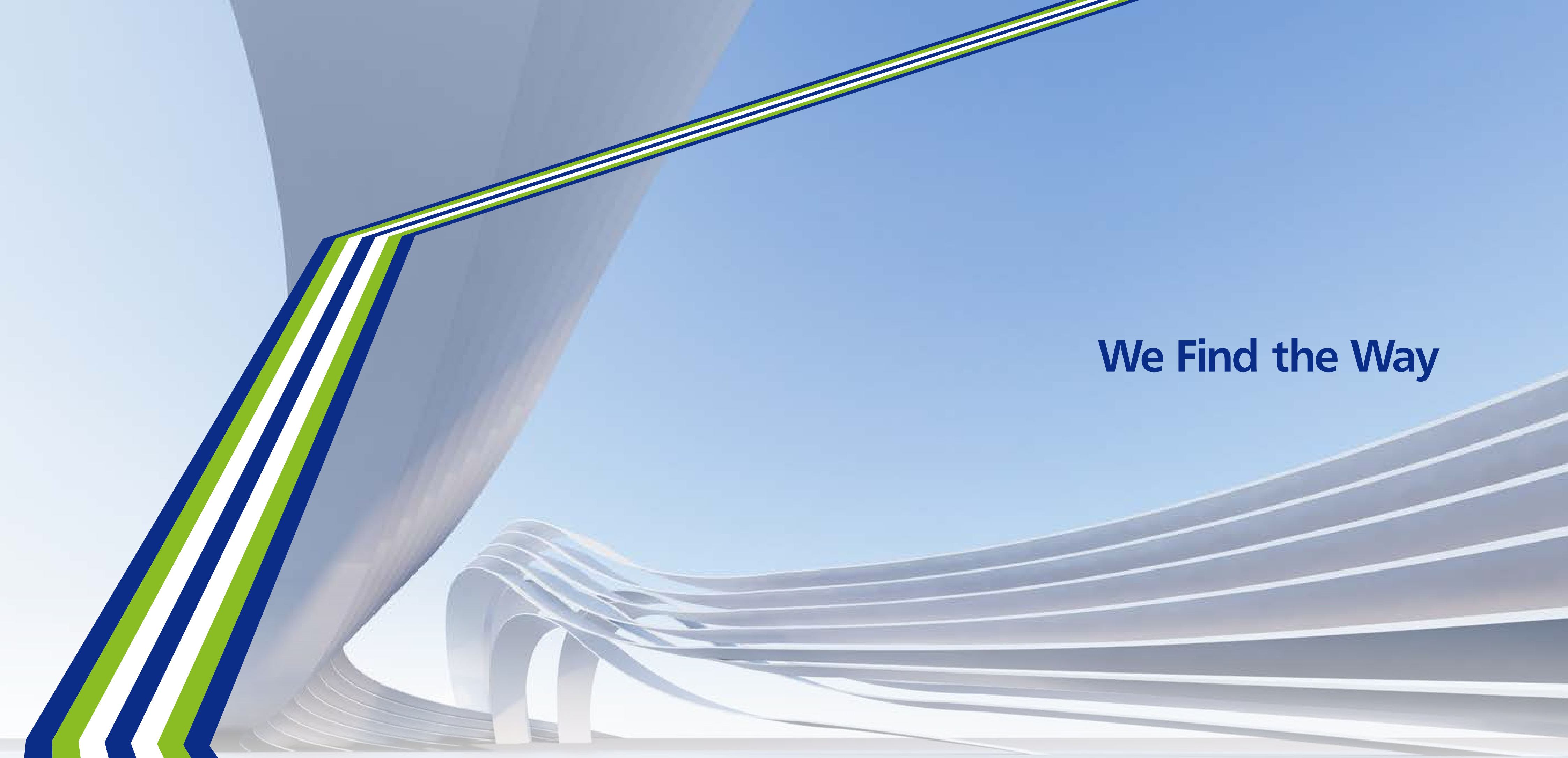


We Find the Way

NIPPON EXPRESS

NX Group

Integrated Report 2026

NX Group will create new values with logistics based on its unwavering philosophy and values, and achieve growth while contributing to a sustainable society

NX Group Corporate Philosophy

Our Mission	**Be a Driving Force for Social Development**
Our Challenge	**Create New Ideas and Value that Expand the Field of Logistics**
Our Pride	**Inspire Trust Every Step of the Way**

Since its founding, NX Group has employed its logistical strengths to connect people, businesses and regions throughout the world. In so doing, we have continuously supported social development.
While our mission never changes, we advance continuously to meet the world's changing needs.
Making no compromise in safety and maintaining a deep focus on environmental issues, we continuously strive to deliver innovative solutions at the next frontier of logistics.
We will forever take pride in our ability to inspire trust and answer the call of society. Every move we make is aimed at advancing society and bringing an enriched life to future generations.

NX Group Corporate Message

We Find the Way

NX Group brings customers' possibilities to reality.
There are often many solutions, but only one way is the way.
We use our determination to find the best way to overcome hurdles and take our customers across the finish line.
This message conveys the unwavering determination and confidence at the heart of our company.

NX Group Business Overview

Logistics

Domestic and International Transport

Forwarding Business for domestic and international cargo with airplanes.

International transportation business focused on intermodal transportation, domestic transportation focused on regular domestic cargo and RORO ships, and the port and harbor transportation business.

Combined transportation, charter transportation, and other trucking businesses. We are also building and expanding the transportation network overseas.

Provision of various transportation services that use rail transportation around the world.

Warehousing and Logistics Solutions

Services that combine storage, receiving, and shipping of cargo, distribution processing functions, and information functions such as cargo tracking systems in Japan and overseas.

Provision of warehouse management system (WMS) according to the size of sites and needs and other information systems built on our track record and know-how.

Specialized Transportation

Moving business for individual and corporate customers as well as relocation of offices.

Transport of works of art with packing skills of technical staff and transport method that meticulously considers vibration and air conditioning.

Security Transportation

Solutions for Financial Institutions

Commissioning of cash processing and other physical goods processing businesses. Enables outsourcing of all operations related to cash including set-up services for transporting cash and securities and in-house processing operations.

Solutions for General Businesses

Provisions of sales revenue management service that integrates the collection of cash, gift certificates, and other revenue for depositing to banks and digitizing data.

Heavy Haulage and Construction

Transportation, installation, and assembly of large devices, complex-shaped equipment, and large-scale structures anywhere based on meticulous planning through the use of specialized machinery and equipment for infrastructure building operations undertaken by various industries and customers in and outside Japan.

Main Business Domains

- ☐ Substation equipment
- ☐ Wind power generation equipment
- ☐ LNG and hydrogen power generation equipment
- ☐ Petrochemical plant equipment
- ☐ Semiconductor manufacturing equipment
- ☐ Traffic infrastructure equipment

Logistics Support

Sales of Logistics Equipment and Construction

Provision of installation work of machines and instruments in warehouses and logistics terminals, sales of construction materials, and other various services through a nationwide network.

Maintenance of Construction Machinery and Manufacture of Trailers and Cargo Containers

Inspection and repair of vehicles and construction machinery, vehicle inspections, and maintenance of cargo. Manufacture of various trailers and truck bodies, and manufacture of products that match the mode of transport.

Packaging of Components and Equipment and Designing Packaging

Provision of packaging service for components and machinery for exporting. Provision of optimal packaging specifications that match the characteristics of the components and products, mode of transport, transport environment, cargo and storage conditions, and other logistical requirements.

Sales of Petroleum and LP Gas

Sales of automobile fuel for companies that own vehicles, sales of marine fuel, and sales of LP gas for households and various industries.

Real Estate

Facility management, brokerage business, and construction design focusing on logistics facilities.

At a Glance

NX Group in Figures*1

Establishment
1937

Number of Countries and Regions
57 Countries and Regions

Number of Group Companies
322 Companies

Number of Employees (Number of Employees Working Overseas)
77,925 (28,669)

Forwarding Quantity
Ocean 851,000 TEU
Air 933,000 t

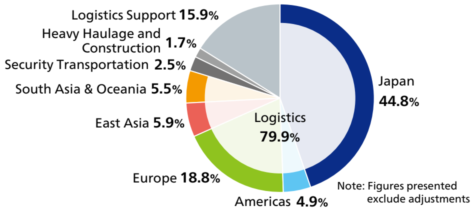
Forwarder Ranking
4th in the World

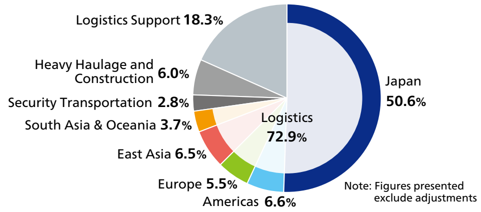
Warehousing Area (Japan/Overseas)
8,932,000 m²
(4,066,000 m²/4,866,000 m²)

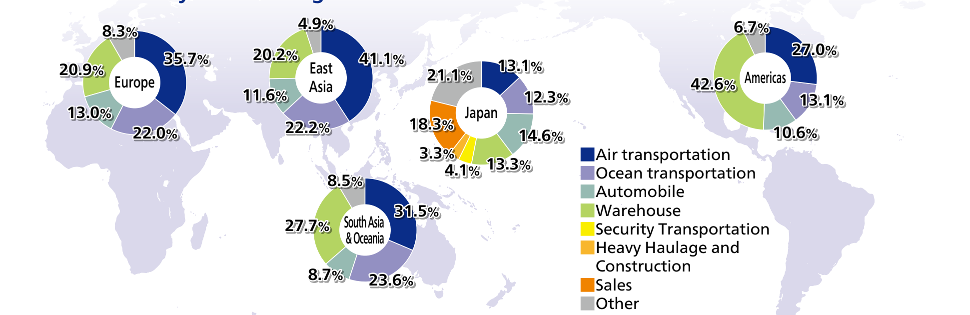
*1 As of December 2025

Financial Information (FY2025 Results)

Sales revenue	¥2,574.8 billion
Business income	¥65.9 billion
Business income ratio	2.6%
Overseas sales revenue	¥911.7 billion
ROE	0.3%

Reportable Segment Sales Revenue Breakdown


Reportable Segment Business Income Breakdown


Sales Revenues by Business Segment


Sustainability Management Information (FY2025 Results)

CO_2 Emissions by Scope*2, 3

Scope 1	498,597t-CO_2 (-29,290t-CO_2 from previous fiscal year)
Scope 2	192,834t-CO_2 (-5,423t-CO_2 from previous fiscal year)
Scope 3	17,578,805t-CO_2 (-457,619t-CO_2 from previous fiscal year)

NX Core Engagement Score 73pt (Up 1pt from previous fiscal year)

*2 Scope 3 is calculated according to the calculation of the GHG Protocol.
*3 Please see our website for Scope 3 emissions by category.
Environmental Data (https://www.nipponexpress-holdings.com/en/sustainability/data/e.html)

Major Updates

By integrating important strategies and thoroughly implementing them, we will increase the probability of achieving our Long-Term Vision.

POINT 1 Link the sale of assets to transformation of the business model and profit growth

Reallocate the capital generated through the sale of low-profit assets to high-profit global businesses, thereby achieving a transformation of the business model and sustainable profit growth.

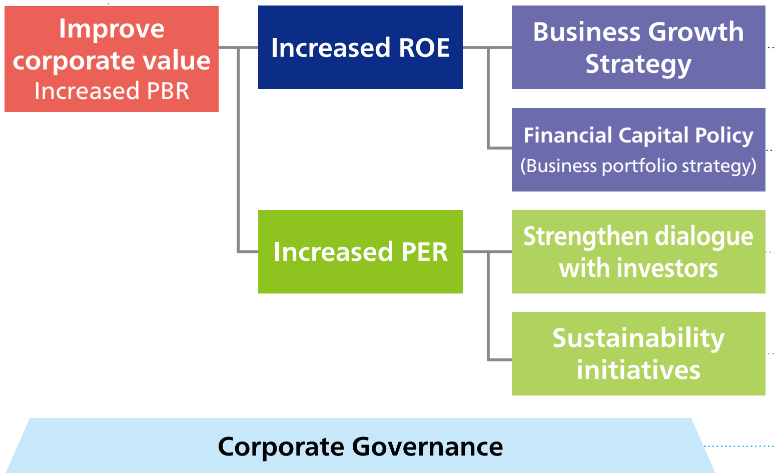
POINT 2 Accelerating End to End solution delivery through strategic integration driven by Asia's strengths

Starting from our customer base in Asia and Japanese quality, we will accelerate the provision of End to End solutions by linking business, region, and industry strategies, combined with M&A integration.

POINT 3 Continuous improvement of corporate value through integrating sustainability management and business activities

Starting with solving customers' sustainability issues, we will deepen our integration with business to accelerate earning power and enhancement of corporate value through differentiated value provision.

Initiatives to Improve Corporate Value



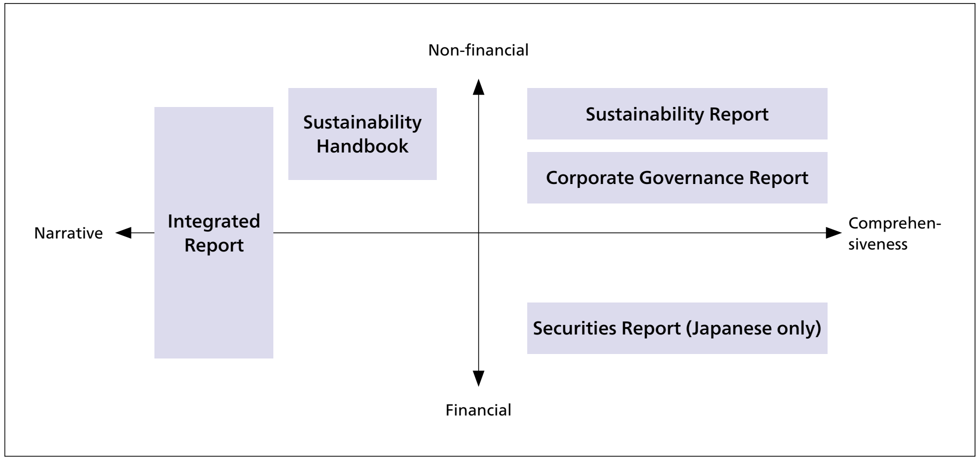
Contents

Editorial Policy

Information Systems

The Integrated Report is a compilation of financial and non-financial information for the purpose of deepening shareholders, investors, and other stakeholders understanding of NX Group's medium- to long-term value creation.

More details on non-financial information are available in the Sustainability Report.



Voluntary Disclosures

- **Sustainability Report**
  https://www.nipponexpress-holdings.com/en/sustainability/report/
- **Sustainability Handbook**
  https://www.nipponexpress-holdings.com/en/sustainability/report/

Legal Disclosures

- **Securities Report (Japanese only)**
  https://www.nipponexpress-holdings.com/ja/ir/library/securities/
- **Corporate Governance Report**
  https://www.nipponexpress-holdings.com/en/ir/governance/

Scope of This Report

This integrated report addresses NX Group (including domestic and overseas Group companies). Our company has been voluntarily adhering to the International Financial Reporting Standards (hereinafter "IFRS") since the time our Annual Securities Report for the fiscal year ended December 31, 2022 was published. This Integrated Report, with the exception of certain pages, has been prepared in accordance with the IFRS.

Reporting Period

FY2025 (January 1, 2025–December 31, 2025)
(Certain information references time frames on or prior to 2024 and subsequent to 2026)

Issue Date

August 2026

Reference Guidelines and Assurances

We used the International Integrated Reporting Framework of the International Integrated Reporting Council (IIRC) and the Guidance for Collaborative Value Creation of the Ministry of Economy, Trade and Industry (METI).

The information disclosed in our sustainability report conforms to the GRI*1 Standards for Sustainability Reporting.

*1 Global Reporting Initiative: An organization that aims to create and promulgate international guidelines for sustainability reporting. The GRI content index is available on our Sustainability page (https://www.nipponexpress-holdings.com/en/sustainability).

Reference Guidelines

- IIRC International Integrated Reporting Framework
- GRI Standards for Sustainability Reporting (reference)
- Ministry of the Environment's "Environmental Reporting Guidelines (2018 Edition)"
- SASB Standards

Caution Regarding Forward-Looking Statements

The forward-looking statements in this report, including NX Group's future plans, forecasts, and strategies, are based on certain assumptions that the company considered reasonable at the time of disclosure. Actual business performance may differ from forecasts due to future economic conditions and other factors.

NX Group's History of Value Creation

Since its founding in 1937, NX Group has been a logistics company supporting social infrastructure.
Based on the Corporate Message "We Find the Way," we have continually made creative innovations and, through "our logistics strengths", have met the needs of our customers and society, providing value in line with the times.

Major Initiatives of NX Group

1872- Wartime and Postwar Reconstruction

Establishing a nationwide domestic transport network

While expanding our truck transportation network throughout Japan, we established an intermodal transportation system that combined land, sea, and air transportation in an organic manner.

Photos from the Logistics Museum Collection

1960- Rapid Economic Growth and Manufacturing Industry Globalization

Building a global network

As Japan entered a full-scale economic recovery in the 1950s, we launched an international Forwarding Business in cooperation with Japanese companies expanding overseas.

1990- Growth in the Service Industry and Rising Uncertainty

Maintaining supply chains in Japan and overseas; diversifying our services

At the time of the Great Hanshin-Awaji Earthquake in 1995, NIPPON EXPRESS CO., LTD. established a disaster-response headquarters and carried out emergency transportation of relief supplies and other goods from Japan and overseas.

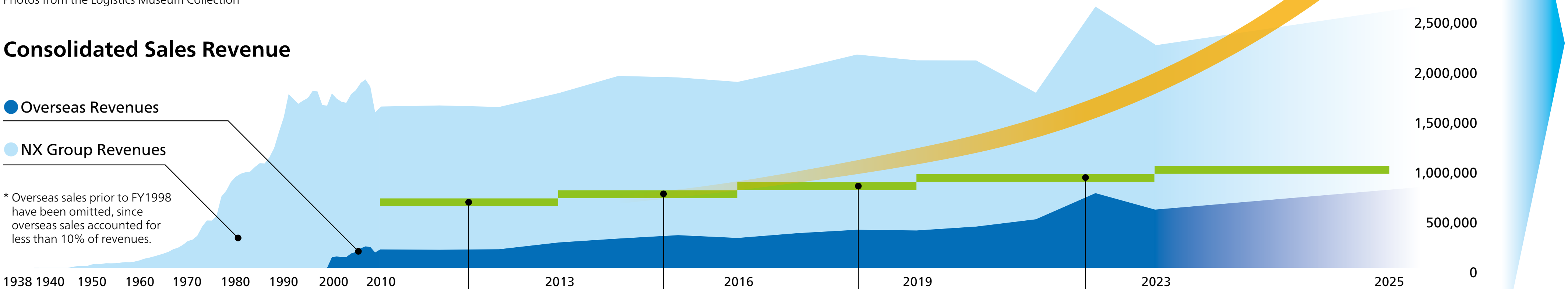
In the aftermath of the Great East Japan Earthquake in 2011, we maintained the infrastructure by means of transportation by land, sea, and air to cope with the widespread disruption of road and rail networks.

2010- Environmental and Social Sustainability

Contributing to environmental and social sustainability

We took the lead in addressing the issue of exhaust gas emissions when environmental problems became more prominent at the beginning of the 1990s. We pursued environmentally friendly transportation through low-pollution vehicles, saving resources used in packaging materials, improving efficiency through joint deliveries, and using modal shifts to move to rail- and ship-based transportation.

Consolidated Sales Revenue



NX Group Management Policy

Establishment of long-term goals for global growth and structural reforms	
Raise the profit ratio of combined business in Japan to 3%	
Expand transactions in Tokyo, Nagoya, and Osaka, and focus investment in South Asia	
Formulation of Long-Term Vision	Becoming a Globally Competitive Company through Discontinuous Growth

Toward Achieving the Long-Term Vision

NX Group has once again clearly defined what it aims to become by its 100th anniversary in 2037, formulating its Long-Term Vision 2037 back in 2019. To realize the vision of becoming "A logistics company with a strong presence in the global market," we have been focusing on building a growth foundation for global business, including the use of M&A, starting during the previous business plan and continuing through the current business plan (2019-2028). On the foundation established under the current business plan (2024-2028), we will strengthen our earning power (improve our ROE and business income ratio) to accelerate full-scale business expansion from the next business plan onward.

