



We Find the Way

IR day2025 Session1  
「The initiatives of the management plan  
to achieve the long-term vision」

NIPPON EXPRESS HOLDINGS,INC.  
September 22 , 2025

## ●Session1:The initiatives of the management plan to achieve the long-term vision

13 : 00~14 : 00    NIPPON EXPRESS HOLDINGS, Inc  
                         President, Chief Executive Officer and Representative Director    Satoshi Horikiri  
                         Managing Director    Hideshi Otsuki  
                         NIPPON EXPRESS Co., LTD  
                         President, Chief Executive Officer and Representative Director    Shinjiro Takezoe

## ●Session2: Accelerate Growth in the Global Market

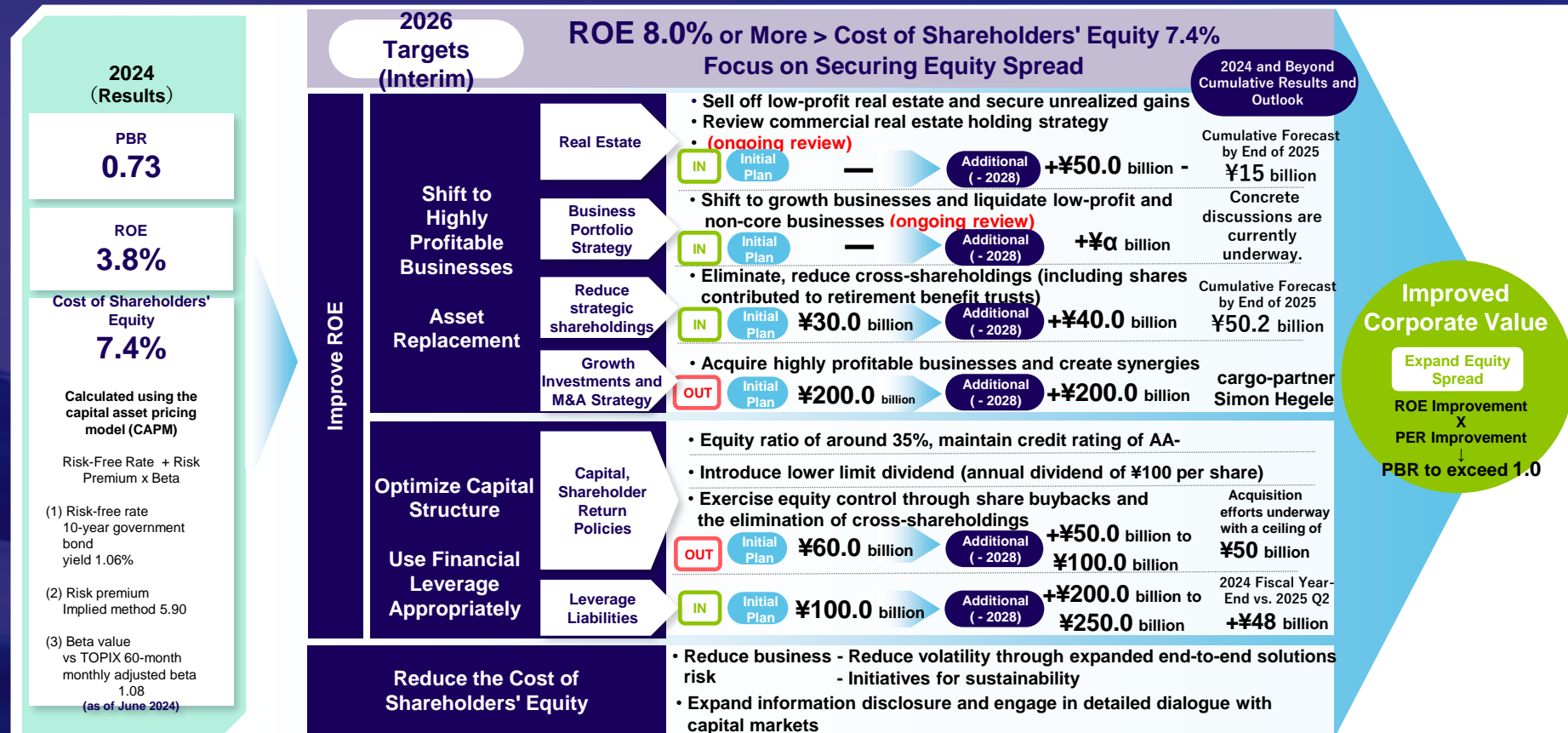
14 : 10~15 : 00    NIPPON EXPRESS HOLDINGS, Inc  
                         President, Chief Executive Officer and Representative Director    Satoshi Horikiri  
                         Senior Managing Director    Tadahiro Furue  
                         Managing Director    Hideshi Otsuki  
                         Managing Director    Otsuji Satoshi

