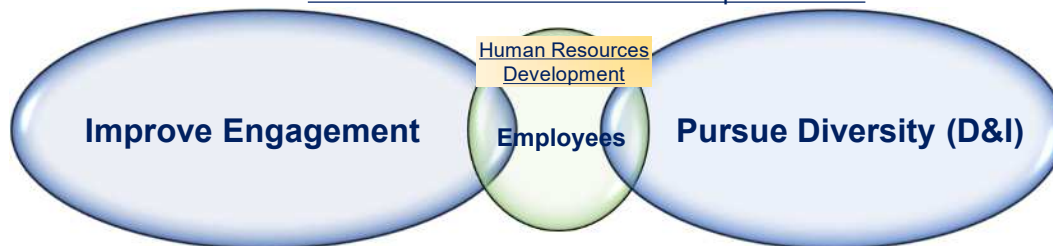
- ✓ Job Satisfaction and Motivation
- ✓ Personal Growth and Self-Actualization
- ✓ Safe, Secure Workplaces



- ✓ Innovation
- ✓ Respect and Encouragement for Diversity

Human Resources Strategy

✓ Source of Value Creation and Competitiveness



Here, I would like to begin by presenting the framework of our human resources strategy to realize the long-term vision of the NX Group.

Our group's main pillars in this area are increasing engagement and promoting diversity and inclusion, and we aim to become a company that makes employees satisfied and a company with a diverse employee base, thereby enhancing the NX Group's corporate value.

Both areas contain a number of issues, such as inadequate mechanisms and initiatives for each of the foundational components, so we are currently working to organize each item to ensure a complete foundation, and are moving forward with initiatives one by one.

Now, I will explain, in order, specific initiatives for increasing engagement and promoting diversity and inclusion.

Approaches to Enhancing Corporate Value and Initiatives for Employee Satisfaction



Let me begin by presenting the results of the Employee Satisfaction Survey conducted at Nippon Express, our main subsidiary, as a first step to increase engagement, and the specifics of this initiative.

All employees were surveyed, and more than 70% of them responded. Of these, more than 60% expressed overall satisfaction, meaning that, according to the criteria of the survey company, more than half of the employees are satisfied with the company, a good level.

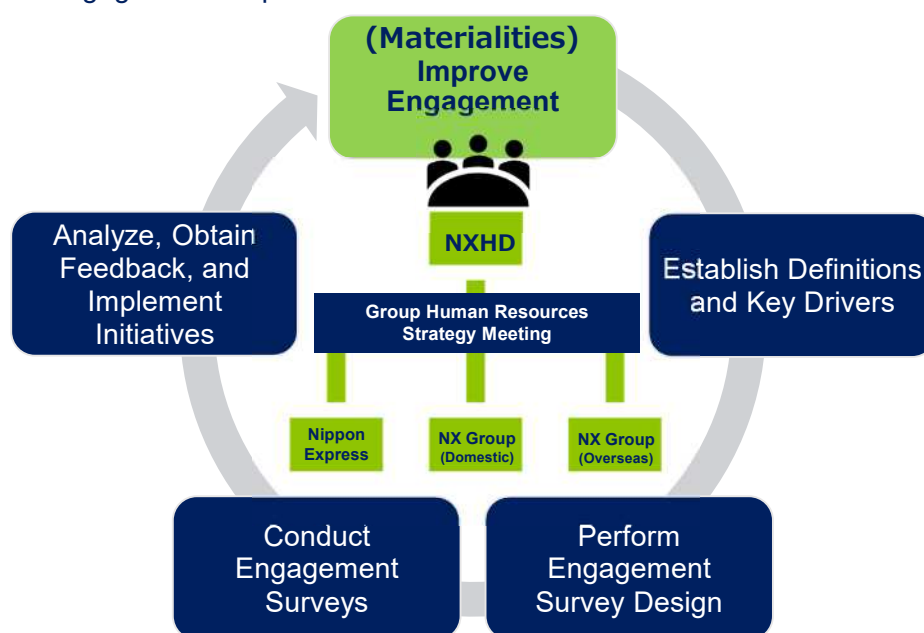
In the Satisfaction by Area section, which represents the level of satisfaction in various domains, specific strengths and issues were identified.

For our strengths, responses indicated high evaluations of the meaning of our work and empathy and understanding of our management policies. However, a number of issues were indicated related to job satisfaction and intrinsic motivation.

Particularly for job satisfaction and motivation, with these factors directly related to increasing employee engagement, we sincerely recognized that our efforts to date have been inadequate, and will proactively work to shift to management and build mechanisms supporting the improvement of intrinsic motivation and the growth of subordinates.