NX Group Corporate Philosophy

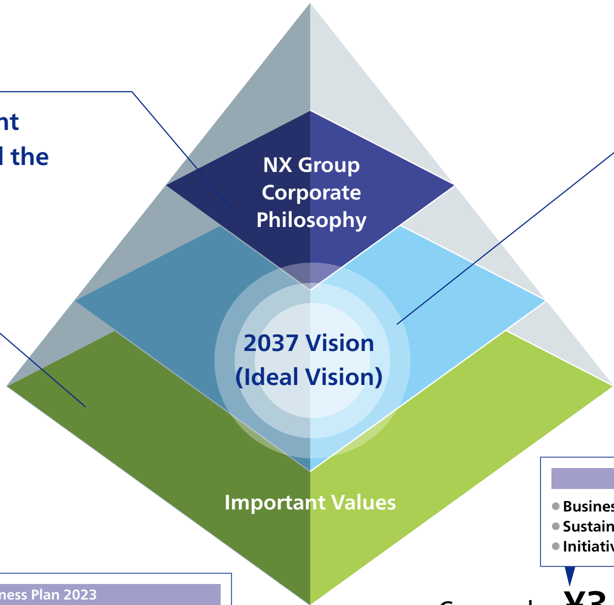
Our Mission Be a Driving Force for Social Development

Our Challenge Create New Ideas and Value that Expand the Field of Logistics

Our Pride Inspire Trust Every Step of the Way

Important Values

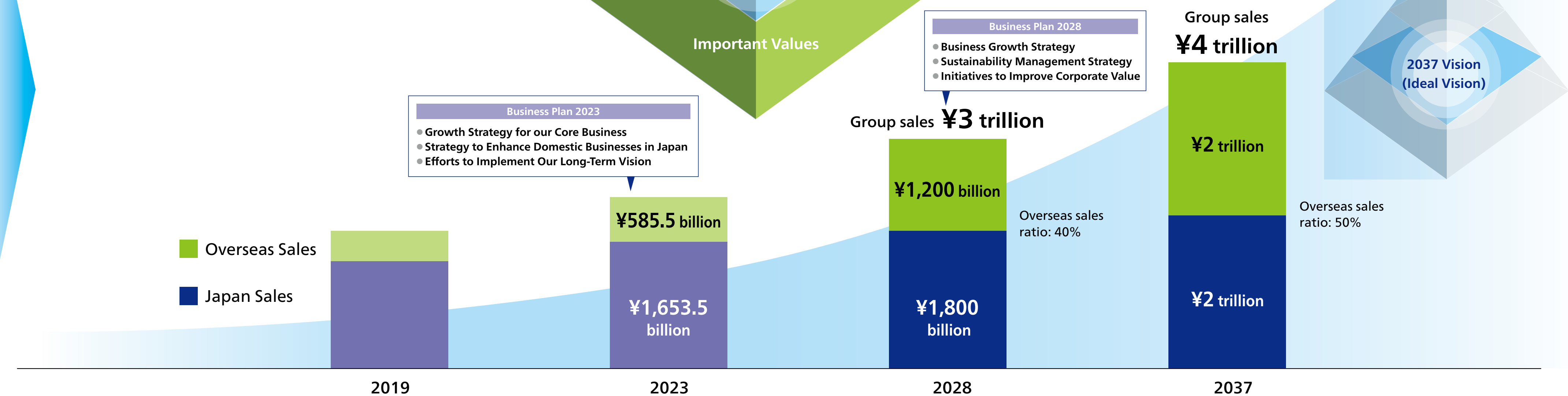
Creating new value through innovation
Safety, Compliance, Quality
We Find the Way



2037 Vision

A logistics company with a strong presence in the global market

Clients/Society	A company that contributes to achieving a sustainable society through logistics
Shareholders	A company that achieves sustainable growth by establishing corporate governance
Employees	A company whose employees come from a variety of backgrounds, are proud of their work supporting customers and society, and feel happy



	2019	2023	2028	2037
Business income ratio*1	2.8% (operating income ratio)	3.6%	Target: 5%	Target: Over 5%
ROE*1	3.2%	4.8%	Target: 10% or more	Target: Over 10%

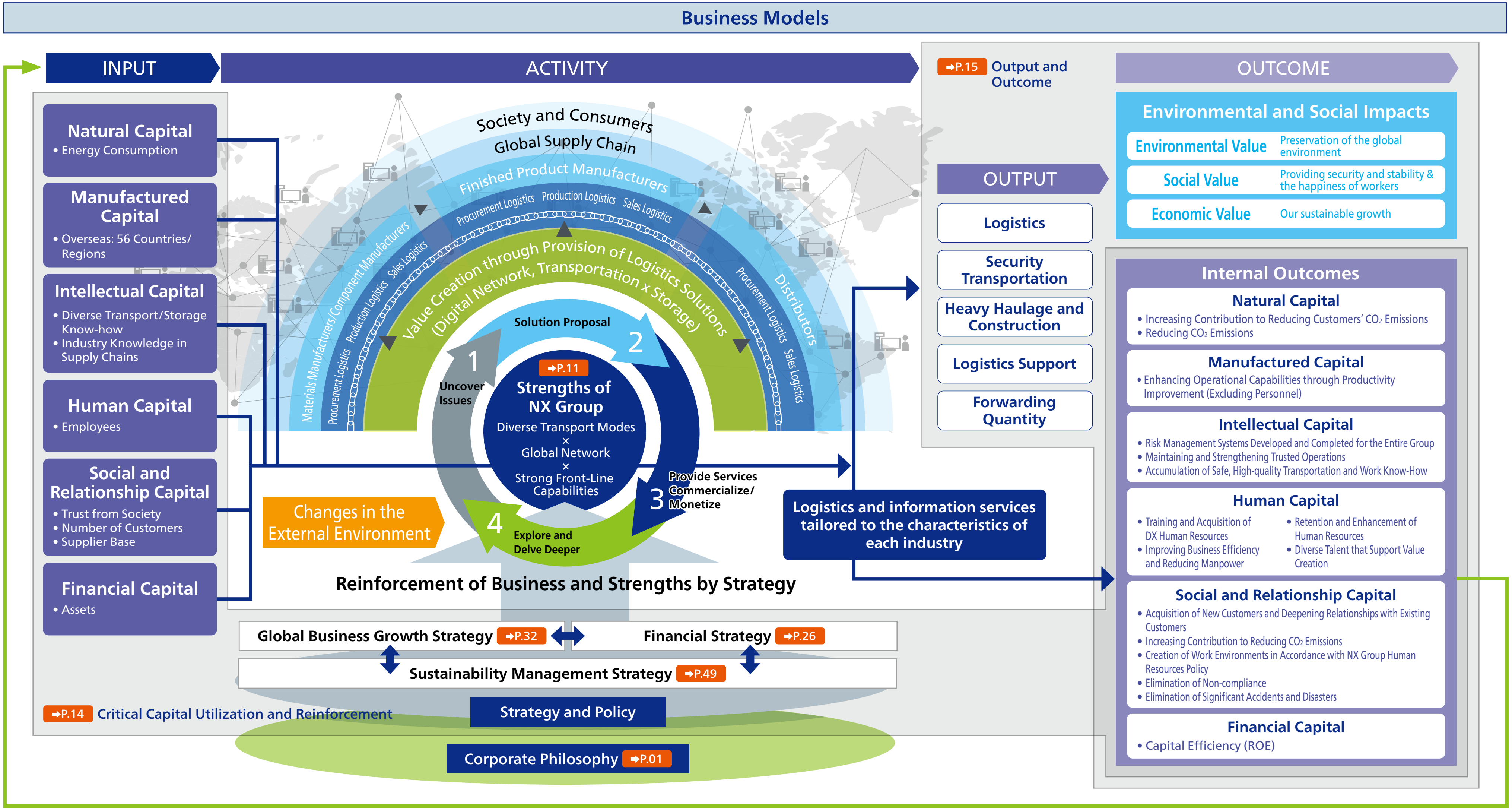
*1 Since 2019 was prior to the transition to International Financial Reporting Standards, the operating income ratio and ROE for the fiscal year ended March 2020 are shown

Value Creation Process

NX Group has refined its management resources, the foundation of value creation, through nearly 90 years of doing business. By accurately grasping environmental changes and risks and implementing growth strategies for our global business, financial strategies, and sustainability management strategies, we provide End to End solutions tailored to industry characteristics. As a result, we will enhance capital efficiency and cash generation, achieve both corporate value enhancement and social value creation, leading to the realization of our Long-Term Vision.

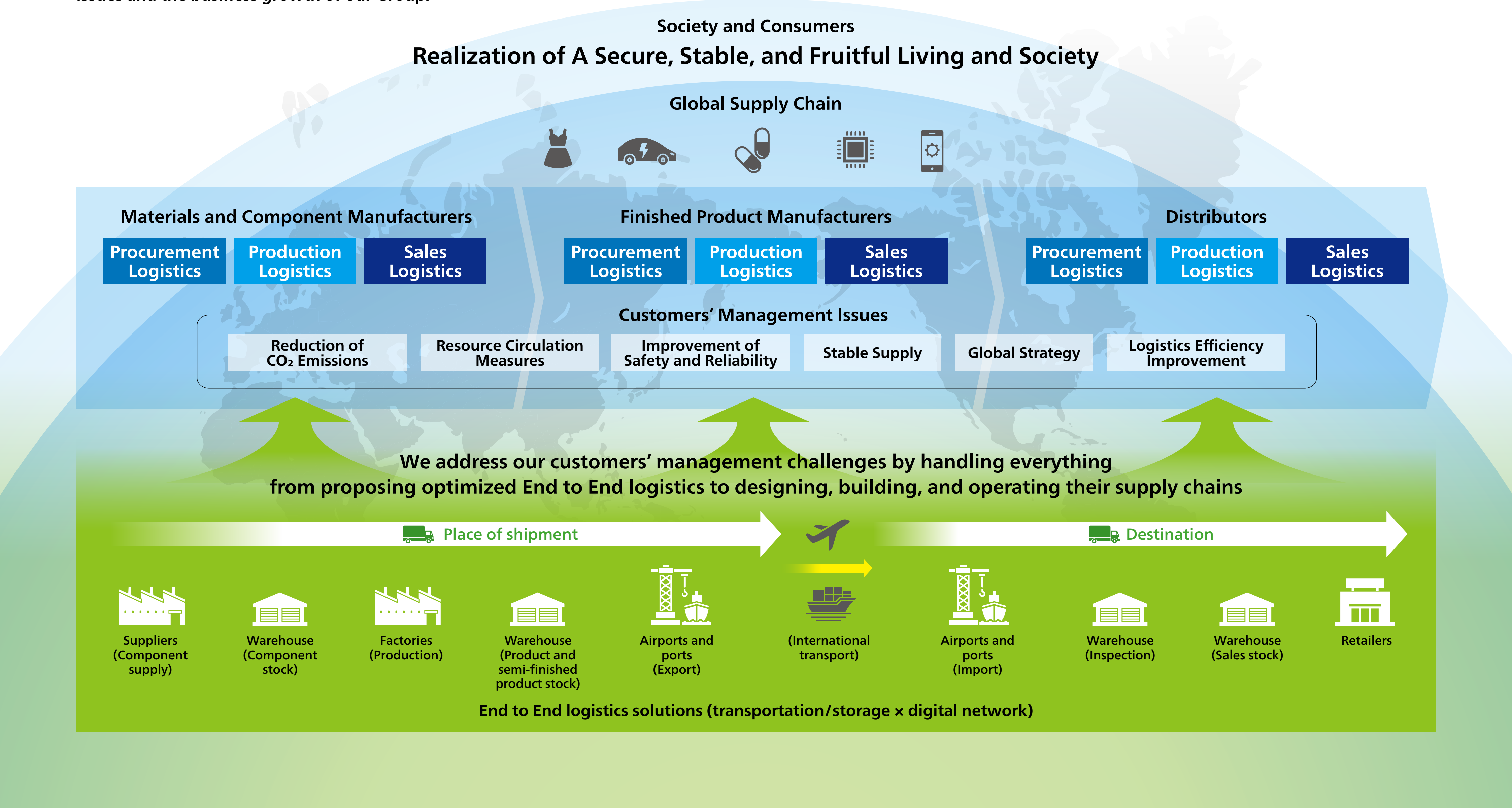
Long-Term Vision

A logistics company with a strong presence in the global market



NX Group's Business Models

NX Group provides End to End logistics solutions for our customers' global supply chains spanning procurement, production, and sales, leveraging diverse transportation modes and industry expertise tailored to their specific needs. Additionally, not only do we manage the supply chain, but we also provide proposals for optimizing customers' supply chains, including their design and construction. Furthermore, by providing sustainable solutions, we realize both the resolution of our customers' sustainability management issues and the business growth of our Group.



NX Group's Value Creation Engine

Creating and commercializing solutions to logistics and social issues through an unwavering business creation process based on our corporate philosophy.

Uncovering Issues that Reflect the Times and Social Needs

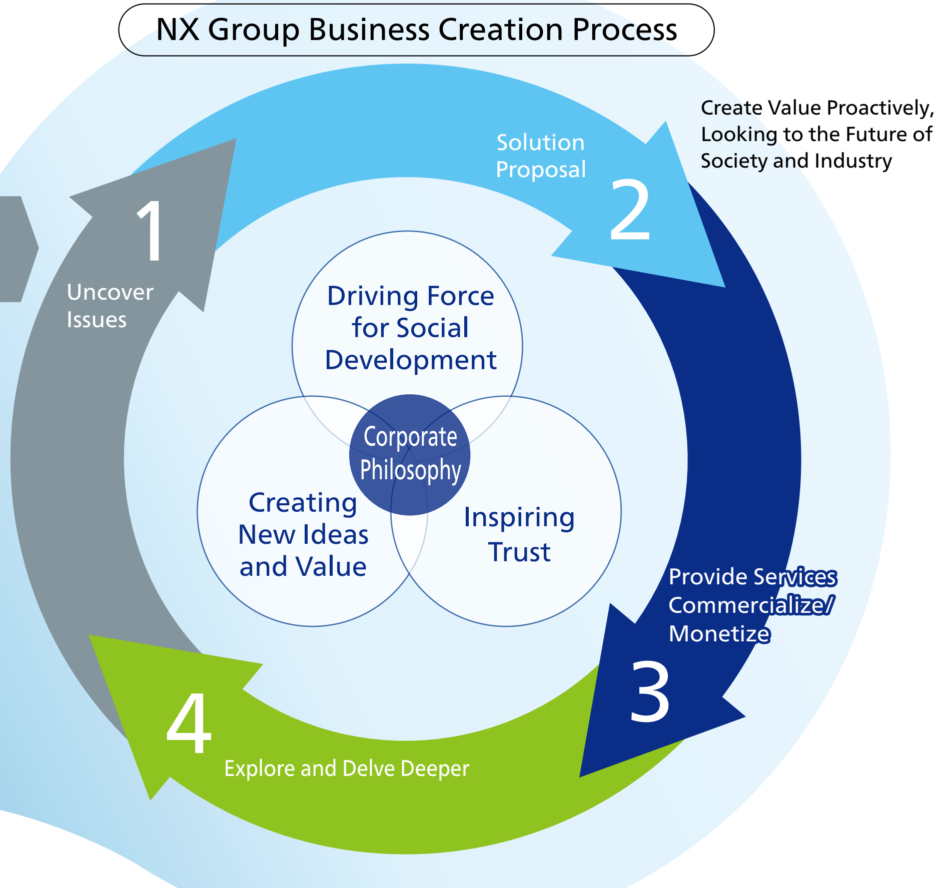
Logistics Issues
Social Issues


Truck Transportation


Ocean Transportation


Rail Transportation


Air Transportation



Create Businesses that Meet the Needs of the Times

Support Lives Through Social Infrastructure Logistics

Green Logistics	Logistics Consulting	Specialized Transportation Services
Logistics Design	Mode-Specific Transportation Services	Logistics Information Systems
Global Logistics	Global SCM	Transportation Services by Industry

Technology (for electric/electronic applications and industrial equipment)
- Respond to the increase in demand for electronic components driven by the spread of IoT

Mobility (automotive, construction, agricultural, rail, and aerospace industries)
- Strengthen distribution networks for production parts
- Respond to changes in supply chains driven by the spread of electric vehicles

Lifestyle (apparel, furniture, decorations, and cosmetics)
- Strengthen initiatives in the luxury apparel, fashion, and furniture industries using the capabilities of companies acquired in Europe
- Strengthen initiatives in fast fashion in Asia and other emerging markets

Healthcare (pharmaceuticals and medical devices)
- Reinvent business models leveraging the opportunity of tightened GDP guidelines

Semiconductor
- Strengthen initiatives in the rapidly growing semiconductor industry

Contributing to Sustainable Societies

Provide Solutions to Reach an "Ideal Future" by Anticipating and Envisioning Social Trends

- Create Industry-Specific Platforms that Contribute to Solving Logistics and Social Issues and End to End platform
- Decarbonization logistics solutions

Strengths of NX Group

NX Group has increasingly become the choice of numerous customers due to our ability to transport anything, anywhere, using every means of transportation in the best possible manner.
Providing solutions that support and optimize customers' entire supply chain has been made possible by the transport modes, global network, and front-line capabilities we have cultivated since our founding.

Strength 1 Diverse Transport Modes

Customers have a variety of requirements, including cargo size, weight, and urgency. NX Group offers a full range of transportation modes, including truck, rail, ship, and air. We provide the most suitable method of transportation for shipments requiring special care, such as pharmaceuticals and perishable foods that require strict temperature control, precision instruments that require vibration control, and art works that require humidity control.

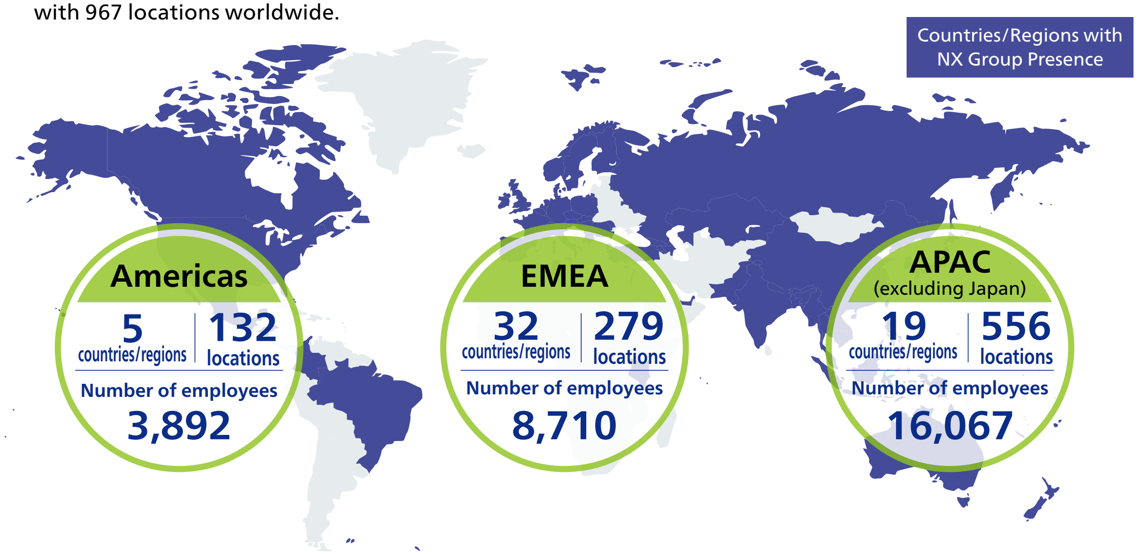
Number of vehicles*1	Number of cargo handling and construction vehicles*1	Warehousing space
Japan 25,305 Overseas 9,017	Japan 8,622 Overseas 1,486	Japan (NIPPON EXPRESS CO., LTD.) 4,066,000 m^2

Overseas warehousing space	Forwarding quantity (January 2025 to December 2025)
4,866,000 m^2	Ocean transportation: 851,000 TEU Air cargo: 933,000 t (TEU: Twenty-foot Equivalent Unit, equal to the volume of one twenty-foot shipping container)

*1 The number of vehicles, as well as cargo handling and construction vehicles in Japan are the sums of vehicles owned by NIPPON EXPRESS CO., LTD. and NX Cash Logistics Co., Ltd. as of December 31, 2025 and those owned by other affiliated companies as of December 31, 2024. The numbers of vehicles, as well as cargo handling and construction vehicles overseas is the number of vehicles owned as of December 31, 2024.

Strength 2 Global Network

NX Group operates in 56 countries/regions, including countries/regions in the Americas, EMEA and APAC, with 967 locations worldwide.



Strength 3 Strong On -Site Capabilities

How will my precious cargo be handled? This is the single most important question when customers choose a transportation service. NX Group transports and stores cargo in the field, strongly committed to safety, compliance, and quality, and always placing the success of the customer first based on a deep understanding of the customer's business. At first glance, this approach may seem simplistic and obvious. However, customers have widely varying demands in terms of cargo size, weight, shape, and nature. We must meet every one of these demands, while maintaining strict safety and compliance. We can only accomplish this task through constant daily training, systems that support prompt communications, an autonomous organization capable of identifying and resolving issues in the field, a sense of ownership on the part of all employees, and a strong shared will on our front lines to find the single best way and to accomplish our mission, no matter what the situation.

We have the expertise and groundwork passed down from our predecessors, and we will continue pressing forward to strengthen our front-line capabilities.