## ●Session3: Sustainability management, Promoting human capital management

15 : 10~16 : 00    NIPPON EXPRESS HOLDINGS, Inc  
                         President, Chief Executive Officer and Representative Director    Satoshi Horikiri  
                         Managing Director    Hideshi Otsuki  
                         Managing Director    Tatsuya Akama  
                         Executive Officer    Hiroko Kishida

## Future Initiatives

# Strengthening Our Approach to Improving Corporate Value



# Initiatives to Achieve Operating Income of ¥100 Billion in FY2026

**FY2025 Full-Year  
Operating Income Full-Year Forecast**

**¥61 billion**

※Disclosed on September 17, 2025; includes a ¥9 billion loss related to second career support.

## Initiatives to Achieve Operating Income of ¥100 Billion

|   |  |                                   |
|---|--|-----------------------------------|
| <b>1. Grow business profit</b>                              | ◆ We intend to grow business profit through strategies and measures as detailed in the business plan.  | (Target Amount)<br>10 billion yen |
| <b>2. Control costs<br/>/ Second Career Support Program</b> | ◆ We launched initiatives to reduce indirect costs, aiming to improve the <b>SG&amp;A-to-sales ratio</b> by about 1 point from the FY2024 level to <b>roughly 5%</b> by 2028.<br>◆ Second Career Support Program: This new program will support second careers for employees while improving and revitalizing the age composition of our organization. | (Target Amount)<br>10 billion yen |
| <b>3. Sell land</b>   | ◆ We plan to sell more than ¥50 billion of land by the end of FY2028. Accelerating these efforts and expanding the amount sold in FY2026 should roughly <b>double what we sold in FY2025</b> .<br>◆ We expect to improve <b>the profitability of Domestic Logistics</b> with the sales of low-profit real estate and other factors.                    | (Target Amount)<br>10 billion yen |

**FY2026 Full-Year  
Operating Income Full-Year Forecast**

**¥100.0 billion or greater**

# Approach 1. Grow Business Profit

## ➤ Accelerate Growth in the Global Market

Logistics Business growth  
based on customer  
orientation and supply chain  
perspective

- (1) Advance global account management
- (2) Offer end-to-end solutions for customer supply chains
- (3) Expand forwarding volume
- (4) Expand business with non-Japanese clients

Future direction of M&A

- (1) Acquire overseas customer base, expand forwarding volume
- (2) Strengthen functions in priority industries and related fields

\*FY2024 M&A: Acquired shares in cargo partner, FY2025 M&A: Acquired shares in Simon Hegele

## ➤ Rebuilding Our Businesses in Japan

Business Profit Ratio  
FY2023: 3.9%

⇒ Improve to 5.9%  
by FY2028

- (1) Transform into a more customer-oriented company
- (2) Continue and enhance measures to solidify the base  
of businesses in Japan
- (3) Ongoing transformation and review of business  
infrastructure

- Implement account management
- Offer end-to-end solutions
- Enhance profitability through rate  
revisions and other measures
- Improve capital efficiency Etc.

\*Results for Q2, FY2025: 3.1%

# Approach 1: Expanding Business Profits - Rebuild Businesses in Japan

## (1) Transform Into a More Customer-Oriented Company

### Establish an Account Management Structure

- Established a specialized accounting structure for 176 offices
- Customer-Specific Profit and Loss Management System Now Operational

### Strengthen Our Logistics Business

- Installed automation equipment at 30 locations (as of June 30, 2025)
- Improved operations at work sites through human resources development programs

### Expand Volume in Priority Industries

- Expanded volume in pharmaceuticals/medical and semiconductor

## (2) Continue to Enhance Domestic Businesses in Japan

### Initiatives to Improve Profitability

- Conducted rate revisions to address rising personnel and outsourcing expenses
  - Revised to higher levels than the previous year
- Maximized leveraging company strengths and reduced outsourcing cost ratio
  - Company-owned vehicle utilization rate: +0.2 points YoY
  - Outsourcing cost ratio: -3.9 points YoY (Excludes impact of forwarding unit price and in-house consolidation of sub-agent operations)
- Reduce indirect departmental expenses (head office expenses)

