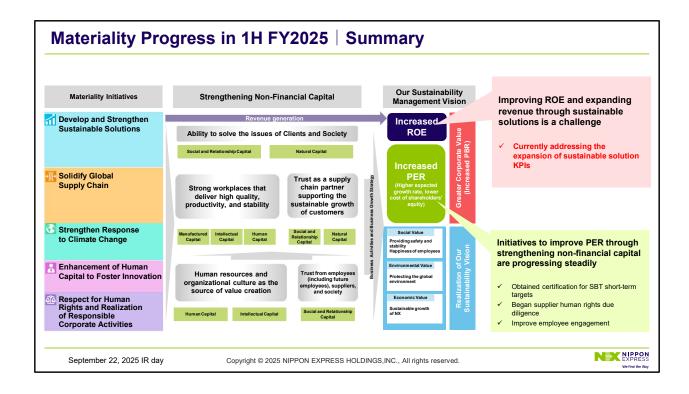


As one of our key management strategies, we have now entered the second year of promoting sustainability management across the entire group.

This slide outlines the renewed roadmap for enhancing corporate value through unified efforts across all group companies.

As shown, the foundation rests on two pillars: ① Advancing initiatives for key issues (materiality) and ② Enhancing non-financial disclosure.

By advancing these initiatives, we aim to strengthen our business strengths, create new value, reduce business risks, and improve ROE and PER.



This slide shows the progress of initiatives for one of the two axes: 1 Materiality.

Our efforts on materiality have strengthened non-financial capital such as natural capital, social and Relationship capital, and human capital.

Specifically, we have achieved results such as obtaining SBT short-term target certification, implementing supplier human rights due diligence, and improving engagement scores. We believe these efforts are progressing steadily toward enhancing PER.

On the other hand, our efforts to "develop and strengthen sustainable solutions," which directly contribute to business growth, are still in progress and present challenges. For example, one initiative, "Rail and Inland Waterway Transportation," saw first-half sales performance fall short of 50% of the annual target. We recognize that further strengthening is necessary to improve ROE and expand sales revenue. It is essential to review the initiatives and their progress status with relevant parties.

Amidst this, we are strengthening our efforts to provide sustainable solutions that address customer challenges on an End to End basis, which I will explain later.

	Addressing Climate Change	Initiatives to Respect Human Rights
1H 2025 Achievements	✓ Obtained certification for SBT short-term targets ■ Met transaction requirements of major customers	✓ Completed establishment of system to manage internal human rights risk prevention and remediation 'Indicators, etc.
	 Accelerated measurement and PDCA cycle for emissions performance 	✓ Launched supplier human rights due diligence
Next Steps	■ 1H FY2025 Scope 1 and 2 results: 360,000 t- CO₂ 53% of target ✓ Reduce Scope 1, 2, and 3 emissions and response to Customer Requests	 ✓ Establish a complaint handling system for suppliers
	■ Scope 1: Develop detailed measures at Nippon Express to begin implementing in 2026 in anticipation of emissions trading scheme compliance ⇒ Establish fuel efficiency KPIs	■ Plans to launch operation by the end of FY2026
	 Scope 2: Continue LED installations and other existing reduction measures 	
	■ Scope 3: Reduction measures under consideration	
Climate change	: Obtained certification for SBT short-term targets; pla to Customer Requests	n to strengthen Scope 1–3 reduction and respon

Regarding the promotion of initiatives for key issues (materiality) explained on page 1, we will outline the first-half results and future initiatives for climate change response and respect for human rights—areas where expectations from customers and society are particularly high.

First, regarding climate change response.

There are two key achievements from the first half. The first is the certification of our short-term Science-Based Targets (SBTs).

We obtained this certification in June this year. This not only enables us to meet the transaction requirements of major customers, particularly foreign-affiliated clients, thereby avoiding lost opportunities, but has also had positive impacts, such as increased transactions with some customers contributing to sales.

Second, we accelerated the tracking of actual CO2 emissions and the implementation of the PDCA cycle.

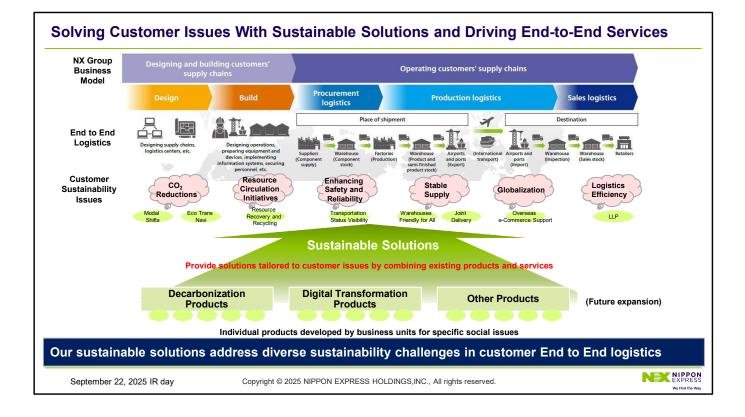
We introduced a CO2 emissions management system last year and began group-wide operation this fiscal year. This enables earlier tracking of actual emissions, accelerating the transition from visualization to reduction initiatives.

Moving forward, we will steadily advance reduction efforts to achieve our targets.

Next is our commitment to respecting human rights.

A key achievement in the first half was initiating supplier human rights due diligence at major group companies.

Moving forward, we will expand the scope of suppliers covered and establish an external complaint handling window to reduce risks across NX's entire supply chain.