Approach to Enhance Corporate Value Improve Engagement

➤ Efforts to Improve Engagement Step 1



Next, we will cover the steps in our efforts to increase engagement

We are focusing on increasing engagement in the NX Group, aiming to create a stronger connection between the companies and their employees, generating win-win relationships.

We are currently in the process of formulating definitions and key drivers through discussions in this area, centered on the related departments at NXHD and with our main subsidiary Nippon Express and each company belonging to the NX Group. From the next fiscal year, we plan to begin a unified group survey. The results from each company will be analyzed and feedback will be properly provided, implementing an effective PDCA cycle with the goal of increasing engagement.

Approach to Enhancing Corporate Value Pursue Diversity (Key Elements and Initiatives)

Diversity

- Empower women
- Recruit foreign nationals, experienced professionals actively
- Employ people with disabilities
- Hire professional personnel
- Foster and deepen D&I awareness

Work-Style Reform

- Implement priorities toward work-style reform
 - ✓ Address co-workers by personal names, not titles
 - ✓ Relax dress code (NX-BIZ)
 - ✓ Remote work

Improve Work Styles

- Encourage employees to take paid leave
- Reduce overtime hours worked
- Encourage male employees to take parental leave

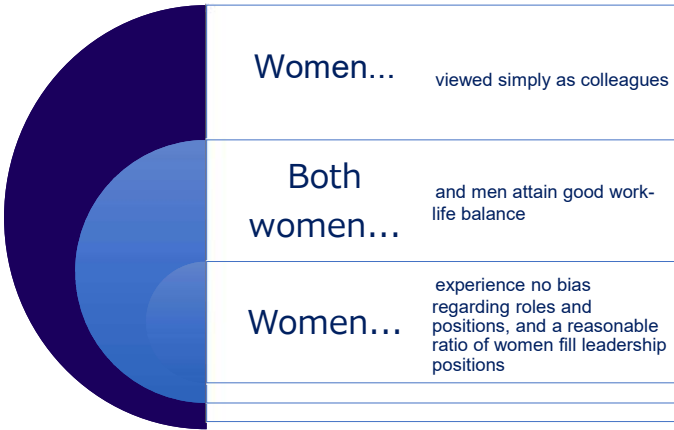
Next, we will discuss the efforts for each element serving as the foundation for the second pillar, diversity promotion.

These materials show the current initiatives at Nippon Express. As many of these require continuous effort, we are moving ahead while assessing and analyzing in KPI management.

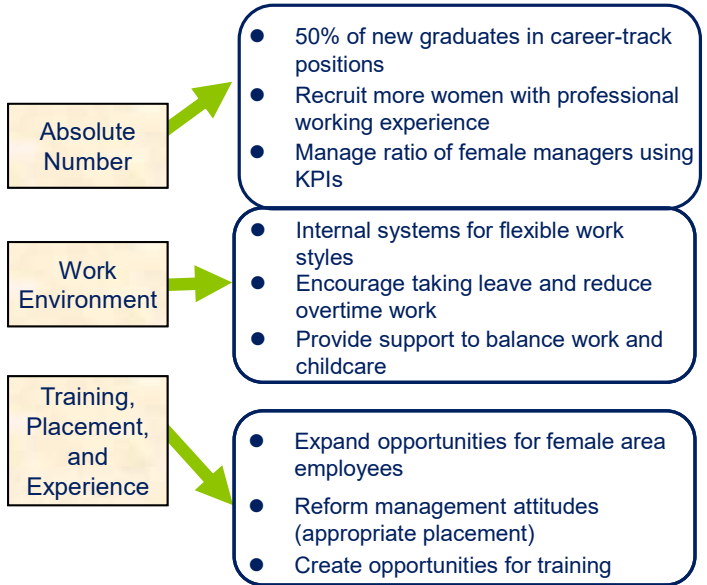
Of these, I would like to provide more specific details on empowering women, foreign-national human resources, and work-style reforms, which require further efforts by the entire group.

Diversity Women's Empowerment

Women Who Play an Active Role in Society



Efforts Toward Women's Empowerment



With regard to empowering women, we are making efforts in the three areas of absolute numbers, work environment, and training, placement, and experience. In particular, we are working to expand the fields of activity for female area employees, who account for more than half of our female employees and play a central role at each of our business location, as we seek to strengthen their cultivation and promotion.

Diversity Foreign Nationals

➤ Strengthen NX Group Global Functions Approach

Established GBHQ(*) Within NXHD

Appointed foreign nationals to management and administrative positions

Pursued multilingual internal communications



*GBHQ = Global Business Headquarters

Now, I would like to talk about foreign-national human resources.