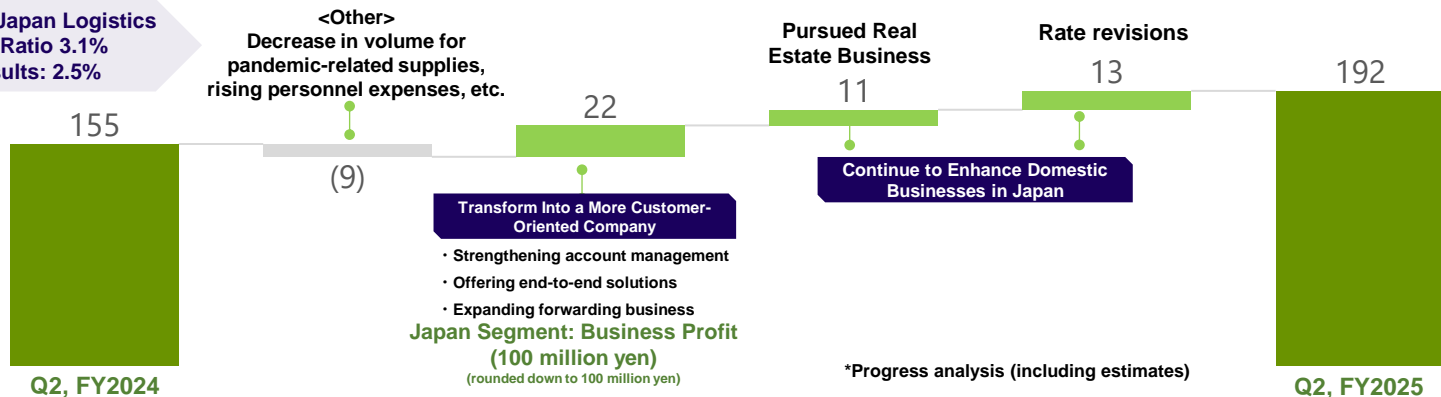
## (3) Ongoing Transformation and Review of Business Infrastructure

### Initiatives Toward Improved Capital Efficiency

- Decided to reorganize 70 sub-agent operations (cumulative total since FY2023)
    - Restructured 54 companies by August 2025
  - Improved profitability and capital efficiency through in-house company system
    - Set ROIC as a management target figure for each company to achieve overall Nippon Express ROIC target
    - Each company has established a plan to achieve the ROIC target in FY2028
- (Approximately 3–5% improvement compared to 2024)

## KPI: Japan Logistics Segment Improvement of business profit margin (3.9% → 5.9%)

FY2025 Q2 Results: Japan Logistics Business Profit Ratio 3.1%  
\*Prior-Year Results: 2.5%



# Approach 1. Grow Business Profit: Rebuilding Our Businesses in Japan

Kanto Koshinetsu, Chubu, Kansai

**Business focus and customer focus  
unit structure**

→ Maximize profits as sales increase

**Established a specialized account structure**

- Completed for a total of 176 companies

**Set targets for major accounts**

- Aim to increase sales by approximately 20% vs. 2024

**Established a system to manage customer  
profitability**

- Completed development in the first half of 2025  
Launched pilot operation for 176 companies

Eastern  
Companies

Tokyo, Nagoya, and Osaka  
**Business Focus and  
Customer Focus  
Structure**

Western  
Companies

Hokkaido, Tohoku, Chugoku, Shikoku, Kyushu

**In-house company system**

→ Improve profitability and  
capital efficiency

**Set company ROIC targets for FY2028**

- Aim for 3-5% improvement from FY2024 levels

ROIC Growth Targets for FY2028

(FY2024 → FY2028)

|                   |                      |
|-------------------|----------------------|
| Eastern Companies | 8.2% → 11.0% (+2.8%) |
| Western Companies | 7.4% → 13.0% (+5.6%) |

**Formulated company business plan**

- Developed plans for operating income and  
invested capital figures and measures to  
achieve ROIC targets

**Strive to enhance management efficiency by accelerating organizational restructuring,  
investment, recruitment, and placement in line with regional characteristics**

# Approach 2. Control Costs

## Recent Consolidated Results

(100 million yen)