150+ years since our establishment

More than 77,000 logistics experts*2

Knowledge of the characteristics of each industry

*2 "Logistics experts" means employees.

Analysis of Business Environment

Considering changes in the external environment and NX Group's position in the global market, acquisition of a network through M&A, volume expansion, and increased efficiency will be important for the creation of future businesses.

NX Group Business Environment

We identify changes in the external environment that affect the management of NX Group, evaluate and identify risks and opportunities based on such changes, and regularly review response to such changes as a group. See our latest Annual Securities Report, as well as Material Issues for more on sustainability-related opportunities and risks.

NX Group Business Environment

External Environment	• Despite heightened uncertainty in the global economy, growth has continued, especially in emerging countries • Geopolitical risks and risks to economic security have become commonplace • Rebuilding of global supply chains in response to shifts in production locations and consumer markets • Greater efforts by companies toward sustainability (natural environment, social and industrial sustainability), etc.
Competition Environment	• Enhancing overall supply chain strategies, such as LLP and 4PL • Enhancing digitalization and transforming business models with DX • Global-level M&A, alliances, and mergers, etc.
Technical Trends	• Advancement of logistics management through utilization of AI and big data analysis • Business model transformation and the emergence of game changers through technological innovation such as robotics, etc.
Internal Issues	• Strengthening "earning power" • Clarification of Group global strategic businesses (review of the business portfolio) • Framework to achieve "overall optimization" • Coordination and unification of business and DX/IT; Visualization of information and data used as platform • Quantitative & qualitative enhancement to human resources, etc.

Position in the Global Market

The depth of NX Group's customer base has led to our proven track record in the global market. The internationalization of the logistics industry is occurring along with economic globalization. The global rankings are almost dominated by major logistics companies of advanced economies that have established international logistics networks. Driven by the growth of 3PL and international parcel delivery services, we believe that the restructuring of cross-border logistics services will continue to gain momentum.

Rank	Head Office Location	Companies	Gross income (Millions of yen)*1	Ocean Transportation (TEU)	Air Transportation (Metric tons)
1	Switzerland	Kühne + Nagel	5,065,588	4,325,000	2,030,280
1	Denmark	DSV	5,596,010	3,695,424	2,013,127
2	Germany	DHL Supply Chain & Global Forwarding	5,320,394	3,274,000	1,767,000
3	China	Sinotrans	2,033,062	4,925,154	912,000
4	Japan	NIPPON EXPRESS	2,574,862	1,806,197	933,201
5	France	CEVA Logistics	2,739,693	1,730,000	680,000
6	United States	Expeditors	1,657,140	855,200	928,000
7	United States	C.H. Robinson	2,210,917	1,256,000	280,000
7	Hong Kong	KLN	1,118,483	1,149,956	840,508
8	France	GEODIS	1,751,607	962,000	267,056
9	China	Cosco Shipping Logistics	1,345,743	1,961,791	207,656
10	Denmark	Maersk Logistics	2,261,070	635,000	318,000

*1 Calculated at 2025 average annual TTM 1 USD = 149.71 JPY
Source: Data provided by our company referencing Armstrong & Associates, Inc. A&A's Top 25 Global Freight Forwarders List 2026

Material Issues that Capture Medium- to Long-term Changes in the Business Environment

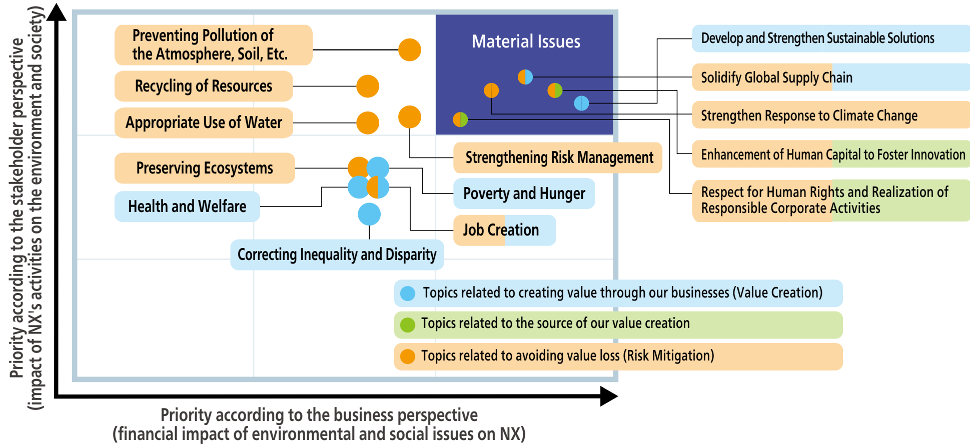
At NX Group, we identify Material Issues based on double materiality in line with our response to European disclosure regulations. We assess both the financial impact of environmental and social issues on our company and the impact of our company's activities on the environment and society, and determine priorities accordingly.

STEP 1: List potential topics*1
STEP 2: Analyze priorities from a Stakeholder Perspective
STEP 3: Analyze priorities from a business perspective
STEP 4: Selection of Material Issues — Deliberation and resolution by the Board of Directors

The identified Material Issues are reflected in our medium- to long-term management strategy, capital allocation, and KPIs, and are regularly reassessed in light of regulatory and business environment changes to simultaneously promote corporate value enhancement and sustainability.

*1 Based on themes from SDGs, GRI, ESRS, SASB, MSCI, and WEF stakeholder capitalism information, as well as important impacts, risks, and opportunities (IROs) identified through company-wide risk management, we extract social issues that our Group should address.

Material Issues Matrix



Material Issues	Reasons for Selection	Impact on the Company (R: risk, O: opportunity)	Environmental/Social Outcomes*2	
Develop and Strengthen Sustainable Solutions	To provide services to maintain and optimize society and industry as a whole, as sustainability of the natural environment, society, and industry on which every company's operations are based is becoming more important	R Loss of existing customers to competitors that provide solutions to social issues O Increased sales from responding to customer needs	Social Value	● Realizing a safe society without accidents and disasters
			Environmental Value	● Contributing to the realization of a carbon-neutral society ● Contributing to a recycling-oriented society
			Economic Value	● Realizing an innovative society
Solidify Global Supply Chain	To contribute to social stability as a company that supports social infrastructure by maintaining logistics even in emergencies such as natural disasters, pandemics, and declining working population	R Damage to customer trust due to operational disruptions R Impedance to business growth due to human resources shortages O Increased sales from improving trust for stable provision of services	Social Value	● Realizing a stable supply chain
Strengthen Response to Climate Change	To fulfill our responsibilities as a corporate citizen in response to the government's declaration of carbon neutrality by 2050 and the demands of the international community to address climate change	R Risk of suspension of business by customers and suppliers R Loss of existing customers to competitors who pursue environmental measures O Increased sales from responding to customer needs	Environmental Value	● Contribution to a carbon-neutral society
Enhancement of Human Capital to Foster Innovation	To strengthen the foundation for value creation by encouraging employees to pursue well-being, improve engagement, and demonstrate the capabilities of diverse talent through investing in employees who serve as the source of the value of our business	R Risks associated with retaining and acquiring human resources with a high level of expertise R Decline in competitiveness due to labor shortages in the field O Improved productivity and quality through human resources development O Promotion of innovation	Social Value	● The happiness of workers ● Providing fair and stable employment
			Economic Value	● A logistics company that continues to be the preferred choice
Respect for Human Rights and Realization of Responsible Corporate Activities	To respond to social demands for corporate governance, anti-corruption, and respect for human rights, foster a strong business foundation, and continue to be a Group trusted by employees and society	R Litigation risk R Risk of suspension of business by customers and suppliers O Improved efficiency in acquiring human resources and developing customers and business partners by improving reputation	Social Value	● Realizing a safe society without accidents and disasters ● The happiness of workers ● Providing fair and stable employment
			Economic Value	● A logistics company that continues to be the preferred choice ● Providing fair and stable business opportunities

*2 Description of environmental and social impacts are provided according to "social, environmental, and economic values" as defined in the Sustainability Vision, which describes the vision of sustainability management. For details on our Sustainability Vision, please refer to P.51.

Critical Capital Utilization and Reinforcement

We are utilizing important capital that are the sources of value creation and working to strengthen capital through addressing Material Issues and business activities. We believe that the cycle of strengthened capital will lead to various transport modes, global network (Manufactured Capital and Social and Relationship Capital), and strong on-site capabilities (Intellectual Capital and Human Capital), which are the strengths of NX Group.

Value creation through capital utilization — INPUT

Strengthen capital through materiality initiatives and business activities — ACTIVITY / INTERNAL OUTCOME

Capital by Category	Capital in Relation to Value	Input	Priority Issues	Main Impact on the Company
Natural Capital	While logistics requires the consumption of natural resources such as energy, the negative impact of business activities on the environment must be considered.	• Energy consumption (crude oil equivalent): 307,019kL • Water consumption (total of Group companies in Japan): 961,000 m³	**Strengthen Response to Climate Change** ■ Reduction of our CO_2 emissions (Scope 1, 2, 3) **Develop and Strengthen Sustainable Solutions** ■ Development and deployment of CO_2 reduction products and services	● Improving Business Efficiency and Reducing Manpower ● Reducing CO_2 emissions
Manufactured Capital	A unique global network of business sites, as well as vehicles and warehouses that meet a variety of industrial needs, support quality of service, response to diverse value, and stable supply.	• 56 overseas countries/regions, 402 cities, 967 locations, 206 companies • Warehouse area: Approx. 8,940,000 m² • Vehicle fleet: 34,322 vehicles • Cargo handling and construction vehicles: 10,108 vehicles • Inland Navigation Vessels (The Himawari, one of the largest RORO ships in Japan): 3 vessels	**Accelerate Business Growth Globally** ■ Expansion of our location network through M&A **Solidify Global Supply Chain** ■ Improvement of efficiency/quality/profitability through the digitization of operations ■ Strengthen Logistics Solution offerings ■ Even more stable supply of services through strengthening of bases against disasters, etc.	● Expansion of global location network ● Strengthen operational capabilities by improving productivity (other than personnel)
Intellectual Capital	The sophistication and diversification of quality and value are supported by diverse transportation and storage know-how accumulated through the pursuit of quality in meeting various needs of various industries, and by deep industry knowledge in the supply chains of various industries.	• Diverse transport/storage know-how • Supply chain-related industry knowledge	**Solidify Global Supply Chain** ■ Provision of services that solve industrial issues through logistics platforms, etc. ■ Social implementation in new business domains accessed by leveraging intellectual capital and relationships with diverse partners	● Accumulation of data for data utilization infrastructure ● Accumulate know-how on safe, high-quality transportation and operations
Human Capital	The source of our value creation and competitiveness is our diverse talent base and organizational culture. These are imbued with a strong awareness of safety, compliance, and quality, so that, under our philosophy, we always strive for the best in every situation to advance our customers' businesses and society.	• Number of employees (consolidated): 77,925 Japan: 49,256 Overseas: 28,669	**Enhancement of Human Capital to Foster Innovation** ■ Improve employee happiness and engagement by promoting diversity, work style innovation, and health management ■ Recruitment/training to achieve a human resources portfolio with which to realize strategies for global talent, DX human resources, and more ■ Strengthening digital skills through digitalization of current operations **Respect for Human Rights and Realization of Responsible Corporate Activities** ■ Thoroughgoing safety/quality/compliance through the pervasiveness of our philosophy and "We Find the Way" mindset ■ Initiatives to respect human rights ■ Group governance to ensure NX quality	● Solid human resources and organizational culture in pursuit of quality ● Diverse talent that support value creation ● Training and acquisition of DX human resources ● Improving business efficiency and reducing manpower ● Retention and enhancement of human resources
Social and Relationship Capital	Trust built up over 80 years, as well as a domestic and international customer base that includes many leading companies upstream and downstream in the supply chain in a variety of industries—these form the cornerstone of our business stability and our ability to provide value across the supply chain.	• Trusted by society after more than 80 years of history since its founding • Number of customers (Japan): approx. 38,000 companies • Supplier base that support transportation domestically and internationally	**Accelerate Business Growth Globally** ■ Expand our customer/supplier bases through M&A **Respect for Human Rights and Realization of Responsible Corporate Activities** ■ Risk/crisis management, or building resilient logistics infrastructure by reducing manpower while maintaining human resources ■ Build relationships of trust with stakeholders for co-creation ■ Enhance supplier management and engagement	● Improve the stability of End to End business service infrastructure ● Improve customer loyalty based on trust toward quality and business continuity as a foundation ● Elimination of non-compliance
Financial Capital	A strong and disciplined financial base is the basis for sustainable growth.	• Assets: ¥2,414.9 billion • Ratio of equity attributable to owners of parent: 34.3%	**Asset Replacement** ■ Generate cash for M&A and lead to innovation by optimizing the business portfolio ■ Strengthen financial governance by promoting pervasive ROIC management	● Capital efficiency

Strengths of NX Group

Diverse Transport Modes
×
Global Network
×
Strong Front-Line Capabilities

Enhanced capital returns

Output and Outcome

Through a cycle in which the capital strengthened by our efforts to address Material Issues and by expanding and improving the efficiency of our business activities is reinvested as an input, we will drive NX Group's sustainable growth, create social value, and ultimately realize our Long-Term Vision.

INPUT → ACTIVITY → OUTPUT → OUTCOME

OUTPUT

Logistics

Japan

Sales revenue	¥1,260.3 billion
Segment income	¥44.5 billion

Americas

Sales revenue	¥138.0 billion
Segment income	¥5.7 billion

Europe

Sales revenue	¥527.9 billion
Segment income	¥4.7 billion

East Asia

Sales revenue	¥165.8 billion
Segment income	¥5.7 billion

South Asia & Oceania

Sales revenue	¥155.4 billion
Segment income	¥3.2 billion

Security Transportation

Sales revenue	¥69.5 billion
Segment income	¥2.4 billion

Heavy Haulage and Construction

Sales revenue	¥48.5 billion
Segment income	¥5.3 billion

Logistics Support

Sales revenue	¥446.7 billion
Segment income	¥16.1 billion

Forwarding Quantity

Ocean transportation	851,000 TEU
Air	933,000 t

OUTCOME

Environmental and Social Impacts

Environmental Value

- Contribution to a decarbonized society
  - CO_2 emissions (Scope 1, 2)*1: 691,000 t-CO_2 (Scope 1: 498,000 t-CO_2, Scope 2: 193,000 t-CO_2)
- Contribution to the spread of renewable energy
  - Number of wind power generation facilities installed: 50

Social Value

- New value for industry
  - Safe and secure supply of pharmaceuticals
  - Stable supply of semiconductors
- Stable social systems (uninterrupted supply chains)
- Role as a designated public institution in times of disaster
- Transportation of goods that contribute to international peace

Economic Value

- Fair and stable opportunities for employment and businesses
- Development of logistics human resources
- Annual dividend: ¥100 per share

Impact on the Company (strong capital that will be a strength in the continuous growth of the business and what differentiates us from others)

Natural Capital

- Reduced reputation risk
  - CDP Climate Change: B evaluation
- Creation of solutions to facilitate customer decarbonization
  - EcoTrans Navi, etc.
- Increasing contribution to reducing customers' CO_2 emissions
- Reducing CO_2 emissions: -35,000 t-CO_2 (Scope 1: -29,000 t-CO_2, Scope 2: -5,000 t-CO_2)

Manufactured Capital

- Expansion of global location network
- Reduction of operation time through strengthening operational capabilities by improving productivity (other than personnel) and introduction of automation technology: 15.3% (compared to 2023)

Intellectual Capital

- Accumulation of data for data utilization infrastructure
- Risk Management Systems Developed and Completed for the Entire Group
- Number of whistleblowing system notifications and consultations (497)
- Accumulation of safe, high-quality transport and operation know-how・Compliance rate of voluntary inspections based on the safety and quality management standards
- Strengthen the ability to solve the issues of clients
  - Number of sales knowledge content
  - Number of released solutions

Human Capital

- Solid human resources and organizational culture in pursuit of quality
- Diverse talent that support value creation
  - Percentage of female managers: 5%*2
- Total number of participants in the programs for training and acquisition of DX human resources and specialized DX education: 160
- Accumulated amount of productivity improving business efficiency and reducing manpower and business reforms: ¥13.4 billion
- Retention and enhancement of human resources・NX Core Engagement Score (73pt)・Human capital ROI・Average years with the company (15 years)*3

Social and Relationship Capital

- Improve the stability of End to End business service infrastructure
  - Forwarder ranking: 4th
- Improve customer loyalty based on trust toward quality and business continuity as a foundation
  - Increased number of customers and number of years of continuous business
- Increasing contribution to reducing CO_2 emissions
- Creation of work environments in accordance with the NX Group Human Resource Policy
  - NX Core Engagement Score: 73pt
- Elimination of non-compliance: Zero serious incidents
- Elimination of significant accidents and disasters

Financial Capital

- Capital efficiency (ROE): 0.3%

*1 CO_2 emission figures are for the period January to December 2025.
*2 Seven main companies in Japan
*3 NIPPON EXPRESS HOLDINGS, INC. and NIPPON EXPRESS CO., LTD. (Employees (general staff), employees (area-based staff), employees (elderly), and temporary employees under direct contract)

Satoshi Horikiri
President, Chief Executive Officer and Representative Director
CEO

Interview with the CEO

To realize our Long-Term Vision, we will further strengthen initiatives to enhance corporate value and accelerate growth by evolving and integrating our strategies.

In an environment of increasing uncertainty, we took on structural reforms and other initiatives.

Uncertainties over trade policies and geopolitical risks continued in FY2025. What sort of year was it for NX Group in terms of changes in the business environment and other factors?

The world experienced significant turmoil in FY2025 due to emerging trade policy issues and geopolitical risks. Amid ongoing conflicts in Ukraine and the Middle East, the international order has become unstable and the global economy faces increasing uncertainty, which has had significant impacts on the international trade environment. Until a new order is established, the world remains in turmoil. I sense that we face a high-risk environment in which we must find our own path forward.

Our overseas businesses experienced much greater negative impacts than anticipated under these circumstances. In particular, our performance in Europe declined amid an ongoing economic downturn, resulting in impairment of "goodwill". Both our Long-Term Vision and our Business Plan aim for overseas growth while maintaining profitability, recognizing immediately improving profitability and reducing volatility as pressing issues.

In Japan, on the other hand, measures such as rebuilding businesses in Japan and pursuing account management have produced steady and tangible results, but further acceleration remains a challenge. While some regions and industries are shrinking, new industrial clusters are emerging in sectors such as the semiconductor industry and new energy-related fields. To flexibly respond to these changes, we have introduced a company structure at NIPPON EXPRESS CO., LTD., spun off businesses such as our Security Transport Business and Heavy Haulage and Construction Business, and reorganized our operating subsidiaries.

Last year, we implemented second-career support in Japan, while overseas we streamlined operations by consolidating and optimizing our offices to address changes in the external environment. We are also pursuing productivity improvements through automation in response to labor shortages and rising costs, and are moving forward with rate revisions.

Our most important issue now is balancing growth with profitability, meaning we need to further strengthen our "earnings power." Achieving operating income of ¥100 billion is our top priority for FY2026. We will implement indirect cost cuts and other initiatives and seek to generate positive outcomes with the conviction that our "ability to execute" these measures is the key to reliably bringing about the desired results.

Promoting and strengthening initiatives to enhance corporate value

Our company is undertaking the "Initiatives to Enhance Corporate Value (Update)" that we disclosed in February last year. We have decided to acquire Metro Supply Chain Group (hereinafter "Metro Supply Chain"), which engages in Logistics Business mainly in Canada, and will push these initiatives forward while maintaining optimal cash allocation. Please tell us about progress, challenges, and future initiatives surrounding your efforts to enhance corporate value.

Our assessment is that our "Initiatives to Enhance Corporate Value" made smooth progress in the first year.

Looking at some points of note, the first concerns the sale of low-profit real estate. Against an initial target of ¥50 billion or more, the cumulative total has already reached ¥117.2 billion as of FY2025, so we have raised the planned value to ¥150 billion or more. We had expected sales totaling ¥20 billion for the current fiscal year, but we will be expanding this to around ¥50 billion. These funds, together with those from last year's sales of assets such as Tokyo C-NX, will be allocated to the acquisition of Metro Supply Chain.

The second point is that we have set a ceiling of ¥50 billion for planned share buybacks in the current fiscal year, premised on buybacks totaling ¥160 billion during the Business Plan period.

The third point concerns the use of debt. We expect to increase borrowings by around ¥120 billion through new funding and other means. Alongside expanding profits, we aim to improve ROE by maintaining our shareholders' equity ratio, optimization of capital structure, and utilizing appropriate financial leverage.

The sale of Tokyo C-NEX, one of our core business locations, played a significant role in our selling of low-profit real estate. With this sale, the commitment to selling low-profit properties spread quickly company-wide, prompting all employees to seriously consider ways of effectively utilizing our real estate holdings nationwide and improving their profitability.

