

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: Promotion of Human Capital Management

Speaker: Satoshi Horikiri, President and CEO, NXHD; Hideshi Otsuki, Managing Executive Officer; Tatsuya Akama, Managing Executive Officer

Q1. With all the talk about overseas operations and overseas human resource being particularly important in human capital management, what is the actual engagement score? Based on the results, where should you focus?

A1. Currently, we operate with four overseas regions: the Americas, Europe, East Asia, and South Asia. Adding Japan to the list, we have a total of five regions. The engagement score is overwhelmingly higher in overseas countries. However, I think this is partly due to national characteristics, and our main focus now is on how to raise engagement scores in Japan. While many countries encourage a self-affirming national character, people from Japan, Korea, and other countries tend to have a hard time acknowledging themselves. The main issues from their perspective are whether they have a place to play an active role and whether they are being properly evaluated for their performance. We are considering ways to improve in these areas.

Q2. You state that scores are higher overseas. Should we interpret that to mean scores are improving?

A2. Scores have continued to improve in every one of the three surveys to date. We intend to perform a more detailed analysis of this year's results by country, but we recognize that, comparatively, scores are on the way up.

Q3. Looking at your human capital portfolio, it appears you are making progress in terms of quality, quantity, and functionality. Where are the gaps, if any, in terms of the business portfolio you want to create? What is the status of your considerations for initiatives to address the issues?

A3. We recognize that the direction of our management is to accelerate business in the global market, pursuing account management and End-to-End solutions. We visualize the three axes of

quantity, quality, and function to determine how to develop the human capital responsible for forwarding, as well as the human capital responsible for forwarding within the context of logistics. We added account managers this fiscal year as a human capital category of focus. We feel that we are still insufficient in terms of human capital for logistics and forwarding. In addition to initiatives for establishing account manager categories, we must first increase the number, responding to numerous requests from every region to hire more logistics human capital. Of course, we must also increase a bit more in quality. Having completed our analysis of the current situation, we are now considering the personnel-related measures required to fill the gap over the second half of the year.

Improving the quality of account managers is a very important part of account management. I mentioned that we hold a meeting at least once a year, and we gather a number of account managers together several times to give presentations on their work, what has been successful, and what has been a problem. Other key individuals and I are present at every meeting, engaging in discussions and working on human capital development. At the same time, Otsuji at GBHQ oversees evaluations of every account manager, making replacements if no results have been forthcoming. As for the gap in account manager quality, we are already making efforts to eliminate any issues.

Q4. What can you tell us about the relationship between career support policies for Second Career Support and human capital management?

A4. Career autonomy is fundamental to the concept of career support in human capital management. In this day and age, in particular, people want to create their own careers. Obligated to make efforts to provide employment opportunities until the age of 70, we must consider whether an individual wants a career at one company or wants to create a new career after retirement. In this context, we offer Second Career Support based on our belief in the importance of supporting employees who leave the company and want to create a new career as an option for their career plan.

Q5. Is it better to have Second Career Support as a permanent system, rather than only offered during a specific period? Why was the number of applicants limited specifically to 300 this one time?

A5. We implemented the program in 2005 with 300 applicants over the age of 45. Limiting the number of participants to 300 this last time was based on our 2005 experience. However, one opinion we received during discussions was that we should make this a year-round system to allow individuals to choose their careers. We will continue to consider whether to make this a

year-round program, deciding, for example, how we can help people who want to leave the company and choose a different path.

Q6. One concern is that offering Second Career Support right away will be seen as nothing more than an attempt to reduce the workforce for the Company's convenience. If the program is available year-round, perhaps it will not seem arbitrary. In addition, offering a system for people to return to your company could create a positive cycle. It might be best for the Company to first clarify the mechanism before implementation. Are you considering updating the program in the future?

A6. We are considering updates. We need to look at measures for dealing with employment mobility, and although we have already created a "comeback" system, we want to continue considering the matter.

Despite the labor shortages, the Company has offered lifetime employment in principle, investing in human capital from a young age to nurture employees. With this in mind, the Company established *Make Your Own Career With NX* as a career support policy for employees.

Fundamentally, we want employees to build their careers within the NX Group. Meanwhile, Second Career Support targets employees in very highly recruited age groups. The number of posts has been decreasing due in part to a flattening of the organization. This age group has also had some challenges in trying to build a career within the NX Group. Given the situation, we provide opportunities for career planning through career paths that are not limited to the NX Group; however, we are still considering whether to make such measures a permanent part of the system.

Q7. In terms of your human capital portfolio, have you experienced any challenges in hiring or reassigning individuals since the in-house company system was adopted last January? I am aware of several unwanted department transfers and so forth. What have the issues been, if any?

A7. We have made no changes to our employee systems in the wake of adopting the in-house company system. In addition, we made no major personnel changes in conjunction with the new system. However, the organizations to which employees belong have changed.

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