

IR Day 2025: Questions and Answers (Summary)

Nippon Express Holdings, Inc. held IR Day on September 22, 2025, in both video and live formats. The following summarizes questions received and explanatory answers.

Session 3: Sustainability Management Strategy

Speakers: Satoshi Horikiri, President and CEO, NXHD; Hideshi Otsuki, Managing Executive Officer; Hiroko Kishida, Executive Officer

Q1. You have described initiatives to provide End-to-End sustainable solutions using reverse logistics in the construction industry as an example. To what extent are you in a position to provide feedback to customers regarding how to visualize reductions in transportation costs and CO2 emissions, including your own DX and other initiatives? It seems that customers outside the construction industry could also participate in these efforts. What are the prospects for expanding transactions to other industries in the future?

A1. This initiative was about consolidating trucks and transporting construction scrap efficiently. The key point was to visualize the customer's supply chain by incorporating our CO2 visualization tools. In terms of cost reductions, for example, consolidating from two trucks to transport goods in a single truck allows for a comparison of the number of trucks and visualization of what levels of cost reductions are possible. We issued a press release on this case about the solution we created together with Taisei Corporation. Other construction industry participants have joined this initiative, and we are rolling out solutions across multiple projects.

In terms of sustainable solutions, conversations have been taking place with our operating business side since the first half of this year. From this experience, we confirmed that a great many of the solutions we provide to our customers as a matter of course are actually proposals that include sustainable aspects. We continue to visualize our sales force, knowledge work, and other aspects of sales, shedding more light to the sales process. Amid this process, we have added hashtags to six issues related to CO2 reductions, as noted on Page 4 of the presentation materials. Salespeople share issues related to sustainability using these hashtags, and we track and visualize the specific number of proposals and sales. While the numbers have yet to come, the Company expects to find added value, market sustainable solutions, and provide global End-to-End

solutions that improve our corporate value.

With respect to the general contracting business matter, we intend to identify whether the case will lead to an actual increase in activity. The service has been well received and recognized as a very good product. We have not approached the construction industry much in the past. However, we are using these case studies in an account management organization called the General Construction Industry Group, marketing services similar to this case study. We believe this is an area with great promise for the future.

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