We are planning to invest around ¥200 billion to acquire Metro Supply Chain, using much of our M&A investment allocation of ¥450 billion. To complete large-scale M&A aimed at expanding our global reach and business as anticipated in the current Business Plan period, we will work to strengthen our customer base and global network, essential elements in expanding End to End solutions grounded in account management. At the same time, however, we recognize the need to transform our business model. To date, our domestic Logistics Business has operated under an asset-based business model in which owning our own warehouses provided a competitive advantage. Going forward, we will shift to a business focused on solutions as our edge. To achieve this, we will laterally deploy accumulated know-how while accelerating the development of professional talent. We also view greater utilization of evolving DX and AI as an important element in providing logistics solutions to our customers. By creating new value, we will ensure that initiatives such as selling low-profit real estate not only help improve our balance sheet but also transform our business model.

However, such transformations inevitably take time. If we are unable to enhance the profitability of existing businesses and boost our earnings capacity during the transformation period, further improvement in corporate value will be difficult. We have incurred growing indirect costs in carrying out transformation initiatives over the past few years. We are committed to reducing these as well, our goal being to lower our SG&A ratio to 5% by 2028. This will amount to a reduction of approximately ¥27 billion, based on current sales. We will implement ¥10 billion in cost reductions in FY2026.

Efforts to enhance corporate value are making persistent and accelerated progress according to plan, but we continue to study further ways to strengthen these efforts. We will provide updates on the status and results of these studies in a timely manner.

Enhancing our advantages in Asia, our high quality, and our on-the-ground capabilities to achieve further growth

How do you plan to expand End to End solutions grounded in account management and accelerate the growth of your global business?

"The provision of account management-based End to End solutions," a cornerstone of our growth strategy, is a concept by which we systematically expand the customer base for account management and heighten the activity level to assess customers' unique needs, then address those needs and solve customers' issues through total logistics solutions focused on warehouse-centered logistics and forwarding services.

We have completed the development of our account management structure and have organized dedicated sales teams for approximately 300 companies, Japanese and non-Japanese. We are now at the stage of stepping up these efforts. As an example, one of our customers – a European semiconductor manufacturer – has recognized the quality of our logistics services in Japan, resulting in further inquiries in Asia and Europe. We intend to further expand such outcomes. These success stories have significance beyond sales results alone. We have been able to reaffirm the points for which customers trust us and the reasons for which they have expectations of us, clarify where our Group's competitive advantages lie, and identify what we should further refine.

In promoting account management and expanding End to End solutions, our company has two areas of strength in Asia. One is our share of cargo handling to and from Asia. We may not yet be able to compete at the global level with the industry's top three companies, but we are competitive for cargo to and from Asia, including Japan. It is said that 60-70% of the world's cargo originates in or is destined for Asia, an area in which we can leverage our strengths. Where we feel we have an even greater strength is the quality and on-the-ground capabilities cultivated in our home market of Japan, and our customer-first mindset is exemplified by our corporate message of "We Find the Way." These have been more highly acclaimed by non-Japanese companies than we initially expected, and business opportunities are steadily increasing as we expand account management. By further refining these strengths, we are confident that we can achieve further growth.

Accelerating our growth strategy will become a key focus. In particular, we need to expand our non-Japanese customer base, recruit highly skilled foreign talent, and strengthen our logistics functions and know-how in order to achieve overseas growth and win out against global competitors. We must accelerate these efforts, and we will do so by combining organic and M&A strategies to achieve our goals more rapidly.

Reflecting on past M&A projects and seeking to integrate an organic growth strategy with an M&A strategy and other approaches

Regarding your M&A strategy, what is your assessment of past M&A projects, and how far along has PMI progressed at cargo-partner (hereinafter "CP") and Simon Hegele (hereinafter "SH")? Based on what has gone according to plan, on issues that have come up, and on lessons derived from these, what is your policy from here on out?

Our company has engaged in M&A projects in Japan and overseas since 2012. Looking back, we recognize that some initial selections of target companies were not closely aligned with our overall strategy and that our PMI structure was insufficient in some cases. As a result, there have been cases in which our business plans fell short of original expectations and we recorded impairment losses, and cases in which Group-wide synergies were limited.

Conversely, there have been successful cases in which we strengthened our space purchasing power in the Forwarding Business or reinforced our business foundations in the lifestyle and healthcare sectors. Making the most of our evaluations of such experiences and the lessons learned, we continually strive to select acquisitions aligned with our Long-Term Vision and Business Plan, strengthen our PMI structure, and otherwise enhance our M&A processes.

We have made steady progress with PMI over the past two years since acquiring cargo-partner. However, last year we recorded "goodwill" impairment, mainly in the European region. The reasons for this were that, as mentioned earlier, we did not anticipate such a downturn in logistics demand and such a significant worsening of the business environment when we acquired CP. Accordingly, we have been undertaking large-scale streamlining efforts since the second half of last year and expect to complete the turnaround in the latter half of this year. In retrospect, we believe it is essential to detect signs of such business environment deterioration sooner and reflect them in our M&A strategy. At the same time, the acquisition's objectives of strengthening our business infrastructure in Central and Eastern Europe and expanding our non-Japanese customer base remain significant and are expected to become important business foundations for our Group in the medium to long term. We are also starting to realize integration benefits. We expect to complete PMI for cargo-partner's locations and organizations by the end of this year, then further develop these efforts into a Central and Eastern Europe business expansion project. We will accelerate synergies by linking this project with our Pan-Asia strategy that views Asia as a single unit, our Indian Ocean Rim strategy covering countries and regions around the Indian Ocean, and our initiatives for emerging market development. In the course of organically integrating these strategies, PMI at cargo-partner will enter a stage at which the company demonstrates its strength within our Group network.

Simon Hegele, meanwhile, is a logistics company headquartered in Germany with expertise in installing large medical equipment in hospitals. With the addition of our Group's forwarding functions, it is now able to provide End to End services globally. Initially, we are rolling out logistics services in Japan similar to those in Europe for foreign medical equipment manufacturers who are clients of Simon Hegele. We aim to generate further synergy by focusing on capturing the forwarding operations of customers inherited from Simon Hegele and globally

expanding our logistics operations.

On April 17, the acquisition of Metro Supply Chain was announced. Please tell us the purpose of this M&A.

Metro Supply Chain is one of the largest logistics companies in Canada, with a history of about 50 years. It is a strongly competitive firm that engages in contract logistics mainly in the North American market. As a policy and direction for M&A, we have considered M&A focusing on the key themes of "expanding our global reach" and "enhancing our functions" as ways to reinforce the foundations of our global network. The acquisition of Metro Supply Chain addresses two key issues in this direction – "access to non-Japanese customers in North America" and "acquisition of business infrastructure in growth regions" – and we see it as extremely closely aligned with our strategies.

Looking at specific regions, the sales ratio of the "Americas," which had been small compared to its economic scale, will double from 6% to 12%, shifting us toward a globally balanced portfolio. In terms of business lines, the ratio of the "Forwarding Business," which is more susceptible to market fluctuations, will decrease, while the ratio of the "Logistics Business," which can be expected to provide stable revenue, will increase. As a result, we believe that the volatility of revenue, which had been an issue, will decrease and our resilience to external environmental changes will be strengthened. We will strive to create synergies by leveraging the expertise we have accumulated and executing disciplined PMI.

The transformation of our corporate culture has driven various reforms, leading to achievements such as the rebuilding business in Japan

Profitability for Logistics Japan has been showing improvement in the wake of reforms such as the introduction of an internal company structure in January 2025. What effects have you seen from the rebuilding businesses in Japan?

At NIPPON EXPRESS CO., LTD., the core of our Japan business, we have been undertaking reforms aimed at becoming a "customer-oriented company," a "highly profitable company," and a "preferred company" by pursuing portfolio management and introducing an internal company structure. The driving force behind these reforms has been the transformation of our corporate culture. Since the tenure of my predecessor Mr. Saito , we have been carrying out a variety of initiatives. We renewed our Group brand, co-located many departments and Group companies in the new head office building, and promoted the creation of comfortable workplaces by dismantling organizational barriers through measures such as free address seating and telecommuting. I see overall optimization, innovation, leadership, backcasting, and data-driven approaches as the keys to transforming corporate culture. We have promoted independence among employees and improved engagement by holding town hall meetings nationwide as venues for frank discussions and by introducing an internal recruitment system throughout the Group. The creation of a foundation for such reforms is working in concert with concrete initiatives, and we now feel that we are moving forward as a whole. This is not limited to just Logistics Japan; I also feel that Group management itself has evolved. While many employees felt uncertain immediately after the shift to the holding company structure, the roles of operating companies that focus on business and those of the holding company that carries out Group management have become clear, and the organization is functioning well. The operating companies act on Group-wide policies put forward by the holding company, and the organization as a whole is aligned in the same direction. The roles, expertise, and strengths of each operating company are clearly recognized within the Group, based on which collaborative relationships are yielding synergies. As a result, the performance of other Group companies other than NIPPON EXPRESS CO., LTD., such as NX NP Logistics Co., Ltd., and NX SHOJI CO.,LTD. has been improving.

Connecting sustainability and the use of advanced technology to growth opportunities

I would next like to ask about sustainability management. Could you tell us about how sustainability ties in with the value delivered to customers and business differentiation, and discuss future key points regarding responses to non-financial information disclosure and the use of AI and DX?

What is important in sustainability management is the perception that it has been integrated with everyday management operations. The Logistics Business forms a part of social infrastructure, and all of our business activities directly connect to people's lives. In other words, providing logistics that is good for the environment and society leads directly to positive evaluation by our customers. That, in turn, becomes a source of competitiveness. We believe that a simple understanding of this fact leads to sustainability management, and we are developing and strengthening sustainable solutions that help build sustainable societies through environmentally conscious logistics and advanced services.

We obtained validation of our near-term targets by the Science Based Targets initiative (SBTi) in June 2025 and plan to promote and strengthen our decarbonization initiatives, while also viewing Human Capital Management as an important management topic. We position human resources as a source of competitiveness and are advancing

multi-faceted initiatives that include promoting diversity, developing self-directed human resources, and enhancing engagement. As we conduct business globally, it is also unavoidable that we deal with the laws and regulations of other countries and regions. We intend to go beyond passive compliance in our non-financial information disclosure, using it proactively to enhance management transparency and facilitate dialogue with the market. One of our benchmarks for progress in information disclosure is incorporation in the DJBICI Index (former DJSI). Through the process and practice of such initiatives, we believe that sustainability management will accelerate as each employee comes to perceive how sustainability is integrated with business.

We recognize the advance of AI and DX as something that could greatly change the competitive structure of the logistics industry. How we incorporate and utilize such advanced technologies will be a differentiating factor and an important key as our company makes the shift from asset-based business to solutions-based business. At the same time, technology is advancing rapidly, and there is a risk of yesterday's state-of-the-art quickly becoming legacy technology. From this perspective, we are working on immediate issues such as streamlining on-site operations and reducing labor requirements, while also looking ahead to changes in social and business environments and working to create new business domains. We believe that, by combining new technologies with the extensive know-how generated daily by our Group's robust physical layer (our sites, facilities, and logistics networks) built up over the years, we can achieve greater operational efficiency, business sophistication, and value creation.

The direction of our Long-Term Vision remains unchanged, and we are updating our Business Plan to achieve it.

Given changes in the business environment, how do you perceive NX Group's Long-Term Vision and Business Plan, and how will you perform rolling updates of the Business Plan?

NX Group's Long-Term Vision was formulated about seven years ago, depicting the company's state 20 years into the future. Our concept for the Vision is to realize it through four five-year Business Plans, of which the current Business Plan is the second. Although we have steadily implemented "to-do" items under our Long-Term Vision, changes in the business environment and the results of important strategies have convinced us to update the Business Plan with a focus on three points. The first of these is the evolution of key strategies. With our structure for account management now established, we will enhance the level of our human resources, strengthen logistics functions in End to End solutions, and make progress visual through customer portfolio management. The second point is the integration of key strategies. We will accelerate overall strategic growth by integrating organic and M&A strategies, financial and business strategies, and region-specific strategies. The third point is the expansion of profit from M&A projects. The path toward our FY2028 target of ¥3 trillion in sales revenue has become clear with the acquisition of Metro Supply Chain. While advancing PMI, we will expand profits from past M&A deals through integration with organic strategies.

Although we will refine these and other points, the direction toward our Long-Term Vision remains unchanged. We will continue to update our Business Plan to realize our Long-Term Vision, taking environmental changes into account.

Conveying a message to stakeholders

In closing, please share a message with your stakeholders, touching on your personal commitment as President.

I would like to sincerely thank all of our stakeholders for your continued understanding and support.

This year, the midpoint fiscal year of our Business Plan, we aim to achieve the planned operating income of ¥100 billion and demonstrate the results of our initiatives so far. Internally, we are emphasizing the importance of "execution skills" as the most critical factor in realizing this goal.

Amid economic globalization, Japan's shrinking and aging population, and low domestic economic growth, NX Group is approaching a major turning point within a changing external environment. We are parting ways with a Japan-focused, asset-emphasizing, low-growth era and, while focusing on capital efficiency, are aiming for global growth and a shift toward a business model that creates value through solutions. The path toward realizing such a Long-Term Vision will not be easy, but we will not "waver". As a leading logistics company in Japan, we will continue to grow so that we can demonstrate our presence in the global market. We strive to be a company where employees can work with confidence, pride, and happiness, a company that contributes to the growth of our customers, and a company that meets the expectations of all stakeholders. We appreciate your continued understanding and support.

Business Plan Initiatives to Improve Corporate Value

0.9 to 1.0[*1] → Target 1.0 to 2.0

Improve corporate value
Increased PBR

6.2%[*1] → Target 10% or more

Increased ROE

Assuming PER 15x
ROE 6.7% or more → PBR more than 1x
ROE 10% or more → PBR more than 1.5x

15 to 16[*1] → Target 15 to 20

Increased PER

Industry average PER (15x to 16x)

Increase the expected growth rate

Increase non-financial value

Goals to Achieve

Expansion of sales revenue
- Expand sales revenue in overseas regions
- Acquire sales revenue through M&As
- Capture growth of priority industries and major customers
- Develop and strengthen of sustainable solutions

Goals: • Sales revenue: ¥3 trillion • Growth investment: ¥600 billion

Increase the income ratio
- Enhance domestic businesses in Japan
- Innovate, organize, and swap low-revenue businesses
- Strengthen the competitiveness of each business

Goals: • Business income ratio: 5%

Improve capital efficiency
- Promote business portfolio management that focuses on ROIC
- Sales and swapping of cross-shareholdings and low-revenue assets

Goals: • ROIC: 10% or more (Income before income taxes)

Optimization of capital structure
- Appropriate shareholders' equity ratio (Debt financing suited to business growth)
- Enhance return to shareholders

Goals: • Shareholders' equity ratio: Around 35% • Dividend payout ratio: 40% or more • Total return ratio: 55% or more

Strengthen dialogue with investors
- Increase understanding of management strategy and targets and strengthen trust
- Improve communication on financial and non-financial values
- Expand investor base

Sustainability initiatives
- Develop and strengthen of sustainable solutions
- Enhancement of human resources
- Become a company chosen by the customers, society, shareholders, and employees

Expand equity spread through initiatives to increase ROE and reduce capital costs

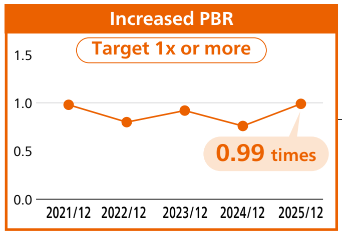
*1 Results at the end of FY2023

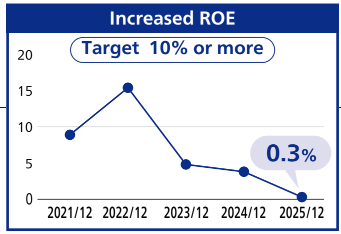
Status of Business Plan 2028 Initiatives

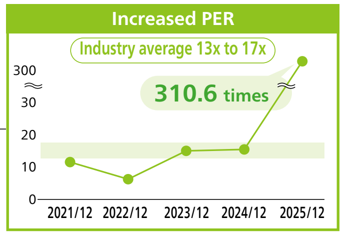
NX Group launched a new business plan in January 2024: NX Group Business Plan 2028 "Dynamic Growth 2.0 – Accelerating Sustainable Growth." There are no changes to either our aimed-for stance or direction, but we have been undertaking with a greater sense of urgency various measures heralded in the business plan with the aim of achieving our Long-Term Vision of becoming "A logistics company with a strong presence in the global market."

In this business plan, we disclose "efforts to realize management that considers capital costs and share price." Also, in view of the fact that PBR remained below one as of February 2025, we recognized the necessity of a different level of initiatives and an accelerated pace of transformation towards the realization of the Long-Term Vision and updated our initiatives to improve corporate value. To improve corporate value (PBR improvement), we believe it is necessary to achieve capital returns exceeding the cost of capital and to expand the equity spread.

Under these conditions, for the current consolidated fiscal year, while there were revenue-increasing factors such as the addition of Simon Hegele (hereinafter "SH") to the Group, there were also revenue-decreasing factors such as integration of specified freight businesses in domestic logistics, resulting in overall sales revenue decreasing compared to the previous year. Business income increased compared to the previous year due to improvement in profitability in domestic logistics and steady performance in the Logistics Support Business.







* ROE: On an IFRS basis since the fiscal year ended December 31, 2023

(Amounts rounded off to the nearest ¥100 million)

Item	FY2024 Results	FY2025 Results	Amount of Change (compared to the previous year)	Amount of Change (compared to the previous year)	FY2028 Target
Sales revenue	¥2,577.6 billion	¥2,574.8 billion	(¥2.8 billion)	(0.1%)	¥3,000.0 billion
Consolidated income by segment (Business income)	¥63.5 billion	¥65.9 billion	¥2.3 billion	3.8%	¥150.0 billion
Business income ratio	2.5%	2.6%	–	–	5.0%
Operating income	¥49.0 billion	¥51.4 billion	¥2.4 billion	4.9%	¥150.0 billion
Profit attributable to owners of parent	¥31.7 billion	¥2.6 billion	(¥29.0 billion)	(91.5%)	¥100.0 billion
Overseas sales revenue * Excluding between segments	¥926.2 billion	¥911.7 billion	(¥14.5 billion)	(1.6%)	¥1,200.0 billion
Overseas sales ratio	35.9%	35.4%	–	–	40.0%
ROE	3.8%	0.3%	–	–	10.0% or more

	Goals to Achieve	Indicators		FY2023 Results	FY2024 Results	FY2025 Results	FY2028 Plan
Business Growth Strategy	Expansion of sales revenue	Sales revenue		¥2,239.0 billion	¥2,577.6 billion	¥2,574.8 billion	¥3,000.0 billion
		Growth investments (cumulative from FY2024 to FY2028)	Cumulative M&A investments	–	¥129.9 billion	¥177.3 billion	¥450.0 billion
			Accumulated capital investments (updates and increases)	–	¥73.1 billion	¥80.9 billion	¥500.0 billion
	Increase the income ratio	Business income ratio		3.6%	2.5%	2.6%	5.0%
		Business income		¥81.2 billion	¥63.5 billion	¥65.9 billion	¥150.0 billion
Financial Capital Policy	Improve capital efficiency	ROIC (Income before income taxes)		5.6%	4.0%	3.9%	10% or more
	Optimization of capital structure	Shareholders' equity ratio		37.9%	37.2%	34.3%	Around 35%
		Dividend payout ratio		71.7%	82.3%	926.7%	40% or more
		Total return ratio (cumulative from FY2024 to FY2028)		–	113.6%	2770.8%	55% or more

Analysis of Business Performance

Status of Business Environment

In FY2025, the world economy showed resilience and gradual growth, especially in emerging countries, supported by slowing inflation and gradual monetary easing. However, economic uncertainties heightened, given the US tariff policy, responses by various countries, protracted Russian invasion of Ukraine, instability in the Middle East, and persistent geopolitical and economic security risks.

Amid such economic conditions, the business environment surrounding NX Group saw a surge in demand in some areas in international logistics due to the effects of US tariff measures, but including the subsequent reaction, cargo movements originating from Asia, including Japan, which is our group's main market, remained generally sluggish. In addition, both air cargo and ocean transportation continued to be affected by declining freight rates. In domestic logistics, personal consumption showed a mild recovery and there were signs of a rebound in capital investment, but overall cargo movements lacked strength. Furthermore, structural issues requiring action were present across the logistics industry, including the worsening labor shortage, persistently high fuel costs, the rise in transportation costs due to higher prices, and increased costs associated with environmental regulations.

We continue to face a situation where careful attention must be paid to impacts on the supply chain from geopolitical risks and economic security uncertainties as well as labor shortages and the rise in various costs.