In July of this year, in order to completely fulfill our growth strategy for our core businesses as set forth in our business plan, we established the Global Business Headquarters, or GBHQ, within NXHD to accelerate diversity in Japan while strengthening the functions of our global business.

With this, we are advancing the appointment of foreign national human resources to management and administrative positions in never-before-seen human resource allocation. In addition, we are promoting the multilingualization of internal regulations and systems, as well as internal communications, to create an environment in which diversity can be fully realized.

Work-Style Reform

➤ Priorities and objectives of work-style reform

Address co-workers by personal names, not titles

1

- ✓ Transition to a flat work environment that welcomes challenges
- ✓ Respect the individuality of each workplace member
- ✓ Discourage power harassment

Relax dress code (NX-BIZ)

2

- ✓ Create opportunities for communication
- ✓ Improve employee satisfaction
- ✓ Communicate work-style innovations internally and externally

Remote work

3

- ✓ Offer flexible work-styles
- ✓ Improve work efficiency and improve productivity
- ✓ Expand operations allowed for remote work and business continuity

➤ Work-style reform survey results

*June 2022 (Nippon Express)

Assessment of Effectiveness	Response Ratio
Strongly agree	12%
Agree	26%
Somewhat agree	29%
Somewhat disagree	21%
Disagree	12%

67%

Next, I will discuss work-style reforms.

Since last year, Nippon Express has been further focusing on work-style reforms with the aim of transforming its organizational culture to one in which diverse human resources can fully demonstrate their capabilities.

To visualize the status of these efforts and the degree of their impact, a company-wide survey was conducted in June of this year. More than 60% of the responses were positive.

We are currently expanding this initiative to the entire group, and we will further promote work-style reforms throughout the group.

Diversity KPIs and Results (Nippon Express)

Paid Leave	KPI (Business Plan) ... Upward Revision	FY2019 Results	FY2020 Results	FYE Dec 2021 Results	FY2022 Targets	FY2023 Targets
	60% or more annual paid leave taken	40.9%	44.9%	51.5%	56%	60%
Female employee years of continuous service	KPI (Business Plan)	FY2019 Results	FY2020 Results	FYE Dec 2021 Results	FY2022 Targets	FY2023 Targets
	Equal years of continuous service for women and men <small>*Female career-track employees with approximately 8 years of continuous employment</small>	17.5P	11.6P	9.3P	3 P	0 P
Child care leave taken by men	KPI (Business Plan) ... Added to Plan	FY2019 Results	FY2020 Results	FYE Dec 2021 Results	FY2022 Targets	FY2023 Targets
	Men taking 40% or more of child care leave	3.3%	12%	22.4%	30%	40%
Improve ratio of female managers	KPI (Corporate Governance Code)	FY2019 Results	FY2020 Results	FYE Dec 2021 Results	FY2022 Targets	FY2030 Targets
	Female managers represent 10% or more of total	1.3%	1.5%	1.7%	2%	10%
Employ people with disabilities	KPI (NX Group Internal Target)	FYE Dec 2021 Results		FY2022 Target	FY2023 Target	
	Group employment 2.4% or higher	2.3%		2.4%	2.4%	

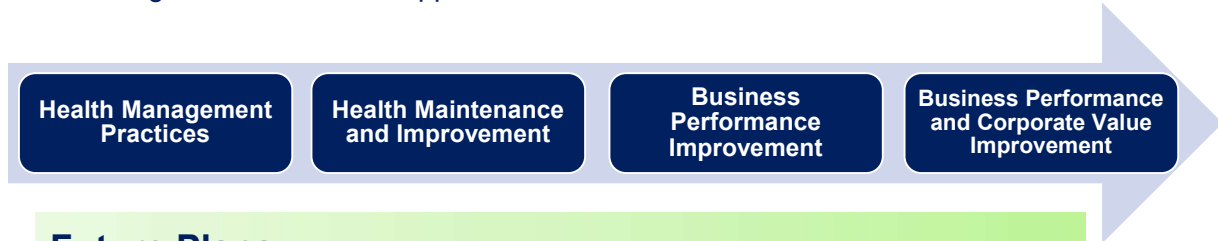
These materials show KPIs and results related to diversity promotion at Nippon Express.

In the last fiscal year, annual leave utilization exceeded target levels thanks to the success of our efforts so far. We have revised this target upward to further improve the working environment.

In addition, we have added encouraging male employees to take parental leave to the business plan, working to achieve this while conducting quantitative evaluations. This is because this initiative contributes not only to self-actualization of male employees, but also to building a workplace environment where everyone can work comfortably and, in turn, women can also be empowered.