Forecast

Plan

| Group Total           | FY2024 | FY2025 | FY2026  | FY2027  | FY2028 |
|-----------------------|--------|--------|---------|---------|--------|
| Revenue               | 25,776 | 26,000 | • • • • | • • • • | 30,000 |
| Gross Profit          | 2,216  | 2,350  | • • • • | • • • • | 3,000  |
| SG&A Expenses         | 1,581  | 1,650  | • • • • | • • • • | 1,500  |
| Business Profit       | 635    | 700    | • • • • | • • • • | 1,500  |
| Gross Profit Margin   | 8.6%   | 9.0%   | • • • • | • • • • | 10.0%  |
| SG&A Ratio            | 6.1%   | 6.3%   | • • • • | • • • • | 5.0%   |
| Business Profit Ratio | 2.5%   | 2.7%   | • • • • | • • • • | 5.0%   |

\*FY2025 results impacted by increased SG&A expenses at SH HoldCo GmbH

## FY2028 Plan

### Targets

- Revenue: ¥3 trillion
- Business profit: ¥150 billion
- Business profit ratio : 5%

### Assumptions

- Gross profit margin: 10%
- Gross profit: ¥300 billion

## Reducing SG&A Expenses

- Cost control of SG&A expenses to be ¥150 billion and SG&A ratio to be about 5.0%
- Plan to reduce existing SG&A expenses by approximately ¥18 billion from FY2024 levels, while factoring in an increase of approx. ¥10 billion from future growth investments and M&A

## Approach 2. Control Costs

### Setting Indirect Cost Reduction Targets

**Target: Plan to reduce SG&A expenses by ¥18 billion by FY2028 vs FY2024 levels**

- Expand centralized administrative processing through shared services and enhance productivity through DX
- Eliminate overlapping functions and operations created by strengthening the holdings structure, and review various costs
- Verify cost-effectiveness and duration of consulting costs in various projects, and advance in-house execution of projects

| Category  | Example of Major Initiatives  | Reduction Target (vs. 2024) |
|---|---|-----------------------------|
| SG&A expenses—Administrative outsourcing expenses | Reduce consulting outsourcing expenses by reviewing project frameworks and content  | -¥7 billion                 |
| SG&A expenses—Facility usage charges              | Reduce usage fees by checking system and equipment utilization at each organization   | -¥1 billion                 |
| SG&A expenses—General expenses                    | Reduce costs at group companies by streamlining administrative processes, improving efficiency, and integrating organizations | -¥10 billion                |
|   | Total SG&A expense reduction  | -¥18 billion                |

# Approach 2. Support Second Careers

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## Results of the Nippon Express Co., Ltd. Second Career Support Program Announced July 18, 2025

### 1. Second Career Support Program Overview

- (1) Eligible employees: Those who meet the specified recruitment criteria in terms of position, age, years of service, and other factors
- (2) Number of applicants: Approx. 300
- (3) Application period: August 18, 2025 through August 29, 2025
- (4) Date of retirement: September 30, 2025
- (5) Type of support:
  - Retirement benefits based on years of service plus a supplementary allowance
  - Second career consulting
  - Reemployment support services

2. Application results: 480 eligible employees

3. Future outlook: Record a loss of approx. ¥9 billion (other expenses), including supplementary retirement allowances, in the fiscal year ending December 2025

Expect annual personnel expense reductions of about ¥5 billion\* due to retirements under the Second Career Support program

\*Excluding temporary employee hiring and outsourcing costs expected after implementation

# Approach 3. Sell Land: Concentrating on Core Businesses by Replacing Assets

## Status of Real Estate Sale Review

- ✓ Listed properties with market-value ROIC below 5% and largely finished selecting potential properties for sales worth ¥50 billion
- ✓ Expand list of properties identified for sale to raise total sale value further
- ✓ Explore not only outright sales but also sale-and-leaseback arrangements
- ✓ Target operating income of ¥100 billion in FY2026 and plan for property sales of around ¥20 billion, about double FY2025 levels

## Concentrating on Core Businesses by Replacing Assets

- Sell off low-profit real estate
- Reorganize low-profit and non-core businesses
- Sell strategic shareholdings

- Secure external procurement appropriately, focusing on shareholders' equity ratio

Cash

Shift to global logistics business through new M&A and other initiatives

Achieve our vision of becoming a logistics company with a strong presence in the global market



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