Here, we will explain the progress of our sustainable solutions.

NX Group's business supports our customers' supply chains End to End, contributing to their business growth and enhanced corporate value.

As outlined in the middle section, achieving environmentally and people-friendly sustainable logistics has become a key management challenge for our customers. We are seeing increased consultations and inquiries from both foreign and major domestic clients, reflecting significant global expectations placed on NX as a logistics provider.

We are currently advancing initiatives as a unified group to meet these expectations.

Specifically, we have categorized and identified our customers' sustainability challenges into six major areas. Based on these six challenges, we combine existing products and services to provide tailored "Sustainable Solutions" that address each customer's specific needs.

We believe that by collaborating to solve our customers' sustainability challenges, rather than focusing solely on price competition, we can create new value. This approach will increase transactions with customers seeking added value and contribute to enhancing their corporate value.

Sustainable Solution Example | Resource Circulation (Construction Industry Reverse Logistics)



- ✓ Construction sites generate diverse building material scraps that easily become mixed waste, making sorting and recycling difficult. Transporting these scraps individually from each site to recycling facilities leads to
 - →High transportation costs
- →High CO₂ emissions
- √ The NX Group combines our services and products, providing a circular collection system to resolve these issues
- Expand adoption across the construction industry

Differentiate by further advancing solutions to customer and industry sustainability challenges, while aiming to improve revenue and profitability

Combine our existing products and services to create solutions (e.g. NR Boxes) to address transportation costs and CO₂ emission issues in construction scrap hauling

September 22, 2025 IR day

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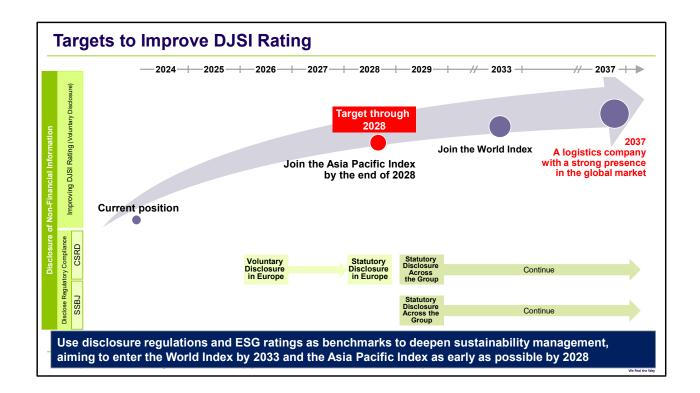
To help you visualize this, we present an example of a "Sustainable Solution" in the construction industry.

Challenges in the construction industry included the wide variety of construction waste generated at individual sites, making sorting and recycling difficult. Transporting this waste from individual sites to recycling facilities also posed issues due to high transportation costs and increased CO2 emissions.

To address this challenge, NX proposed a solution involving the collection of materials from multiple sites using a single vehicle. By utilizing our proprietary cage trolley, the "NRBOX," we consolidated materials by type for secondary transport to appropriate recycling facilities. Together with our customer, we developed this "Roving Collection System."

This represents a co-creation example with our customer, achieved through a proposal combining NX's products and services. It serves as an example of a "Sustainable Solution" contributing to reduced environmental impact and a circular economy within the construction and logistics industries.

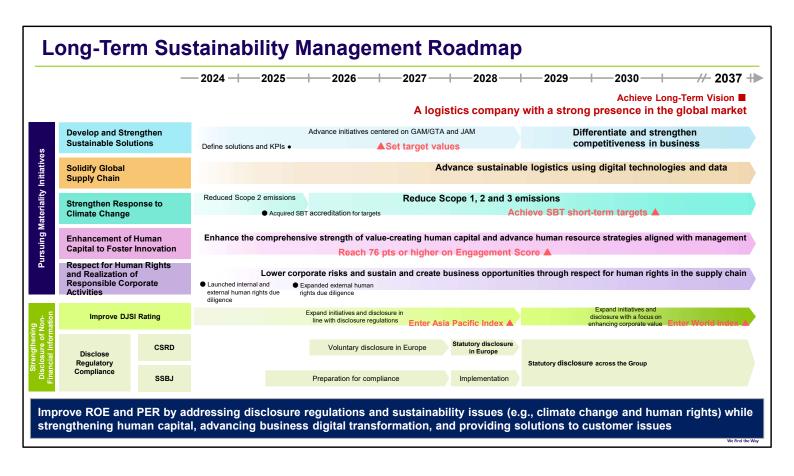
Moving forward, we will fully leverage NX's strengths to steadily advance this Sustainable Solution initiative. This will drive sales growth while improving profit margins, ultimately leading to enhanced ROE.



Next, I will explain our efforts to enhance external evaluations.

We believe it is also important to establish mechanisms and advance initiatives that will be evaluated by ESG rating agencies, particularly for improving the PER and reducing the cost of equity.

The NX Group will use disclosure regulations and ESG ratings as benchmarks to deepen our sustainability management. We aim to be included in the World Index by 2033 and in the Asia Pacific Index as early as possible by 2028.



Finally, we will explain the long-term roadmap for advancing sustainability management.

To realize the NX Group's long-term vision of becoming "a logistics company with a strong presence in the global market,"

we have established milestones across two key axes: \bigcirc Advancing initiatives on material issues, and \bigcirc Enhancing non-financial information disclosure.

By steadily achieving these milestones through the promotion of sustainability management, we will strive to improve ROE and PER, thereby enhancing corporate value.



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