Business Performance

Under such a management environment, the second year of the five-year "NX Group Business Plan 2028 "Dynamic Growth 2.0 – Accelerating Sustainable Growth" launched in January 2024 saw efforts made with even greater speed toward realizing the Long-Term Vision of "A logistics company with a strong presence in the global market," through advancing initiatives cited in the business plan: "Accelerating business growth in the global market," "Rebuild Businesses in Japan," and "Promotion of sustainability management," as well as strengthening "efforts to improve corporate value".

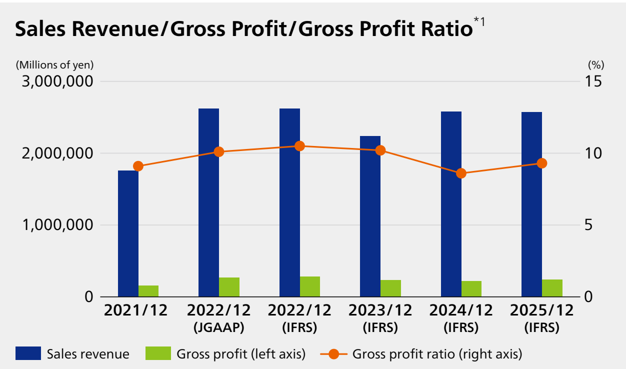
In FY2025, sales revenue increased due to the acquisition of SH but declined year-on-year mainly due to the integration of consolidated cargo businesses in Japan. Business income increased thanks to spot demand and profitability improvement in Logistics Japan and the steady performance of the logistics support segment, while operating income grew by ¥2.4 billion due to a ¥75.3 billion year-on-year increase in land sale profit, compensating for the ¥59.2 billion goodwill impairment in Europe. On the other hand, net income decreased by ¥29.0 billion year-on-year because of foreign exchange losses from a weaker dollar and an increase in interest and tax expenses.

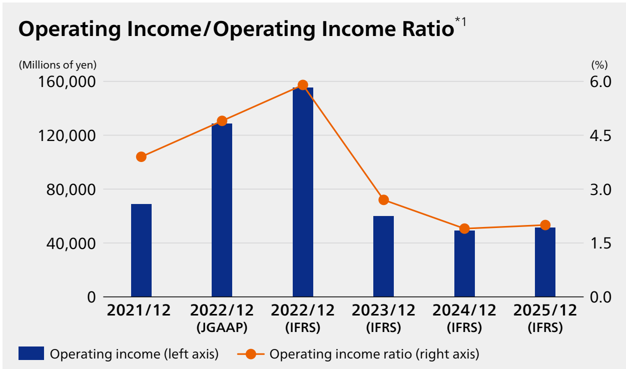
Performance Forecast

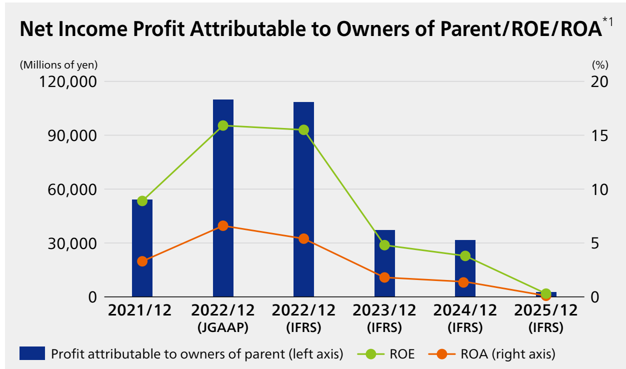
The FY2026 results forecast calls for sales revenue of ¥2.7 trillion, operating income of ¥100.0 billion, income before income taxes of ¥90.0 billion, and profit attributable to owners of parent of ¥60.0 billion.

Although geopolitical risks persist and the management environment remains uncertain, we expect that, while a full recovery of logistics demand will take some time, the recovery in logistics demand will continue both domestically and internationally. In addition, we are making progress in cost reduction through structural reforms and expect both revenues and income to increase year-on-year.

In the event that it becomes necessary to revise the performance forecast, we will disclose it promptly.







*1 The end of a fiscal year for NX Group has been changed from March 31 to December 31 from FY2021. As such, consolidated results for the fiscal year ended December 31, 2021 reflects values of nine months from April 1, 2021 to December 31, 2021.

Analysis of Financial Position

Financial Position

Total assets as of the end of FY2025 amounted to ¥2,414.9 billion, an increase of ¥117.3 billion, or 5.1%, compared to the previous fiscal year. Current assets amounted to ¥1,033.3 billion, an increase of ¥98.4 billion, or 10.5%, from the previous fiscal year, and non-current assets totaled ¥1,381.6 billion, an increase of ¥18.9 billion, or 1.4%, from the previous fiscal year.

The increase in current assets was mainly attributable to an increase in trade and other receivables.

The increase in non-current assets was mainly attributable to an increase in right-of-use assets.

Current liabilities amounted to ¥759.5 billion, an increase of ¥1.6 billion, or 0.2%, from the previous fiscal year, and non-current liabilities totaled ¥806.3 billion, an increase of ¥139.7 billion, or 21.0% from the previous fiscal year.

The increase in current liabilities was mainly attributable to an increase in trade payables and other liabilities.

The increase in non-current liabilities assets was mainly attributable to an increase in bonds payable and loans payable.

Total capital as of the end of FY2025 amounted to ¥849.0 billion, a decrease of ¥23.9 billion, or 2.7%, from the end of the previous fiscal year.

Overview of Cash Flows

Cash and cash equivalents at the end of FY2025 amounted to ¥283.3 billion, an increase of ¥32.0 billion from the end of the previous fiscal year.

Net cash provided by operating activities amounted to ¥208.6 billion, a decrease of ¥19.2 billion in proceeds from the corresponding period of the previous year. This result was mainly due to an increase in income taxes paid.

Net cash used in investing activities amounted to ¥3.2 billion, a decrease of ¥137.5 billion in expenditures from the corresponding period of the previous year. This result was mainly due to an increase in proceeds from sales of property, plant and equipment.

Net cash used in financing activities amounted to ¥173.9 billion, an increase of ¥9.8 billion in expenditures from the corresponding period of the previous year. This result was mainly due to an increase in expenditures for the repayment of short-term borrowings.

Regarding the funding sources and liquidity of capital for NX Group, the main cash needs for the Group are operating expenses such as consigned forwarding costs, fuel costs, sales costs, and general and administrative costs, as well as growth investments such as establishing and renovating group facilities and M&A activities.

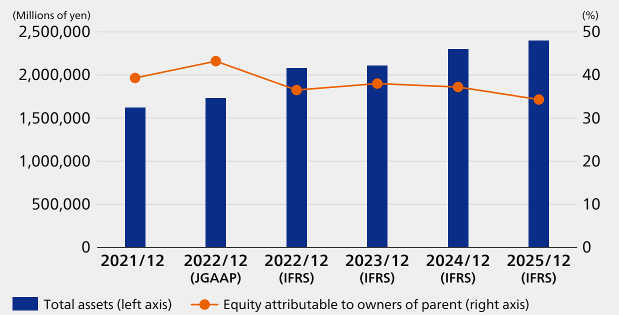
We are working to meet these capital demands through net cash provided by operating activities and funds on hand, as well as by procuring funds through borrowings from financial institutions and the issuance of bonds.

With regard to working capital on hand, our company and some of our consolidated subsidiaries have introduced a Cash Management System (CMS) with the goal of improving capital efficiency through integrated management of surplus funds at each company.

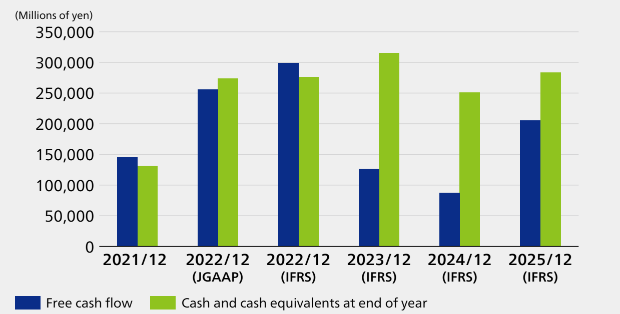
Capital Investment

In view of future business developments, NX Group is making capital investment in infrastructure such as distribution bases and commercial warehouses, and replacing vehicles and other transport equipment in order to respond to reforms in logistics structures and international logistics. In FY2025, we invested a total of ¥80.9 billion.

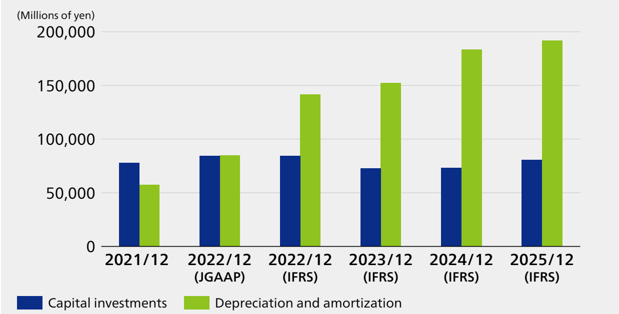
Total Assets/ROE Attributable to Owners of Parent*1



Free cash flow/ Cash and Cash Equivalents at End of Year*1



Capital Investments/ Depreciation and amortization*1



*1 The end of a fiscal year for NX Group has been changed from March 31 to December 31 from FY2021. As such, consolidated results for the FY2021 reflects values of nine months from April 1, 2021 to December 31, 2021.

Analysis and Evaluation of Current Status for PBR, ROE, and PER

Results from and Looking Back on PBR, ROE, and PER

PBR (price-to-book ratio) for NX Group as of December 31, 2025 stood at 0.99, remaining approximately 1.0x. When the PBR is broken down into ROE (Return On Equity) and PER (price-to-earnings ratio), although shareholders' equity decreased due to treasury stock acquisition, ROE remained at a low level due to the significant decline in net income and still fell below the approximately 7% cost of shareholders' equity recognized by our Group.*1 We recognize that market expectations for growth are reflected to a certain extent in the PER, due in part to the enhancement of initiatives to improve corporate value, as updated in February 2025.

We view the fact that current ROE remains below our recognized cost of shareholders' equity as the main factor keeping PBR at its current level. Thus, the most important issue for further improvement of the PBR is to achieve ROE exceeding the cost of shareholders' equity as soon as possible and to secure an equity spread.

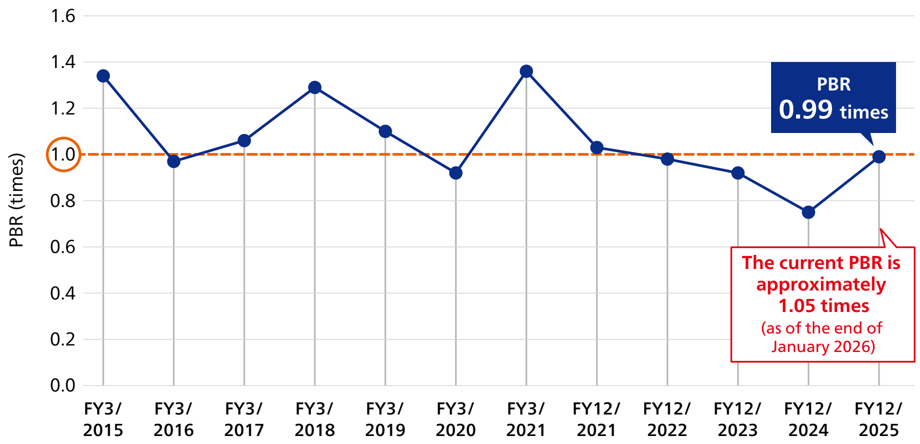
*1 The cost of shareholders' equity calculated using the capital asset pricing model (CAPM) is 6.7% (as of the end of June 2025) Through dialogue with capital markets, we believe there are no deviations from the levels recognized by the capital markets recognize.

Improvements in ROE and PER

The decline in ROE was mainly due to lower profit levels resulting from rising costs. We view the strengthening of earning power, namely, expanding profits, as an urgent priority, alongside advancing the initiatives to enhance corporate value that we updated in February 2025. While pushing forward with cost reductions through structural reforms, it is also important to accelerate the strategies formulated in the business plan. For future growth, we believe that expanding and accelerating End to End solutions starting from account management will be key points.

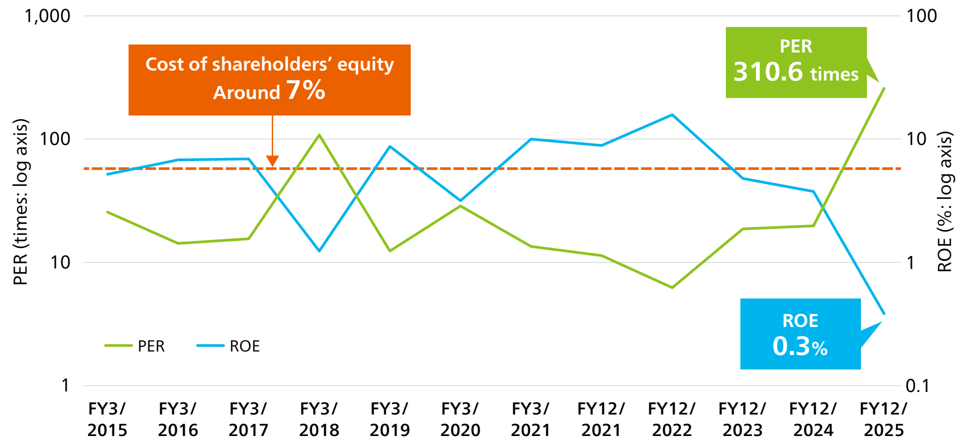
Although we recognize that PER reflects market growth expectations to some extent, we believe it is still necessary to continue working to reduce the cost of shareholders' equity as well as raise growth expectations for the business. We will work toward improving our expected growth rate by reducing business risks (volatility) through expanding End to End solutions that are not biased toward the Forwarding Business, reducing costs of shareholders' equity through active dialogue with capital markets, and showing actual progress with our growth scenario.

PBR trends



ROE trends*2 PER trends

*2 ROE: On an IFRS basis since the fiscal year ended December 31, 2023



Message from the Chief Managing Officer of the Corporate Strategy Headquarters

Accelerating transformation to improve corporate value

Senior Managing Executive Officer, CFO **Hideshi Otsuki**

NX Group is promoting its business plan with the aim of realizing its Long-Term Vision: "A logistics company with a strong presence in the global market." Believing that this acceleration requires new initiatives at a higher level than in the past and a shift to a higher gear of transformation, we decided to update our "Initiatives to Enhance Corporate Value" in February last year. To improve corporate value, we believe that it is essential to steadily achieve returns above the cost of capital and expand the equity spread. I will now explain the progress of these initiatives.

The figure shows the progress of these initiatives through FY2025 and our plans for FY2026. We have decided to acquire Metro Supply Chain Group (hereinafter "Metro Supply Chain"), which engages in the Logistics Business mainly in Canada, and will push forward initiatives to enhance corporate value while maintaining optimal cash allocation.

For the acquisition of Metro Supply Chain, we plan to use funds from real estate sales, such as funds from the sale of Tokyo C-NX last year. We have also decided to proceed with treasury stock acquisitions of up to ¥50 billion in FY2026, on the assumption that total treasury stock acquisitions over the Business Plan period will amount to ¥160 billion. To procure these funds, we expect borrowings to increase by around ¥120 billion through new financing, etc. However, NIPPON EXPRESS HOLDINGS, INC. plans to maintain its credit rating with a shareholders' equity ratio of around 35%. While we had set low-profit real estate sales at around ¥20 billion for FY2026, we have decided to expand this to around ¥50 billion.

In selecting properties for low-profit real estate sales, although we currently set an ROIC of 5% on a fair value basis as the hurdle rate, we plan to raise this benchmark going forward. For M&A, we have set cash allocation at ¥450 billion. However, since we plan to invest about ¥200 billion to acquire Metro Supply Chain, cumulative investment during the current business plan period is expected to total about ¥380 billion. We have utilized most of our investment framework and completed a large-scale M&A aimed at expanding global reach that had been assumed in the current business plan period. With the acquisition of Metro Supply Chain, sales revenue is now on track toward the FY2028 target of ¥3 trillion, and we will promote PMI of the acquired company along with our organic strategies. Furthermore, through integration with organic strategies, we plan to accelerate strategy execution and expand earnings, aiming to achieve the FY2028 business income target of ¥150 billion.

In accordance with the plan, we carried out M&A transactions, the sale of low-yield real estate, and the repurchase of treasury stock.

				Five-Year plan 2024–2028	Results (Forecast)	Cumulative Results 2024–2026
Improve ROE	Shift to Highly Profitable Businesses / Asset Replacement	Real Estate	Sell Off Low-Profit Real Estate	IN ¥150 billion–	2024–2025 ¥117.2 billion 2026 ¥50 billion	¥167.2 billion
		Business Portfolio Strategy	Restructuring of Non-Core Businesses	IN –	2024–2025 Transfer of NX Real Estate 2026 Transfer of Osaka Warehouse	–
		Reduce Strategic Shareholdings	Reduce Strategic Shareholdings	IN ¥70 billion	2024–2025 ¥50.7 billion 2026 ¥10 billion	¥60.7 billion
		Growth Investments and M&A Strategy	Investment through M&A	OUT ¥450 billion	2024–2025 ¥177.3 billion 2026 ¥207 billion	¥384.3 billion
	Optimize Capital Structure	Capital, Shareholder Return Policies	Purchase of Treasury Stock	OUT ¥110 billion to ¥160 billion	2024–2025 ¥60 billion 2026 ¥50 billion	¥110 billion
	Use Financial Leverage Appropriately	Leverage Liabilities	Utilization of Interest-Bearing Debt	IN ¥300 billion to ¥350 billion	2024–2025 ¥90.1 billion 2026 ¥120 billion	¥210.1 billion

- Plan to add ¥30 billion from sales of low-profit real estate for a total of ¥50 billion
- Plan ¥207 billion in M&A investment for Metro Supply Chain
- Plan share buybacks of ¥50 billion in FY2026 based on total share buybacks of ¥160 billion over the business plan period
- Fund M&A and share buybacks through cash on hand and interest bearing debt

☑ **Increase the steadiness and speed of initiatives to enhance corporate value in FY2026**
☑ **Reviewing ways to further strengthen these initiatives**

In addition, with regard to promoting business portfolio management, business restructuring is progressing in three categories: "share transfers to promote optimization of management resources," "continually reform and revise business foundations," and "establishment of a continuous operational framework." Going forward, we will continue to shift to growth businesses and streamline low-profit and non-core business, in accordance with decision criteria based on both quantitative and qualitative evaluations. Also, in reducing cross-shareholdings, the consolidated net assets ratio decreased to 3.2% as a result of cumulative sales of ¥50.7 billion by the end of 2025. In 2026, we plan to divest ¥10 billion of cross-shareholdings and further reduce these holdings thereafter.

We aim to maintain our credit rating with a shareholders' equity ratio around 35%. As of the end of 2025, our shareholders' equity ratio stood at 34.3%. As announced by R&I on February 3, 2026, we have maintained our AA- credit rating.

Our company forecasts operating income of ¥100 billion and ROE of 7% for the fiscal year ending December 2026. ROE is below the interim target of 8%, but to improve this, we would like to expand profits. As explained, expanding low-profit real estate sales will increase gains on sales, but at present we have not factored this impact into our full-year earnings forecast. This is because, in addition to the fact that the properties to be sold have not yet been determined, we are proceeding with structural reforms in the Americas and elsewhere and will incur these one-time costs, and the closing timing for the acquisition of Metro Supply Chain is undecided, so FA (financial advisor) costs have not been finalized. However, we expect gains on sales to exceed these costs and boost profits. First, toward achieving operating income of ¥100 billion, we will work on the three items—"Expansion of business income," "Cost control / Second-career support," and "Sale of land"—indicated in the chart provided. To expand profits, we will aim to achieve business income of ¥90 billion in the full-year earnings forecast.

Also, to achieve our current business plan, as well as achieve targets of sales of ¥4 trillion, a business income ratio greater than 5%, and an ROE greater than 10% that have been set in our Long-Term Vision beyond it, we believe it extremely important that we not only expand our scale but also replace assets appropriately and increase capital efficiency while aiming to strengthen our "earnings power." At the same time, we intend to create a virtuous cycle by joining our initiatives to boost return to shareholders to the increase in ROE.

The third approach to improving corporate value is "to reduce the cost of shareholders' equity," the third of our approaches to improving corporate value. We will reduce business risk through sustainability initiatives and reduced volatility through expanding End to End solutions, and will continue to carefully explain our company's direction and the progress of our initiatives, and leverage dialogue with the capital markets in our future initiatives to improve corporate value.

Efforts to enhance corporate value are steadily progressing according to plan and at an accelerated pace, but we continue to study further ways to strengthen these efforts. We will provide updates on the status and results of these considerations in a timely manner.

Our company is now in the midst of a major transformation. Together with all our stakeholders, we are committed to achieving sustainable growth and improving corporate value. We appreciate your continued support.

FY2025 Operating Income (full-year results)	**¥68.5 billion** * Excluding one-time gains/losses such as structural reform costs, impairment losses, and land sale profit, etc.

