

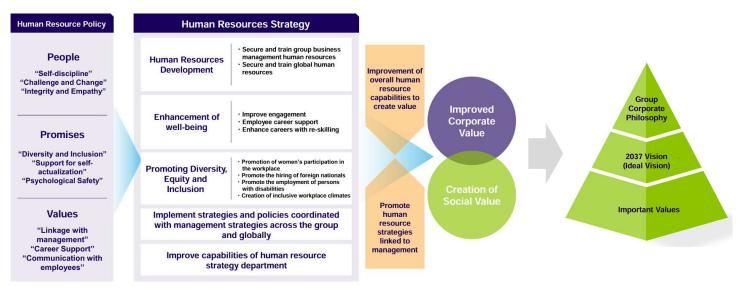
Human Capital Management

September 22, 2025 IR day

The Overall Picture of Human Resource Strategy

Toward Realizing Our Long-Term Vision (Our Ideal Vision in 2037)

Enhance corporate value through the sustainable growth and success of diverse "human assets"



• First, this is the overall framework of the NX Group's human resources strategy, as outlined in our management plan.

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- To achieve our long-term vision, we aim to enhance corporate value through the sustained growth and active contributions of diverse "human resources."
- •Here, we will once again explain the 2037 Vision.
- •The 2037 Vision embodies our approach and mindset: grounded in the "Mission," "Challenge," and "Pride" expressed in our corporate philosophy, we will create new value through transformation while valuing frontline capabilities and a customer-first mindset. This will enable us to meet the expectations of all stakeholders, including employees, and achieve growth. This vision represents our aspiration for the year 2037, our 100th anniversary.
- •To realize this vision, we are formulating a human resources strategy centered on the NX Group Human Capital Policy established in 2023. This strategy aims to achieve human capital management. We are focusing on recruiting and developing core talent to drive our business forward, ensuring alignment between our human resources strategy and our overall management strategy.
- •We aim to enhance well-being and build an inclusive workplace culture. By enabling diverse and talented individuals to perform at their best, we seek to improve labor productivity and create value through innovation.
- Now, let me explain the key initiatives we are currently focusing on.

NIPPON EXPRESS

Human Capital Management

Human Resource Portfolio Initiatives

Human Resource Strategy Linked to Management Strategy =Human Resource Portfolio=

Operating companies plan and execute strategic personnel measures to build the human capital structure required to achieve management strategies, addressing gaps between our current state and the desired future state.

Accelerate business growth in the global market to achieve our long-term vision

Initiatives at Nippon Express

Management Strategy Business Strategy

Human Resource

Portfolio

Human Resource

Strategy

Important Strategies in Business Plan 2028

- Grow core Logistics Business supporting customer supply chains
 - Promotion of global account management
 - Provision of End to End solutions for customers supply chain

Focus Areas for Human Resource

- Account managers
- Human Resource in global forwarding (ocean and air)
- Human Resource in logistics (warehouses)

HR Measures for Reinforcement

► Recruit, develop, and place talent to strengthen the quality and quantity of each area and sustain functions

Launched similar initiatives at six major companies in Japan for individual strategies

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- First is the human resource portfolio initiative.
- To realize our management strategy, we are advancing the formulation of a human resource portfolio at major domestic companies to optimize the human resource held by the NX Group.
- •At Nippon Express, the Group's core company, we are promoting account management and providing End to End solutions to accelerate the business growth in global markets that the NX Group aims for.
- For these businesses, we have identified the key talent categories to focus on: "Account Managers," "Global Forwarding Talent," and "Logistics Talent." We have visualized the current state of these talents across three dimensions: quantity, quality, and functional maintenance.
- •These efforts are being advanced collaboratively with business units and departmental HR, sharing challenges and jointly examining and implementing necessary HR measures to achieve the desired state.

Human Capital Management Driving an Integrated Global Human Resource Strategy

ground

- · Expand overseas together with customers, evolving as independent overseas subsidiaries rooted in each region
- · Accelerate global business development aimed at achieving our 2037 Vision
- Advance management localization through the use of local talent



Consistent Governance (Managerial and Professional Human Resource) Considering Group Optimization

Driving the Human Resource Strategy From a Global Perspective

- Launch of structure to advance global human resource strategy by strengthening cooperation with overseas regions
- First global human resource strategy conference held, bringing together overseas HR managers (July 2025)



Strengthening Recruitment Capabilities

Global recruitment Website (Planned for release in January 2026)

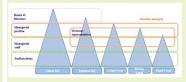


Using LinkedIn recruiting functions globally



Utilizing Global Management

Exploring the establishment and management of key global management positions (grading, talent management, recruitment)



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- Next, regarding our global human resource strategy.
- •To support global business growth through human resource strategy, we have initiated concrete global human resource strategy initiatives.
- Our company has expanded into various overseas regions alongside our customers, developing in each area.
- Moving forward, to realize our 2037 Vision, we plan to expand our business even more globally. This involves promoting the appointment of local talent and localizing management at our overseas subsidiaries. Consequently, consistent governance from a group-wide optimization perspective will also be necessary.
- •Therefore, we are currently identifying priority initiatives through dialogue with HR departments in each overseas region. We are advancing these initiatives while deepening collaboration.
- Particularly in recruitment, we anticipate significant benefits from group-wide and global initiatives. To strengthen employer branding, we plan to launch a global recruitment website and utilize LinkedIn.
- Furthermore, targeting management talent and highly skilled professionals who will form the core of overseas operations, we are establishing global management key positions and reviewing management approaches.



- Next, regarding career support.
- •The NX Group established the NX Group "Career Support Policy" in January of this year.
- Because each employee possesses unique individuality and perspectives, their desired futures and envisioned careers take diverse forms.
- With the intention of supporting employees in discovering their goals, co-creating their paths, and achieving self-growth, we adopted the message "Make Own Career with NX."
- We have assigned qualified dedicated staff to the Nippon Express Human Resources Strategy Department. They provide support for career autonomy—helping employees envision their desired future through awareness campaigns, education, and career counseling.
- •We also support career realization by providing opportunities for challenge and learning. Our job posting system has expanded the number of positions available, including within domestic and international group companies. This system has become well-established and widely adopted among employees, contributing to fostering an environment for autonomous career building.



- Finally, regarding improving employee engagement.
- We believe it is essential for employees to resonate with the NX Group's corporate philosophy and direction, and to possess a proactive desire to contribute. This fosters employee fulfillment, enables them to utilize their abilities, and ultimately drives company growth.
- We have identified challenges based on past survey results and are working to improve engagement through various initiatives, including dialogue between employees and management via town hall meetings.
- Furthermore, we are expanding the supportive management training program implemented at Nippon Express to all domestic group companies. We plan to roll this out to all managers by the next fiscal year.
- This year marks the third iteration of the group-wide engagement survey. The NX Core Engagement Score, our most critical metric for advancing group-wide human resource strategy, achieved its target again this fiscal year.
- Furthermore, all other survey scores managed as KPIs showed numerical increases, demonstrating that the results of these initiatives are reflected in the figures.
- To remain a company that achieves sustainable growth and contributes to realizing a sustainable society, we will systematically advance the promotion of human capital management with a medium-to-long-term perspective. We will verify the results of these efforts to enhance corporate value and create social value.



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