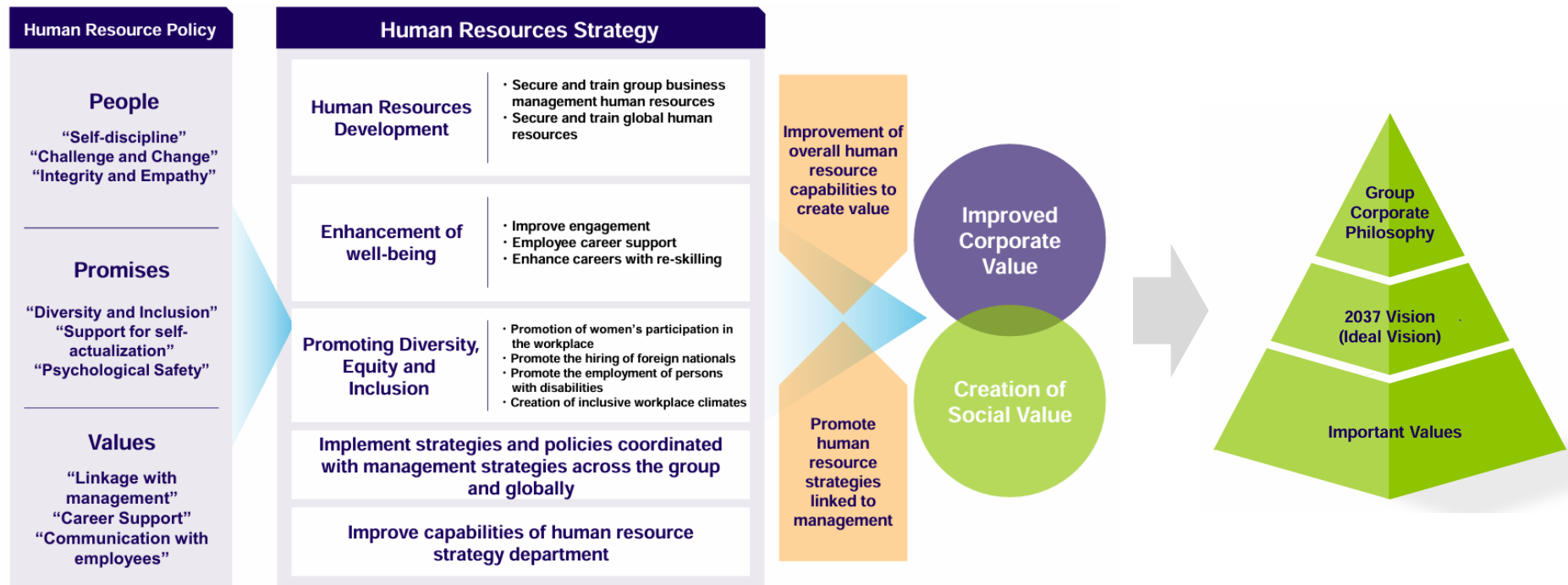


## IR Day2025 Session 3 「Promotion of Human Capital Management」

**NIPPON EXPRESS Holdings Co., Ltd.**  
**September 22, 2025**

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

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



**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

#### 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)

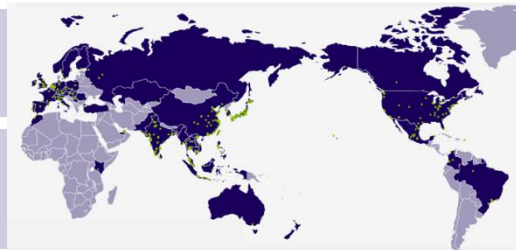
#### HR Measures for Reinforcement

- ▶ 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**



- 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

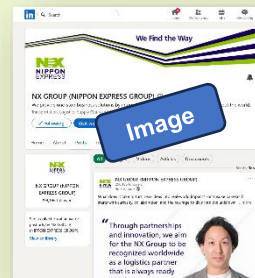
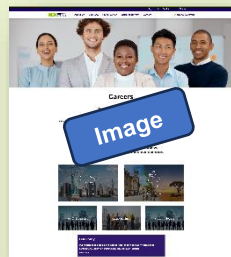
### Driving the Human Resource Strategy From a Global Perspective

- 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)



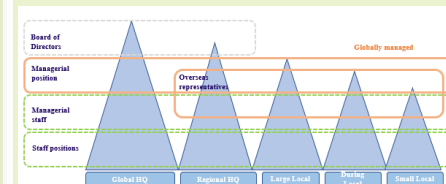
### Strengthening Recruitment Capabilities

- Global recruitment Website (Planned for release in January 2026)
- Using LinkedIn recruiting functions globally



### Utilizing Global Management Human Resource

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



### NX Group Career Support Policy Formulated in January 2025

#### **Supporting Career Autonomy**

Fostering career autonomy  
for individual employees

Awareness and understanding

Structured career counseling  
linked to training

Career consultation desk

Information on related systems  
and case studies

#### **Make Own Career with NX**

Each individual employees has different career preferences.

We provide a variety of opportunities for individual to continue to learn and grow on their own.



#### **Supporting Career Achievement**

Helping employees  
achieve their career goals

##### **Opportunities to take on challenges (systems)**

- Job postings
- Overseas business trainees
- Domestic business trainees

##### **Opportunities for learning (education)**

Diverse and flexible work  
styles

### Issues Identified Through Engagement Surveys

Talent management

Performance management

Customer orientation

Challenge-taking mindset

Compensation and benefits

### Initiatives to Enhance Engagement

#### Dialogue between management and employees

- Town hall meetings

#### Creating inclusive workplaces

- Supportive management training for managerial positions (Expanding throughout the Group in Japan)

#### Advancing Group unity

- Joint entrance ceremonies and new employee training across Group companies in Japan
- Fostering a sense of unity through in-house newsletters and group events

#### Career support

- Support for career autonomy
- Support for career achievement



Town hall meeting



Displayed a message in front of Shibuya Station on the day of the entrance ceremony

Featured overseas subsidiaries and employees in the Group newsletter



### NX Core Engagement Score Targets and Results



KPI	2023	2024	2025
NX Core Engagement Score	71	72	73
Autonomy/Willingness to Take on Challenges and Change/Integrity Survey Score	68	68	70
Work Engagement Score	71	71	72
Psychological Safety Survey Score	64	65	67
Service Score on Communication	69	69	70
DE&I Core Engagement Score	63	66	68



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