Initiatives to achieve operating income of ¥100 billion			
1	**Expansion of business income**	● We will seek to expand business income by promoting the strategies and measures set forth in the business plan.	(Target amount) ¥11.5 billion
2	**Cost control / Second-career support**	● We have started initiatives to reduce indirect costs, aiming to improve the **SG&A Ratio to Net Sales** by about -1 point by 2028 compared with FY2024 results with a target of **around 5%**. ● Implementation of second-career support: This initiative provides support for employees' second careers while simultaneously rebalancing the organization's age structure to enhance overall organizational vitality.	(Target amount) ¥10 billion
3	**Sale of land**	● We will increase our land sales target from ¥50 billion or more to **¥150 billion or more** by 2028. The amount of sales to be executed in FY2026 is assumed to be **around ¥20 billion**. ● **Structural reform of domestic logistics in Japan** through the sale of low-profit real estate, etc.	(Target amount) ¥19 billion

Other (seismic measures, etc.): (¥-9 billion)

FY2026 Operating Income (full-year results)	**¥100 billion**

Promote Business Portfolio Management

Basic Policies and Strategies Underpinning the Business Portfolio

One of the basic policies underpinning "NX Group Business Plan 2028" is "Increase competitiveness and profitability, and enhance corporate value based on clear business portfolios and separation of roles." We have set our basic policies regarding our business portfolio as one of the indicators for implementing this.

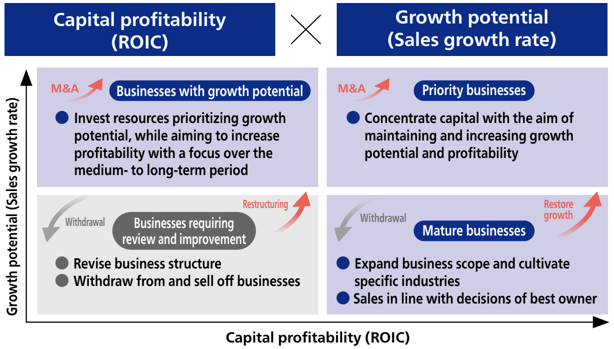
Basic policies underpinning the business portfolio

Basic policy

- NX Group has established the Long-Term Vision of becoming "A logistics company with a strong presence in the global market" based on NX Group Corporate Philosophy. Our business portfolio comprises operations that align with this corporate philosophy and Long-Term Vision through business that supports sustainable social development.
- In working toward sustained growth of the Group, and increased corporate value over the medium to long term, we evaluate each business operation in terms of criteria that include capital profitability and potential for growth, positioning within the Group and creation of synergy, as well as our future growth strategy.
- Having established a system for the implementation of our business portfolio management, the Board of Directors evaluates, reviews and amends the basic policy and strategy of our business portfolio and its implementation on a regular basis.

Quantitative Evaluation

Conduct quantitative analyses and mapping of each business to identify current position of businesses and overall direction



Qualitative Evaluation

In addition to evaluations from the following perspectives for quantitative evaluations, examine strategies linked to increasing corporate value of NX Group

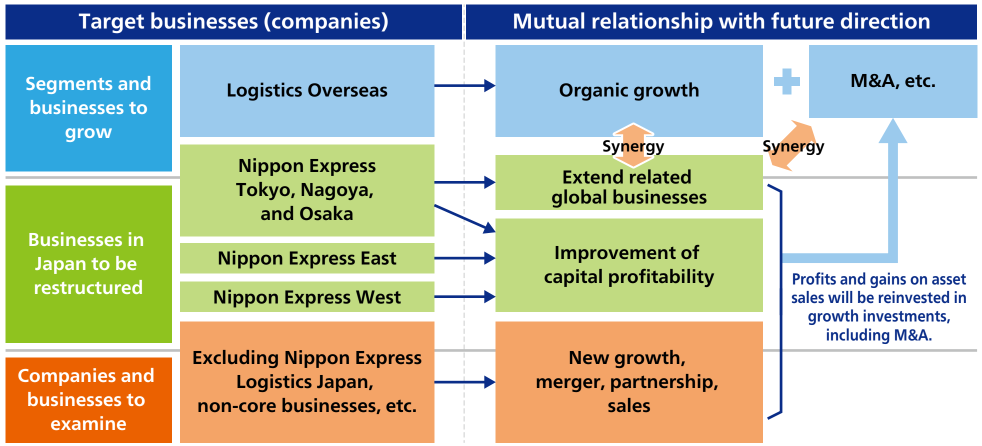
- Alignment with Corporate Philosophy and Long-Term Vision
- Market trends and competitive tendencies
- Business growth potential, strengths/weaknesses
- Functionality and synergy within Group
- Sustainability and contribution to resolving social issues
- Best-owner perspective

Grounded in this basic policy, we are promoting business portfolio management that prioritizes ROIC. Specifically, the roles of each business in our Group's corporate value improvement process are clarified by quantitatively evaluating businesses using capital efficiency (ROIC) and revenue growth rate as well as qualitative evaluations on consistency with our corporate philosophy and Long-Term Vision, positioning and synergy within the Group, and best-owner perspective.

Based on these roles, we will aim for sustainable growth for priority businesses and businesses with growth potential by implementing the strategic distribution of management resources. We will use mergers and acquisitions as well as capital alliances as means for achieving this growth. On the other hand, for low-growth businesses or those requiring improved profitability, we will consider charting new paths to growth by leveraging the know-how and networks of partner companies connected through capital or business alliances. Alternatively, we will consider reallocating management resources generated through business transfers or withdrawals to priority businesses and other strategic areas.

Approach to Corporate Value Improvement through Business Portfolio Management

The diagram below illustrates the direction of our management approach. We will work to achieve organic growth and growth through M&A as well as increases in our global-related businesses in Logistics Overseas and in the Tokyo, Nagoya, and Osaka parts of NIPPON EXPRESS CO., LTD., the driving forces behind growth in NX Group's business. We will also steadily work to achieve synergistic effects mutually created by promoting cross-selling and through improvements to purchasing power and competitiveness through increases in the volumes handled. Next, the Tokyo, Nagoya, and Osaka units of Nippon Express and each company will promote improvements in capital efficiency, and regarding some Logistics Japan companies (excluding Nippon Express) and non-core businesses, we will pursue new growth, joint ventures, alliances, or business transfers. Cash generated from these businesses will be applied to M&A as well as investments in priority businesses and businesses for which growth is expected.



We believe that the segments, companies, businesses, and the like that together comprise the business portfolio of NX Group will fulfill their assigned roles. We believe that we will create and continue a virtuous cycle that will be able to strategically allocate such management resources as cash and human resources to priority businesses and businesses for which growth is expected. We believe that doing all of this will lead to improvements in corporate value, and we will pursue this with a strong sense of urgency.

Promote Business Portfolio Management

Business Portfolio Strategy Progress

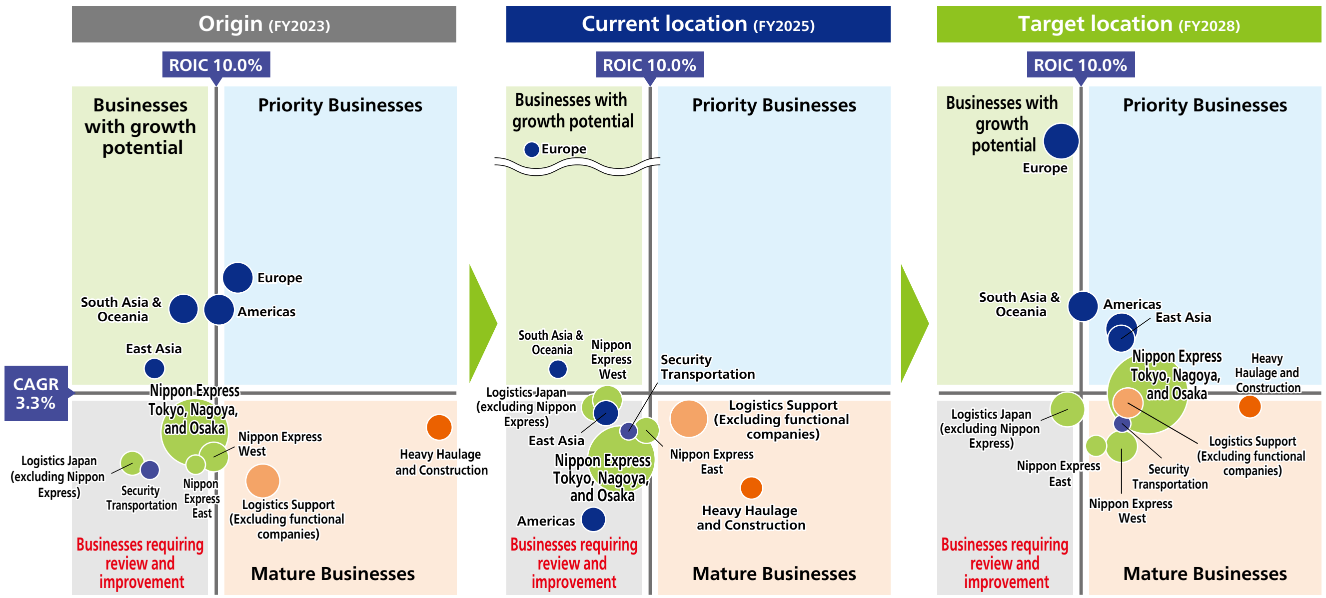
The figure on the right plots the current status (FY2023 starting point, FY2025 present location, and FY2028 target under "NX Group Business Plan 2028") for each of NX Group's businesses based on "growth potential" and "capital efficiency." The trajectories of each business and their future directions are visualized.

The current positions (FY2025) of the four regions of Logistics Overseas and the Tokyo, Nagoya, and Osaka units of NIPPON EXPRESS CO., LTD., which play key roles in driving the important strategies of "Accelerating business growth in the global market" and "Rebuild Businesses in Japan," are at low levels due to factors such as a deteriorating business environment. However, we will steadily and swiftly implement measures so the effects of business portfolio management can be quickly made visible. The significant increase in the revenue growth rate for the Europe region is due to the impact of M&A activities involving CP and SH.

The main business reorganizations implemented and decided in 2025 based on the business portfolio strategy are shown here. Transition to an internal company structure at Nippon Express, spin-off of the Heavy Haulage and Construction Business to enhance specialization and business growth, integration of consolidated cargo operations with Meitetsu Transportation Co., Ltd. from the perspective of maintaining transport networks and capital efficiency, and the decision to transfer shares of NX Nihonkai Soko Co., Ltd. and NX Real Estate Co., Ltd. to the best owners with relevant expertise—these moves were decided to enhance corporate value for our group. Additionally, after entering 2026 we also decided to transfer the shares of Osaka Warehouse Co., Ltd., and both transactions are scheduled to be completed during FY2026. We will continue to implement projects as they are made ready going forward.

Quantitative Evaluation

- Below, current positions and targeted positions during this business plan period for each business are plotted (the size of each circle represents the amount of profit).
- The quadrant benchmarks are set as follows: Vertical axis: target revenue growth rate for the Group, excluding inorganic growth (3.3%), Horizontal axis: Group ROIC target (10.0%).



Main business reorganization results

Recent examples include the sales of NX Nihonkai Soko, Osaka Warehouse and NX Real Estate, the spin-off of the Heavy Haulage and Construction Business of NIPPON EXPRESS CO., LTD., the adoption of the internal company structure, and integration of consolidated cargo business at Nippon Express.

Optimization of management resources (Share transfers)	April 2026 June 2026 November 2026	NX Nihonkai Soko Co., Ltd. Osaka Warehouse Co., Ltd. (scheduled) NX Real Estate Co., Ltd.
Continually reform and revise business foundations	January 2025 January 2025 January 2025	Spin-off of Heavy Haulage and Construction Business at Nippon Express Transition to an internal company structure at Nippon Express Integration of consolidated cargo business
Establishment of a sustainable operational structure	2023–2025	Head office integration and liquidation of 71 branch operation companies of Nippon Express

Cash Allocation

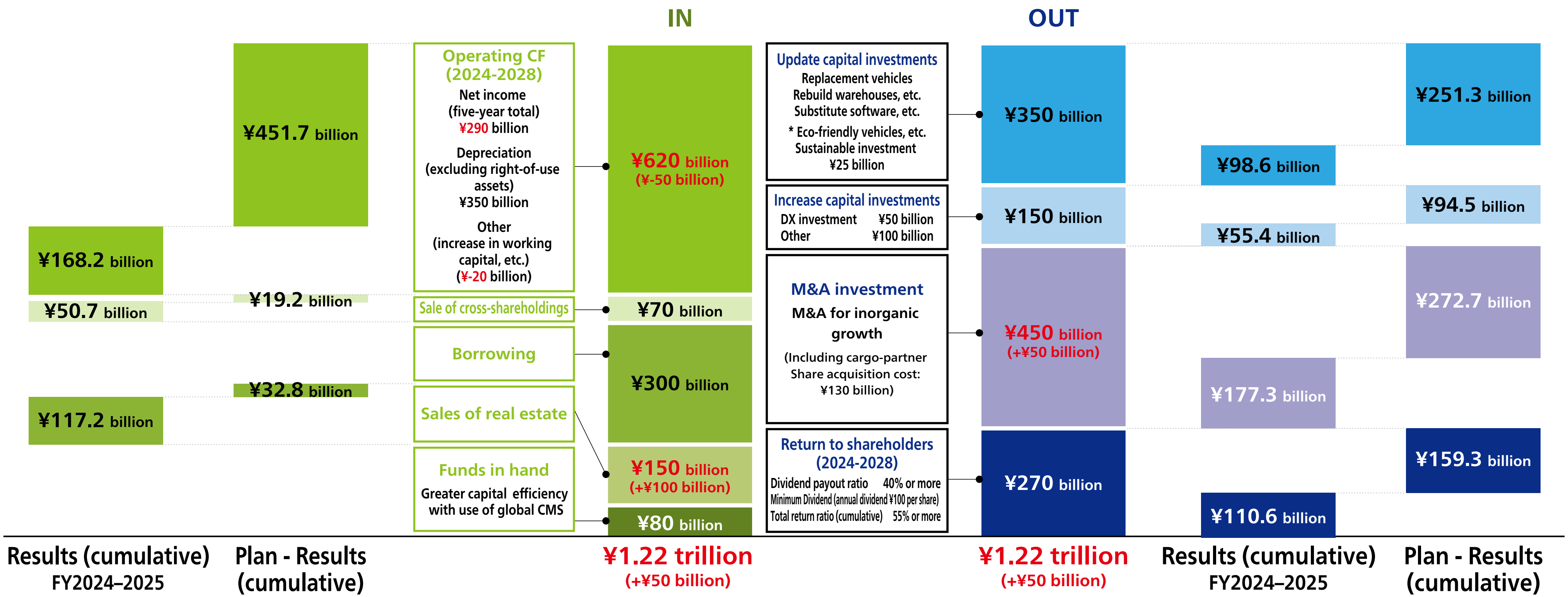
Strategic Cash Allocation Results

On the cash-in side, in addition to operating cash flows and the sale of cross-shareholdings, in FY2025 NIPPON EXPRESS CO., LTD. sold the land and buildings of a logistics center for approximately ¥100.0 billion as part of efforts to sell low-profit real estate. On the cash-out side, in addition to capital expenditures, we have promoted initiatives such as acquiring shares of CP and SH through M&A, and enhanced return to shareholders through dividends and a ¥50 billion treasuring stock acquisition.

Review of Cash Allocations

Based on the results for FY2024 to FY2025, we revised and partially adjusted the structure of the cash allocation plan formulated on February 14, 2025. While a decrease of ¥50.0 billion is expected for operating cash flow, we increased the estimated proceeds from real estate sales reflecting progress in FY2025 by ¥100.0 billion and M&A investments by ¥50.0 billion, respectively. We will continue to promote various initiatives to achieve the strategic cash allocation plan, which consists of growth investments, stable return to shareholders, and flexible treasury stock acquisition.

2024-2028 Cumulative targets (as of February 13, 2026) * Figures in parenthesis reflects increase/decrease from February 14, 2025 target



Return to Shareholders

Approach to return to shareholders

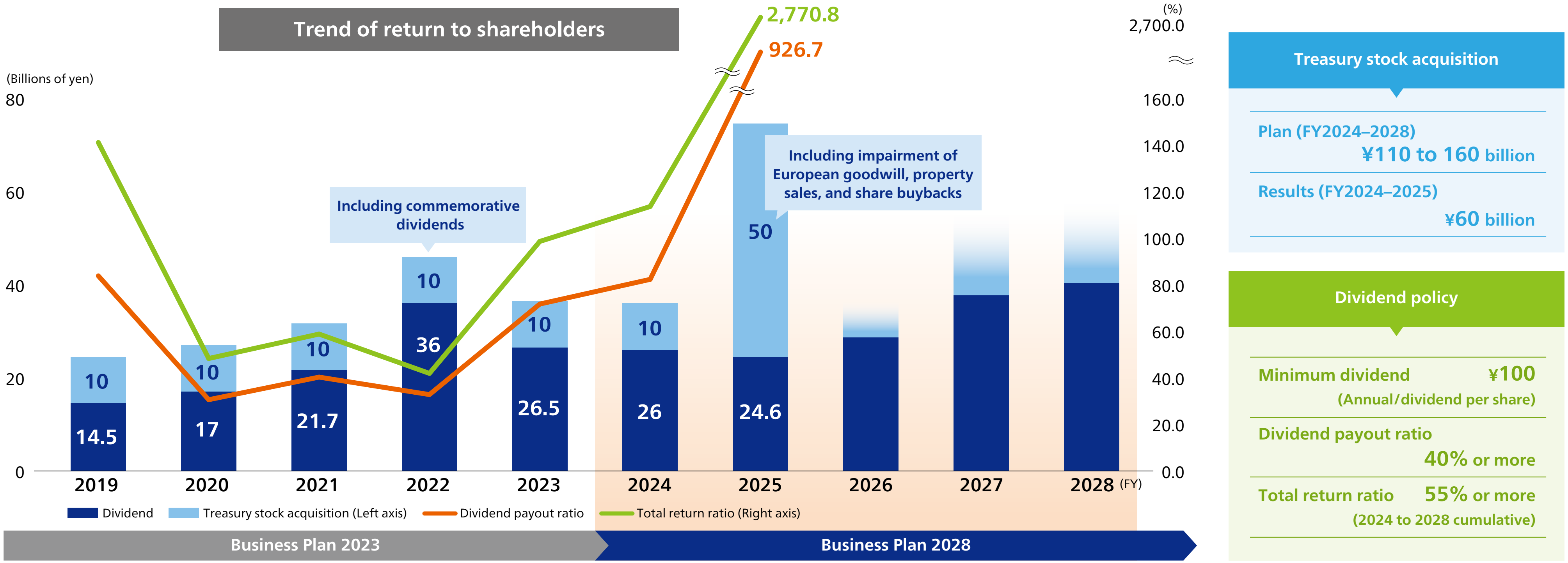
NX Group recognizes that returning profits to all of its shareholders is an important concern. Our policy is to pay attention to securing internal reserves toward strengthening our management base and financial standing while working to pay stable and continuous dividends and enhance shareholder returns.

The capital policy laid out in the “NX Group Business Plan 2028” calls for a minimum annual dividend of ¥100 per year, dividend a payout ratio of 40% or more, and a total return ratio of 55% or more (cumulative total for FY2024 to FY2028). We will respond to investor expectations through strategic investments for business growth and adequate shareholder returns.

Status of treasury stock acquisition and dividend results

In line with the capital policy of the “NX Group Business Plan 2028”, in FY2025, we acquired ¥50 billion worth of treasury shares. Regarding dividends, we distributed an annual amount of ¥100 per share, for a total of ¥24.6 billion. As a result, for FY2025, the dividend payout ratio was 926.7% and the total return ratio was 2,770.8% (cumulative total for FY2024 to 2025: 321.5%).

It should be noted that, for FY2025, factors such as impairment of goodwill in Europe, real estate sales, and share buybacks are included; excluding these factors, the calculated dividend payout ratio and total return ratio would be 200.1%.



Note: For the fiscal year ended December 2025, goodwill impairment in Europe, real estate sales, and share repurchases are included. The estimated dividend payout ratio and total return ratio excluding these factors are 200.1%.

Message from the Chief Managing Officer of Global Business Headquarters

Accelerating Strategies for Global Business Growth

Senior Managing Executive Officer **Satoshi Otsuji**

Looking Back on FY2025

During FY2025, US tariff policy compounded geopolitical risks to increase global economic uncertainty, significantly deteriorating the international trade environment. Our overseas business was also greatly affected, resulting in unsatisfactory performance. The core Group companies overseas that have driven our performance in Germany, the Netherlands, Malaysia, Singapore, etc., experienced downturns, weighing down overall results.