Health Management

➤ Health Management Practices Approach



Future Plans

- Publicize the NX Group Health Declaration
- Formulate a clear health management strategy map
- Implement measures based on the strategy map (quantify targets)
- Evaluate and improve measures

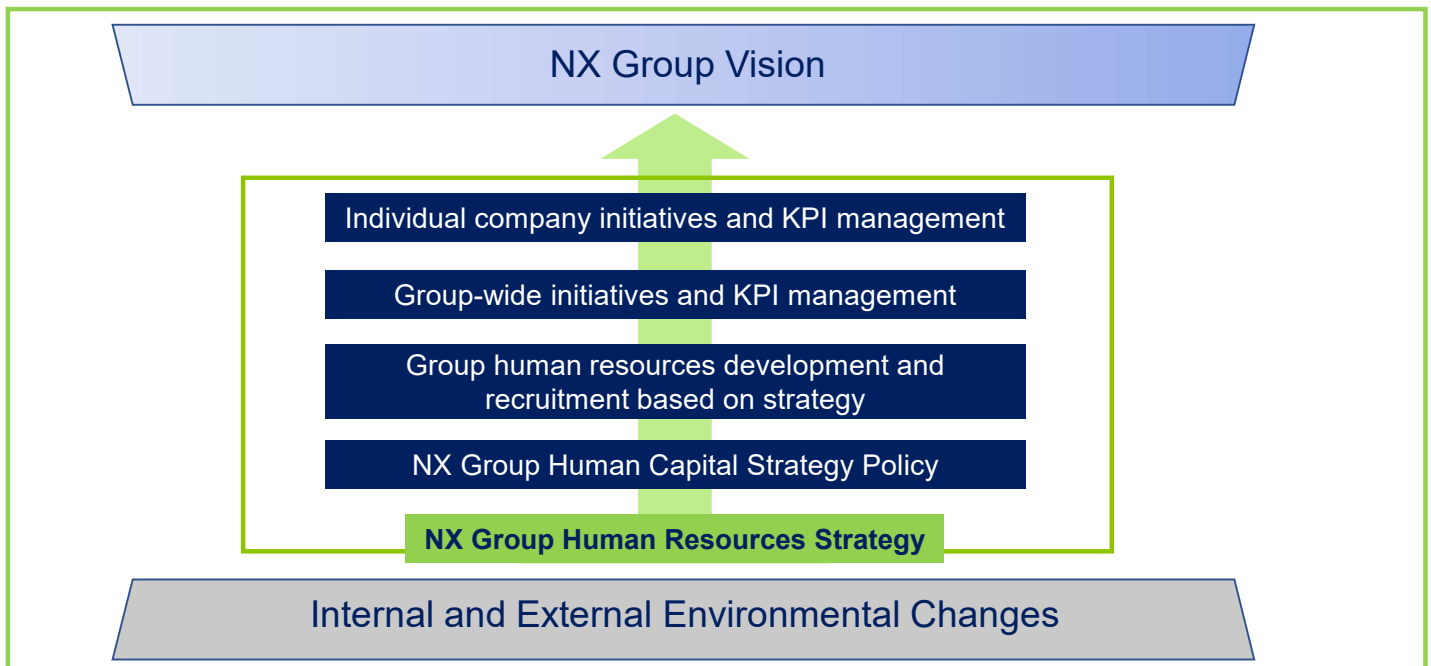
Next, I will talk about our health management efforts.

Although we have had health measures in the past, they had not been enough to encourage employees to proactively participate and act on their own.

Going forward, we elected to position our efforts to maintain and promote employee health as an investment in the future improvement of business revenues, and to promote this as a group effort.

Our plan in health management is to promote the four items shown here, which, if done properly, will lead to health management for the entire group.

To Pursue the NX Group Human Resources Strategy



Finally, I would like to explain our promotion of the NX Group human resources strategy.

The NX Group has been working to improve the capability of its human resources based on the Human Resources Principles and Basic Policy for Human Resources Development for each company.

Since the transition to the holdings company system this fiscal year, we believe it is necessary to return to the principle that human resources comprise one of our most important kinds of capital, and present the core approaches and policies of the human resources strategy as commonly shared throughout the group.

We are currently in the process of clarifying our vision for human resources desired by the NX Group and of redefining a human resources strategy policy that is consistent across the group, including the development of autonomous human resources.

As explained earlier, we are steadily approaching our goals for promoting diversity at Nippon Express through the PDCA cycle while managing KPIs, and I believe that we have achieved some results.

Going forward, we would like to formulate KPIs and measures based on those KPIs for the entire group, while also taking into account changes in the internal and external environment from a human resources strategy approach, seeking the achievement of the NX Group's vision.



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