In response, we launched structural reforms in Europe last year and formulated and began implementing performance improvement plans in Asia at the end of last year, focusing on cost reduction in conjunction with top management at our regional headquarters companies and local subsidiaries. Although we cannot dispel the uncertainty surrounding the global economy, we will deliver visible improvements in the first half of this year.

Progress Made in Evolving Account Management and Expanding End to End Solutions

Providing End to End solutions based on account management is our core growth strategy for solving customer issues through supply-chain-wide logistics solutions and simultaneously deepening business with existing customers while also acquiring new customers. We have worked to enhance our account management. We feel this has created an increasingly virtuous cycle that generates greater opportunities for direct dialogue with top management at customer companies, enabling us to precisely target End to End solution proposals and capture business. Our Business Divisions also attend business discussions to directly explain our execution capabilities and thereby improve the probability of acquiring new projects. Linking account management and business operations has gradually produced beneficial effects. Even within Global Account Management (GAM), our most important customer group consisting of major non-Japanese accounts, we are building a record of success stories in globally expanding contract logistics that is grounded in recognition of our high logistics quality in Japan. This has allowed us to capture Forwarding Business as well as win contract logistics work in Japan and Asia based on positive evaluations of our forwarding quality in Japan. This is one reason the scope of our solutions provision has been expanding at an accelerated pace.

The expansion of End to End solutions through account management is generating results, with outcomes felt most strongly in the semiconductor and healthcare fields that constitute two of our five priority industries. Pursuing proactive global investment in semiconductors centered on near-site warehouses for semiconductor manufacturing plants and strengthening related operations are resulting in increased sales. The specialized know-how and logistics functions of MD Logistics and Simon Hegele (hereinafter "SH"), both acquired through M&A, are also earning us trust and recognition in the healthcare sector, contributing to new business expansion.

Provision of End to End solutions

Strengthening of Our Business

While we are seeing tangible results from account management, we have also come to clearly recognize contributions to the bottom line and improved certainty of business acquisition as issues to be tackled. The challenge is a lack of competitiveness in forwarding and contract logistics, our main businesses overseas. To address this, we will improve our business productivity.

We have achieved scale expansion in the Forwarding Business by integrating cargo-partner (hereinafter "CP"), but our purchasing power and cost competitiveness remain insufficient. This year we will step up our coordination with sales organizations in the interest of boosting our purchasing power. Sales and Business Divisions will collaborate systematically to determine target trade lanes based on account information held by sales organizations, all the while working to strengthen partnerships and incentive agreements with airlines and shipping companies.

To boost our cost competitiveness, we will also look to standardize business processes and reduce indirect costs. Our company has already decided to gradually implement CargoWise One globally as our core system for the international Forwarding Business and is doing so as a project. This action aims to go beyond system modernization to standardize our Forwarding-Related Business processes globally.

We have emphasized the importance of standardization since the initial study phase of CargoWise One. However, when we began operations last year in Singapore and the Netherlands, we realized that insufficient efforts had been made to change mindsets within the company. With a target of completing Group-wide implementation by around 2028, each of our business locations is utilizing feedback from those locations where implementation is complete in preparing for the change. Although we are still in the planning phase, we will communicate through GBHQ the necessity of operational and organizational changes aimed at standardization and will promptly conduct training for management at sites where these changes will be implemented.

In contract logistics, we are working to standardize operational quality and quotation submission, contract signing, post-operation maintenance, and other business processes with customers in addition to standardizing skills through talent development. Our aim is to build a business foundation that allows us to expand sales while ensuring profitability.

Evolution of Our Area Strategies

There are many instances of customers citing our "strengths in Asia" as the reason for their selection or expectations of our company. We believe this is another key point in expanding End to End solutions, alongside reinforcing our business pillars.

We will start this year further developing our traditional region-based area strategies and formulating strategies that view Asia from a broader, region-spanning perspective. One such strategy is our "Pan-Asia strategy." We previously formulated and undertook separate area strategies for East and South Asia, but will now pursue a strategy that integrates the two regions.

We intend to complete the post-merger integration (PMI) of CP, a key topic in our area strategy under our current Business Plan, in the current fiscal year. Positioning this as a business expansion project for Central and Eastern Europe, we will maximally leverage our business infrastructure in Central and Eastern Europe with a shift in focus to developing trade lanes with Asia and expanding sales, thereby further reinforcing our Asia operations.

In the interest of expanding our India business, another key topic, we will continue pursuing our growth cluster strategy to improve sales in key areas and priority industries within India, grounding our efforts in enhanced account management to achieve a sales target of ¥60 billion in FY2028. We will also embark this year on a "new Indian Ocean Rim strategy" that views the economic sphere centered on the Indian subcontinent as a single entity.

Linking these region-spanning area strategies for Asia will accelerate the account management-centered expansion of End to End solutions.

Growth through M&A

By integrating the organic growth strategy I have explained with the inorganic growth strategy of M&A, we aim to further accelerate the growth of our global business. Expanding End to End solutions requires expanding our customer base. While our company enjoys an overwhelming advantage in our Japanese customer base, we cannot say the same of our non-Japanese customer base. To expand this base, we must build trust-based relationships with individual customers. To accelerate this initiative as we work through the process, it is essential that we evolve our customer base and global network. Our company aims to utilize M&A and other approaches in building a business portfolio that helps us realize our Business Plan. In this vein, we decided this past April 17 – as announced via a press release – to acquire Canada-based Metro Supply Chain Group (hereinafter referred to as "Metro Supply Chain"). Metro Supply Chain is one of Canada's largest logistics companies with approximately 50 years of history, and it engages in contract Logistics Business from over 180 locations mainly in Canada, the US, and the UK. It possesses a strong customer base and high competitiveness in a wide variety of end markets, including retail, consumer goods, automotive, and healthcare.

As indicated in the M&A policy and directions stipulated in our "Initiatives to Enhance Corporate Value" released back in February, our acquisition of Metro Supply Chain will solve two important issues: "access to non-Japanese customers in North America" and "acquisition of a business base in growth areas," both components needed for "expanding our global reach" and "enhancing our functions" to reinforce the foundations of our global network. As such, we believe that the acquisition aligns strongly with our strategy. Metro Supply Chain's customer base has little overlap with our own customer base, which is focused on Japanese companies. We view this high level of complementarity as particularly important.

Next, I would like to discuss qualitative changes in our company's revenue structure. From a business-specific perspective, the Forwarding Business, which is susceptible to market fluctuations, will see its share of our bottom line decline, while that of the "Logistics Business," from which we expect stable earnings, will increase. As a result, we believe the volatility of our earnings will decrease and our resilience to changes in the external environment will be solidified.

We thus believe that Metro Supply Chain will be an essential factor as we strive to achieve our Long-Term Vision. By swiftly implementing disciplined PMI and steadily achieving synergies, we will accelerate the expansion of End to End solutions based on account management.

Pan-Asia Initiatives

Sumitoshi Matsuo, CEO, East Asia Region, and Pan-Asia Strategy

Our East Asia Region has established its regional headquarters in Shanghai, China, and has been expanding business with many global companies. For global companies, balancing risk diversification and efficiency remains an ongoing challenge. Against the backdrop of the recent "China Plus One" trend, many companies are accelerating the restructuring of their supply chains. NX Group sees this wave of transformation as an opportunity for growth, and by closely supporting the strategic restructuring of customers' supply chains, we provide seamless support across countries and regions.

The Asia region is a market with significant room for continued expansion in logistics demand, supported by demographics and economic growth. Moreover, it is a market where there is an increasing need to accurately address ever more complex and sophisticated logistics requirements.

Our Company is building a seamless logistics network for the entire region, with the "Pan-Asia Strategy" at the core, in collaboration with the South Asia and Oceania Region. As a leading company in Asia, we are leveraging our long-cultivated network and expertise to further enhance our presence from Asia to the world, moving toward realizing our Long-Term Vision of becoming a "logistics company with a strong presence globally."

Indian Ocean Rim Initiatives

Katsuhito Kobayashi, CEO, South Asia and Oceania Region, and Indian Ocean Rim Strategy

NX Group positions the "Indian ocean rim region", covering India at its core and extending to the Middle East and East, West, and South Africa, as a key market to drive our next phase of growth. This region, where customers' supply chain restructuring and economic development are progressing, is a frontier with high growth potential. To harness the growth of this area, in October 2025 we established the "Indian Ocean Rim Strategy Office" in Mumbai, India as a command center, creating a framework to promote strategic planning that transcends regions and industries. Based on our Indian Ocean Rim Strategy, we will strengthen trade lanes through active infrastructure development and investment, and maximize earning power by providing high-level logistics services. By achieving our Group's sales revenue target of ¥80 billion in the Indian Ocean Rim region in FY2028 as a solid stepping stone, and by establishing a presence in these vast untapped markets, we will strive for the sustainable enhancement of the Group's corporate value as a whole.

Initiatives for Priority Industries

Results from Handling Priority Industries and Looking Back

Revenues from Key Industries in 2025 was ¥874.6 billion. In international ocean container transport, the shift to BCOs, where shippers and shipping companies sign direct contracts, affected all industries, resulting in figures below the previous year's results.

In Technology, excluding the impact from the liquidation of our US subsidiary in the previous year, performance was roughly at the same level as last year. In growth segments, such as servers for data centers, we are working to secure sales by strengthening cooperation both domestically and internationally, and by providing solutions including operation of parts centers and ancillary tasks such as kitting.

For Mobility, while the aircraft segment remained strong, the automotive and construction equipment segment was impacted by reactions to large spot projects that occurred in the previous fiscal year. In the North American and Indian markets, where steady cargo movement is expected, we are focusing on winning orders for supply and procurement of parts based on on-site warehouses, while strengthening proposals through account sales to meet the logistics demands of supplier production site reorganization, etc.

For Healthcare, handling of pharmaceuticals in the Americas expanded, and Forwarding Business for pharmaceuticals originating in India saw steady growth. Leveraging the strengths of MD Logistics, LLC's pharmaceutical hubs in the U.S. and SH's expertise in large medical equipment in Europe, we aim for further growth by promoting cross-selling with NX Group's Forwarding Business.

In semiconductors, preservation and supply operations for equipment maintenance parts and semiconductor materials/components grew significantly. In addition to reliably operating on-site warehouses in Japan, Europe, the U.S., and East Asia, we aim to enter new semiconductor clusters in India and elsewhere that are expected to start full-scale operations from 2026 onwards, working to establish a medium- to long-term earnings base.

(Amounts rounded off to the nearest ¥100 million)

Priority Industry			2025 Results	2024 Results	Year-on-year comparison Ratio of Change	2028 Target
Technology	Core domain	Electric and Electronics	¥300.1 billion	¥305.4 billion	(1.7%)	¥400.0 billion
	Growth, pursuit domains	Industrial Machinery				
Mobility	Core domain	Automobile	¥249.0 billion	¥265.0 billion	(6.0%)	¥260.0 billion
	Growth, pursuit domains	Construction Machinery, Agriculture Machinery, Train, and Airplanes				
Lifestyle	Core domain	Apparel	¥150.3 billion	¥154.3 billion	(2.7%)	¥160.0 billion
	Growth, pursuit domains	Furniture, Jewelry, cosmetics				
Healthcare	Core domain	–	¥112.7 billion	¥107.7 billion	+4.7%	¥130.0 billion
	Growth, pursuit domains	Pharmaceuticals and Medical Devices				
Semiconductor	Core domain	–	¥62.5 billion	¥59.3 billion	+5.4%	¥100.0 billion
	Growth, pursuit domains	Semiconductor				

Column Healthcare Industry

The environment surrounding the healthcare industry is evolving, driven by new pharmaceuticals requiring advanced temperature control, expansion of pharmaceutical supply chains from India, the increased sophistication and demand for medical devices through greater adoption of preventive medicine in developed countries, and the higher level of specialization required in logistics. Given this background, NX Group has built a robust global network at major sites in Japan, the U.S., and Europe, compliant with GDP (Good Distribution Practice), and has constructed a system with high levels of expertise in pharmaceutical and medical device logistics by leveraging the strengths of MD Logistics, LLC in the Americas and SH, acquired in Germany in 2025.

The acquisition of SH marks an extremely important turning point in our group's medical device Logistics Business. With the advanced technical services and customer base of Simon Hegele, NX Group is already seeing rapid expansion in business opportunities, such as requests for new partnerships covering the forwarding area from global companies, including major medical device manufacturers in Europe and the US. First in Japan, we are developing Medtech (medical device services) similar to those in Europe, aiming to expand forwarding from Asia while leveraging our strengths in both logistics and Forwarding Business in addition to Europe and the Americas.

Cross-selling

Mutual sales of NX (forwarding) and SH (logistics) services

(From 2025) Use of SH warehouses by NX Nippon Express Europe GmbH customers

Horizontal deployment of Medtech (medical device services)

Rigging operations in Japan (joint projects with foreign medical device manufacturers initiated)

(From 2026) Strengthening of the sales and operations structure inside Nippon Express

Rigging
(Transportation, in-hospital delivery, temporary placement)

Installation
(Electrical work, equipment assembly, software installation, commissioning)

Maintenance

Initiatives for Priority Industries

Column Semiconductor Industry

The global semiconductor market is expected to grow by 26.3% in 2026 due to expansion in AI and data center investment. On the other hand, responding to geopolitical risks such as tighter regulations due to US–China tensions and supply chain restructuring remains a challenge. Under such circumstances, NX Group is leveraging its "multiple transport modes, global network, and strong on-site capabilities" at major bases in Japan, Europe, the US, and East Asia to provide solutions tailored to industry-specific logistics needs, including warehousing for manufacturing equipment at new factories, supplying parts, and Forwarding Business.

In Japan, preservation operations for maintenance parts and semiconductor materials/components have grown significantly at major sites such as Eniwa/Tomakomai (Hokkaido), Yokkaichi, Hiroshima, and Kumamoto, while overseas, especially in Asia, handling of Forwarding Business for equipment and maintenance parts is expanding, with warehouse operations also growing in Taiwan and South Korea. With India, which is expected to become a next-generation hub for manufacturing sites, we have identified the north as a key focus area for growth cluster strategy and are engaging in strategic sales activities. In 2026, the installation of equipment in new plants in the State of Gujarat and the State of Assam has already begun. We are actively working to capture demand by enhancing sales activities through road surveys and local exhibitions. Going forward, we will further enhance our presence in the market by strengthening the semiconductor industry platform centered on account management.

NX Group's End to End Solutions for the Semiconductor Industry

Place of shipment: NX site operations
- Pick-up
- Export packing
- Export customs clearance procedures
- Loading
- Temporary storage

NX Group international transportation services
- Air Transportation
- Ocean Transportation
- Arranging charter flights
- Airport ramp-side operations

Destination: NX site operations
- Import customs clearance procedures
- Warehousing
- Value-Added Services (inspection, sorting, etc.)
- JIT delivery
- Delivery to factories and facilities

Initiatives by Business Segment

Regarding air cargo, according to IATA statistics, the volume of international freight shipments for FY2025 continued to increase compared to the previous year and total air cargo increased 4.2% year-on-year for the full year of 2025. Driven by steady performance in the Asia-Pacific Region, e-commerce-related cargo and intra-regional trade have underpinned overall global freight volumes.

Amid these circumstances, the volume of air cargo handled by NX Group increased by 1.3% year-on-year. While automotive-related cargo stagnated, the East Asia Region, which captured e-commerce demand, along with CP, posted solid results.

Regarding ocean transportation, in FY2025 (cumulative from January to December), cargo movement on the main trade lanes rose by 4.9% year-on-year. On the other hand, the volume handled by our Group decreased by 5.3% compared to the previous year. As a result of trade friction, shipments from China to the United States decreased, and the ongoing shift to BCO, direct transport contracts remained in place between shippers and shipping companies.

While further strengthening our longstanding volume strategy, we also view the introduction of CargoWise One and the resultant standardization initiatives as important measures for our Forwarding Business. By streamlining and platformizing our operations, we will cut indirect costs and accelerate our shift toward a highly efficient organization that can compete effectively with industry peers.

Sales for warehousing, distribution, and the like for FY2025 increased year-on-year by 3.2%. We believe that the measures and investments that we have pursued to date are having an effect. In addition to increasing sales, it is necessary to steadily build up profits. Since prices and labor costs continue to rise in every country, we plan to review customer contracts and implement warehouse efficiency measures in a systematic manner.

Expand sales in forwarding	2025 Results	2024 Results	Ratio of Change Year-on-Year	2028 Target
Air Cargo Forwarding Quantity	933,000 t	921,000 t	+1.3%	1,300,000 t
Ocean Transportation Forwarding Quantity	851,000 TEU	899,000 TEU	(5.3%)	1,400,000 TEU

(Included number) cargo-partner	2025 Results	2024 Results	Ratio of Change Year-on-Year
Air Cargo Forwarding Quantity	182,000 t	176,000 t	+3.0%
Ocean Transportation Forwarding Quantity	144,000 TEU	162,000 TEU	(10.7%)

(Amounts rounded off to the nearest ¥100 million)

Strengthen Logistics Solution Offerings	2025 Results	2024 Results	Ratio of Change Year-on-Year	2028 Target
Warehousing and distribution etc. sales [*1]	¥497.4 billion	¥481.8 billion	+3.2%	¥590.0 billion

*1 Sales from warehousing and distribution, etc. do not include CP or SH sales.

Initiatives by Business Segment

Trends in the Forwarding Market

Regarding air cargo market volume, demand in FY2025 continued to grow, with IATA statistics showing a 4.2% year-on-year increase thanks to rising demand for e-commerce cargo, semiconductors, pharmaceuticals, etc. In FY2026, demand is expected to remain steady for high value-added products such as semiconductors and servers driven by AI-related investments. However, combined with the ongoing impact of US trade policy and the abolition of the de minimis rule (tax-exempt threshold) in the EU starting July 2026 with the introduction of customs clearance fees for small-lot cargo, growth in e-commerce cargo, which has driven the market thus far, may slow down. Moreover, due to recent deterioration in the Middle East situation, airspace restrictions and the operational adjustments at major hub airports such as Dubai are constraining the international air network, resulting in particularly tight capacity on routes between Asia and Europe.

Air freight costs, which started to normalize in 2025 after a significant increase the year before, showed a slight year-on-year decrease, but in response to the sharp turn of events in the Middle East in late February of this year, there has been a notable rise in air freight rates and fuel surcharges, especially on European and Middle Eastern routes. We will promote sales at prices appropriate to market conditions and work to ensure stable earnings.

For ocean transportation volumes, on the main trade lanes in FY2025, there was a 4.9% year-on-year increase, led primarily by robust intra-Asia movements. On the other hand, for FY2026, there are concerns about the impact of US tariff policy and a recoil decrease following the completion of inventory buildup. There are also concerns about the decline in cargo movement and suspended or postponed investments in plant construction and other projects due to heightened tensions across the Middle East, making forecasts as challenging as last year.

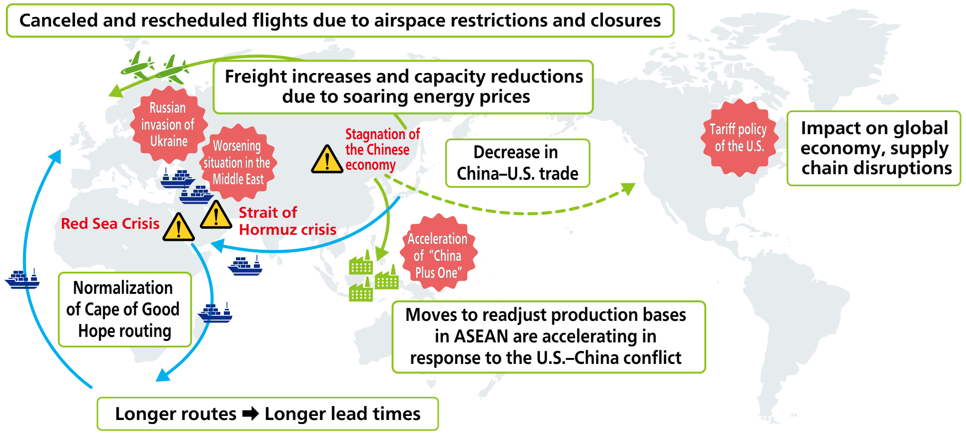
In FY2025, ocean transportation rates followed a downward trend due to oversupply stemming from the mass delivery of new vessels. Although the supply is expected to continue increasing in FY2026, with the renewed tensions in the Red Sea and the blockade of the Strait of Hormuz, rerouting via the Cape of Good Hope is becoming the norm. As a result, concerns over excess shipping space have shifted rapidly to an increase in transportation costs and a shortage of container equipment, leading to a series of emergency surcharges being introduced. Our company will continue to promote sales at appropriate prices, in line with fluctuations in supply and demand.

The current international environment, in addition to the normalization of geopolitical risks, has entered a new phase in which the U.S.'s protectionist trade policies are fundamentally reshaping global supply chains. The introduction of blanket additional tariffs and the accelerating economic decoupling from China are not only slowing down certain transportation routes but are also making the global redistribution of production bases inevitable.

In our business, while impacts such as decrease in cargo volume on specific trade lanes and increased cost pressure from customer companies are anticipated, the trend toward relocating manufacturing bases and restructuring supply chains by customer companies is intensifying, leading to expectations of expanding business opportunities. Through M&As such as with CP, our company has expanded our global network, increased the volume handled as a forwarder, and strengthened partnerships with airlines and shipping companies. The effects of these efforts include not only enhanced purchasing power but also the stable securing of space. Even during the blockade of the Strait of Hormuz, we were able to promptly propose solutions such as charter transportation by aircraft.

Going forward, we will continue to provide optimal solutions in line with global trends, contributing to customers in building resilient supply chains.

Landscape Changes that Require Monitoring



NX Group Solutions
(Examples of responses to the Strait of Hormuz crisis)

Air Transportation: Charter transport, SEA & AIR multimodal transportation
Ocean Transportation: Proposing alternative routes, temporary storage of container cargo
Rail Transportation: Utilizing transcontinental railways between Europe and China
Warehousing: Support for relocation and reconstruction of logistics hubs

Initiatives by Business Segment

Expansion and strengthening of Logistics Business

The Logistics Business plays an extremely important role as a stable revenue base that is less affected by economic fluctuations, in contrast to the Forwarding Business, which is highly volatile due to geopolitical risks, supporting the continuous growth of global business.

Centered on customers that operate globally, the quality cultivated in Japan has been highly evaluated, and the number of cases leading to horizontal deployment overseas is steadily increasing. To continuously generate such success stories, project managers assigned to each region take the lead in the launch and implementation phase of projects, working cross-functionally with the sales and operations division to ensure secure execution of projects. In addition to developing global standard manuals, we are promoting continuous improvement and standardization by globally deploying and operating a self-inspection application to quantitatively visualize quality, thereby reducing disparities between sites and maintaining quality during the operation phase after project go-live. Through these initiatives, we are working to foster human resources and accumulate know-how, advancing the establishment of an operational model that can be replicated globally. For overseas warehouses, in addition to feedback from self-inspection results, GBHQ shares best practices and provides individual improvement support, striving to enhance overall quality.

Furthermore, in order to ensure that warehouse investments lead to reliable sales growth, we visualize available warehouse leasing area in a dedicated database to support prompt and efficient sales activities on a global scale.

The logistics facility in the cargo area of Belgium – Brussels Airport, opened in May 2025

Utilization of AI

Column Our AI initiatives

We recognize that in the logistics industry as well, the proliferation of AI agents and the shift to business models based on AI are greatly transforming the competitive landscape. Rather than regarding AI as a threat, we see it as a key differentiator that will determine the sustainable growth and competitiveness of logistics companies.

NX Group is promoting DX by leveraging its solid logistics infrastructure built over many years (sites, equipment, logistics networks, etc.) and the vast amount of data and expertise accumulated daily, while making use of AI. We are tackling immediate issues such as streamlining operations and manpower saving, while striving to advance business sophistication and create new value.

We have introduced our Group's proprietary generative AI, "NX-Brain," building an environment where everyone can use generative AI with confidence. Moreover, we are focusing on demand forecasting and optimization not only as a business platform but also as an initiative to help solve customer issues. In 2024, we began demonstration experiments combining product sales data held by customers from the retail sector and logistics performance data from our Group, aiming to build a more accurate demand forecasting model. At the same time, we are applying this model to optimize and automate task planning in the logistics field. Furthermore, in April 2025, we released an AI-powered shipment prediction service within our D2C (Direct to Consumer) logistics web app, "Digital Commerce Transformation (DCX)."

NX Group is also advancing AI utilization from the standpoint of business enhancement. Starting in September 2024, in collaboration with Groovenauts, Inc., which specializes in AI and quantum technology, we began pilot testing aimed at automating international air cargo consolidation operations.

Aiming for greater operational efficiency and accuracy, we also plan to leverage horizontal deployment within NX Group to enhance efficiency across the entire group in the future.

NX Group positions DX as one of the engines driving the promotion of Material Issues. In addition, we have sketched an "Ambidextrous" DX Strategy: that encourages both "digitalization," which entails using digital technologies to improve efficiency and reduce manpower for work on the ground, and "digital transformation" in those business domains that may well be pillars for the future. We will continue to closely monitor the transformations and impact brought about by AI, and work to create new value through AI utilization.

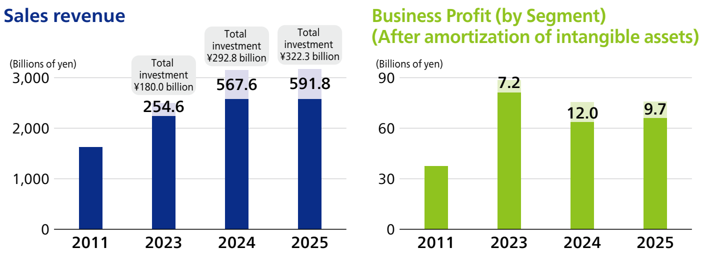
M&A Evaluation

Since 2012, NX Group has executed cumulative M&A investments of approximately ¥320 billion domestically (Japan) and internationally, promoting the expansion of its global business. The proportion of acquired companies in consolidated performance has increased, and the impact on overseas performance has grown significantly in particular.

On the other hand, profits commensurate with the investment have been insufficient, with the total sales revenue and segment income of acquired companies in FY2025 amounting to about ￥590 billion and ￥9.7 billion, respectively. We recognize that this is not only due to issues at the acquired companies, but also the high volatility in the Forwarding Business and the high proportion of profits from the Forwarding Business in our overseas operations. We see a need to transform this current business structure.

Looking back at past M&As, there were cases where the selected company had little relevance to the overall strategy, or where the PMI system was inadequate, resulting in business plans falling short and impairment losses, or where synergy creation at our Group level was limited.

Contribution to business performance



The upper section of the accumulated bar graph from FY2023 onward indicates the sales revenue and segment income of acquired companies.
(Does not include Group synergy outside the acquired companies.)

Assessment of M&A

Acquisition Timing	Company Name	Region	Business Platform	Assessment	PMI Structure (At Time of Acquisition)
2012	AGS	Americas	-	• Intended to strengthen intra-American distribution network; failed to create synergies and terminated main business due to deteriorating market conditions	Local
	APC	East Asia	-	• Acquired business and customer footing (non-Japanese) in Northern Europe • Delayed integration of sites due to concerns about maintaining the existing network • Loss of some customers due to loss of key personnel	Local
2013	Franco Vago	Europe	Lifestyle	• Acquired forwarding infrastructure in the lifestyle field • Acquired management-level personnel in Europe	Local
2014	Nittsu NEC Logistics Co., Ltd.	Japan	-	• Acquired specialized logistics expertise in the ICT industry	-
	NX NP Logistics Co.,Ltd.	Japan	-	• Acquired logistics platform for the electronics industry	-
2015	NX Wanbishi Archives Co., Ltd.	Japan	-	• Acquired storage platform	-
2018	Traconf	Europe	Lifestyle	• Acquired logistics infrastructure in the lifestyle field • Acquired management-level personnel in Europe	Local
2020	MD Logistics	Americas	Healthcare	• Acquired pharmaceutical warehousing and distribution functions, expertise in the U.S. • Acquired pharmaceutical logistics sales and quality control capabilities	Local
2023	Tramo	Europe	Lifestyle	• Strengthened our lifestyle platform further	Local
2024	cargo-partner	Europe	-	• Acquired ocean and air forwarding volume and a business base in Central and Eastern Europe • Financial results declined due to a deterioration in the forwarding market • PMI, including site integration, progressed steadily	HD/Local
2025	Simon Hegele	Europe	Healthcare	• Established industry Focus in the Healthcare Business • Acquired specialized logistics functions, including delivery and installation	HD/Local

On the other hand, there are cases that have strengthened space purchasing power in the Forwarding Business and reinforced the current business foundation. Our Group incorporates lessons and evaluations from past experiences to further refine the M&A process, including selecting projects aligned with the Long-Term Vision and business plan, and strengthening the PMI system.

Enhancement in individual projects	**• Selection of projects aligned with Long-Term Vision and business plan • Building an optimal PMI system for the Group as a whole, led by HD • Promoting PMI with consideration for the characteristics of both the Forwarding Business and Logistics Business • Avoiding overpayment by utilizing earn-out, etc. • In conjunction with IFRS adoption, setting the grouping for impairment testing at the regional level**

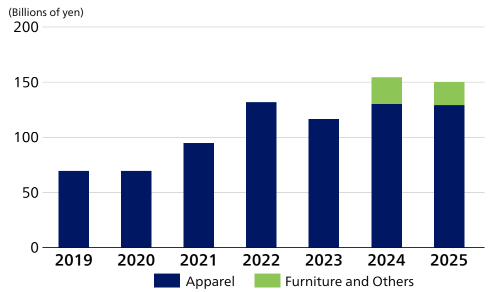
In addition, as business areas that have formed the foundation for growth strategies starting from past M&As, the lifestyle and healthcare industries can be cited. In the healthcare industry, the acquisitions of MD Logistics LLC and SH have established a business base for pharmaceuticals and medical devices, which is steadily functioning as a base for the growth of these priority industries.

Cases in Which Industry Pillars Have Become Growth Platforms: Lifestyle Industry

In the lifestyle industry, staged acquisitions of Franco Vago (2013), Traconf (2018), and Tramo (2023) have enabled us to build a logistics network for high-fashion and luxury furniture from Europe.

By integrating high value-added forwarding and warehouse functions, we have established a strong customer base among non-Japanese luxury brands, and this has reliably functioned as a Growth foundation for this industry pillar. Furthermore, former Franco Vago CEO Arnaldo Vivoli is now leading group management as an NX Group Executive Officer and Europe region Co-CEO, with personnel integration through M&A functioning at the management level as well.

Revenue (Lifestyle)



Progress of PMI

To accelerate business growth, NX Group has acquired one company in the Forwarding Business and Logistics Business over the past three years. Based on the aforementioned M&A reviews and evaluations, we are upgrading our M&A processes and currently promoting PMI tailored to the characteristics of each business. The integration know-how and execution skills we have cultivated here will also be utilized in future M&A strategies.

PMI of cargo-partner (Core Business: Forwarding)

The 2024 acquisition of CP is the most important initiative in the current business plan to accelerate global growth. Regarding PMI, under the initiative of the dedicated team at the Global Business Headquarters (GBHQ), we are collaborating with Europe and other regions to achieve purchasing and sales synergies and integrate bases, expecting to cut annual costs by ¥1.6 billion in 2026.

With the acquisition, our network in Central and Eastern Europe, where manufacturing bases are concentrated, has expanded, and our company has risen to fourth in the global forwarder ranking, thus improving both market presence and purchasing power. On the other hand, due to unfavorable market conditions in Europe, ocean cargo volumes fell below expectations, resulting in some performance issues. In response, as a result of starting initiatives immediately after group integration in 2024, the first quarter of FY2026 showed year-on-year increases in both revenue and profit, indicating signs of business recovery.

Going forward, we will complete integration of organizations and functions within FY2026 and shift toward business expansion. Cross-selling initiatives developed through PMI will be expanded into the "exCEEding" Central and Eastern Europe business expansion project. We will accelerate initiatives such as expanding trade lanes between Asia and Central and Eastern Europe in concert with the "Pan-Asia Strategy" and "Indian Ocean Rim Strategy," joint procurement of ocean and air freight, and joint product development using the company's LCL (Less than Container Load) routes, thereby turning Central and Eastern Europe into a growth driver for the entire group.

PMI of Simon Hegele (Core Business: Logistics)

SH, which was consolidated in 2025, possesses advanced technology in the field of medical equipment called Medtech, and is horizontally deploying this know-how in our Japan business. Furthermore, we are promoting cross-selling, such as NX Group bidding in Simon Hegele's forwarding tenders for major European medical equipment customers. Additionally, thanks to the transfer of our group's know-how, Simon Hegele has entered the installation business for semiconductor manufacturing equipment, and the two companies are strengthening cooperation by leveraging their respective strengths.

Going forward, we will accelerate synergy creation, with a focus on expanding Forwarding Business for clients inherited from SH and globally expanding Logistics Business through horizontal deployment of their expertise.

to become better together, beyond integration

CEO of cargo-partner **Luca Ferrara**

Since becoming part of NX Group in January 2024, cargo-partner (hereinafter "CP") has leveraged synergies through close collaboration, enhancing each other's strengths and deepening cooperation in serving global customers and developing LCL services. Through these efforts, we have further improved service quality for customers around the world, building on a broader and more resilient network. In addition to integrating systems and operations, we brought our people together under the clear vision of "to become better together" and promoted integration tailored to the business characteristics and strengths of each country. In Sweden, CP's business was integrated into APC, which NX acquired in 2012. In January 2026, NX's businesses in Hungary and Romania were integrated into CP. As a result of these initiatives, the combined scale of the two companies in terms of revenue and cargo handling volume ranked fourth[*1] in the world. Going forward, CP will continue to leverage the NX network to build a structure capable of responding swiftly to market changes, further enhance customer satisfaction, achieve operational excellence, and expand its business with Central and Eastern Europe as a core area. Under NX Group corporate message "We Find the Way," each and every one of us will move forward with a strong sense of ownership.

*1 Source: Armstrong & Associates, Inc. A&A's Top 25 Global Freight Forwarders List 2026.

Positioning of the Metro Supply Chain Acquisition

Strategic Direction for M&A

NX Group has set as its Long-Term Vision through 2037 "revenues of ¥4 trillion and an overseas revenue ratio of 50%." To achieve this, we have considered M&A with the primary themes of "expansion of global reach" and "enhancement of functions" for strengthening our global network base.

Strategic Direction for M&A

Expansion of global reach	Enhancement of functions
• Access to non-Japanese customers in North America and elsewhere and acquiring logistics functions (Logistics Business) • Strengthening lanes to and from Asia (forwarding companies)	• Enhancing functions in priority industries (semiconductors, etc.) • Acquiring a business base in growth regions where we have not yet entered or need to expand our locations

The acquisition of Metro Supply Chain aligns with the M&A policies and direction of NX Group and will lead to a higher proportion of the stable-revenue "Logistics Business." We recognize that it will also strengthen resilience to changes in the external environment and facilitate the transformation of our business structure.

Additionally, with this acquisition, we believe we have come significantly closer to achieving the current business plan's revenue target of ¥3 trillion. For the remaining term of the business plan, we will accelerate the PMI of the acquired company, focus on synergy creation and improving profitability, and aim to achieve business plan targets.

Acquisition of Metro Supply Chain

Under the above direction, we decided to acquire Canada's Metro Supply Chain in 2026. The enterprise value is 1.8 billion Canadian dollars (approximately ¥207 billion), with the closing scheduled for the second half of 2026.

Outline of Metro Supply Chain

Target Company	Metro Supply Chain Group Inc.
Date of Incorporation	1974
Headquarters Address	1002 Sherbrooke St. West, Suite 2000, Montréal, QC H3A 3L6 Canada
Representatives	Chiko Nanji, Founder & Group Chairman Chris Fenton, Group President & CEO
Business	Contract logistics (3PL) Business
Employees	Approx. 8,000 employees
Areas of Operation	Over 180 locations across 6 countries, primarily in Canada, U.S., and U.K.

Facility (Ontario, Canada)

Features

- **A 3PL company** based in Canada **which a high level of competitiveness, mainly in North America**
- **Has a strong customer base spanning a wide range of end markets**, including retail, consumer goods, automotive & manufacturing, healthcare & wellness, technology services, and public sector

Purpose and strategic alignment of the acquisition

Metro Supply Chain mainly operates contract logistics (3PL) business in North America and holds a strong customer base of leading non-Japanese companies in the vast market. This project satisfies both of the two key themes in NX Group M&A policy: "access to non-Japanese customers and acquiring logistics functions in North America" and "acquisition of a business base in growth regions." The strategic significance can be summarized as follows in three points.

	Strategic Rationale	Overview
A	Strengthening and expanding the contract logistics (3PL) business platform in North America	Enhancing the NX Group's presence as a logistics company in North America, a vast market where continued growth is expected
B	Enhancement of End to End solution capabilities	Strengthening End to End solution capabilities, with a particular focus on expanding the sales logistics domain
C	Acquisition of a Non-Japanese customer base	Acquiring a customer base centered in Canada, U.S., and the U.K., which has minimal overlap with the NX Group's existing customer base (primarily Japanese companies)

Expected effects of the acquisition and financial targets

This acquisition will increase the composition ratio of the Logistics Business, expected to deliver stable revenues, and reduce revenue volatility linked to the forwarding market.

Synergies are anticipated, such as strengthening and accelerating our business base in North America, and expanding End to End solutions globally. NX Group's global forwarding network and Metro Supply Chain Group's North American logistics base are complementary in function, and we see significant opportunities for business expansion through cross-selling. Additionally, cost synergies such as reducing financial expenses through utilization of Group finance are also expected.

In financial terms, our revenue target is 8% annual growth (in local currency), and with the above synergies we expect growth exceeding market growth rates. Although PPA (Purchase Price Allocation) has not yet been finalized, even after amortizing intangible assets, the contribution to consolidated net income is expected to be positive from the first year of the acquisition.

This acquisition is an important factor in realizing the Long-Term Vision. By applying the PMI know-how and execution structures developed through our experience with CP and SH, we will reliably realize synergies and ensure sustainable improvement in corporate value.

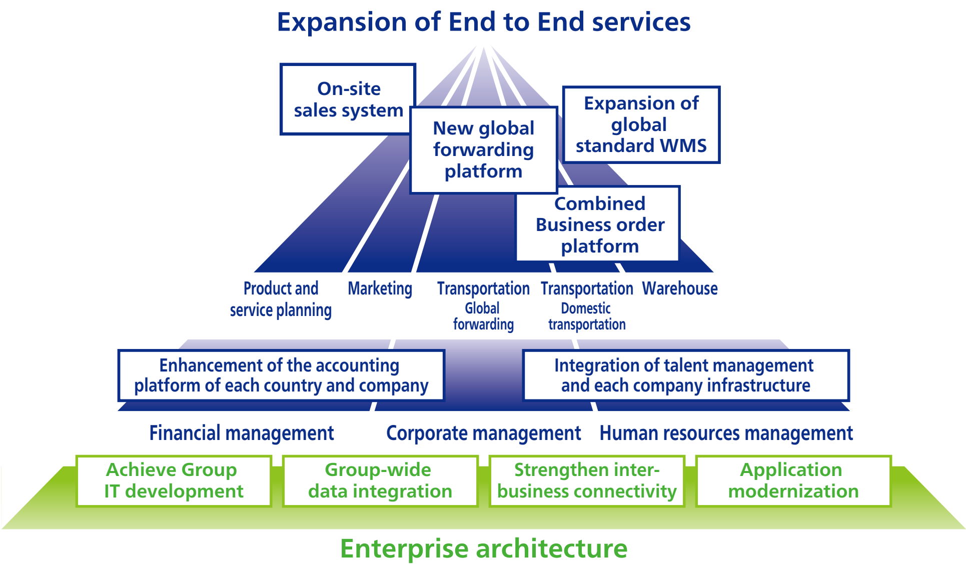
IT Infrastructure that Supports Business Growth

Achieving System Deployments to Expand End to End Services and Support Group Synergy

We are moving forward on the introduction of an enterprise architecture (EA), visualizing the IT systems of the entire NX Group, and advancing the optimization of applications. We are also working throughout our Group to visualize application structures and business processes, and to build systems that conform with our business strategy. From the perspectives of "expansion of End to End services" and "support for Group synergies" that are meant to strengthen our presence in the global marketplace, IT must contribute to the developmental improvement of operations by making the connections among our operations more robust.

Also, in order to have an IT management structure that eliminates the duplication or omission of systems and that helps to make efficient operations, we believe that our mission is to put a greater focus on outcomes in system development plans, taking development timing and budgets into account, and push forward mindful of just how the entire Group is delivering value to its customers.

IT across NX Group supports End to End on a Group-wide basis



Progress and Achievements to Date

Through our previous EA activities, for major applications throughout NX Group we formulated as our IT development plan an image of their future and a roadmap. These are focused on outcomes and are meant to both optimize the development timing for each application and business measures. This has clarified the requirements for functions and data linkage necessary for providing End to End services.

In the forwarding field, we conducted pilot implementations of CargoWise One in Singapore and the Netherlands. The challenges and countermeasures identified there will be utilized as important insights for future full-scale implementation.

In addition, to aggregate information scattered in various locations, we are developing the information platform "NX Data Station." To enhance decision-making, it is essential to promote data utilization and build an IT infrastructure that can flexibly respond to business measures. Shifting the focus from individually optimized development to company-wide value creation is recognized as an important management issue for our Group.

Furthermore, with a view toward responding to priority industries such as semiconductors, lifestyle, and healthcare, we are advancing function development in logistics, providing new value beyond conventional frameworks, and promoting IT development integrated with business measures.

Future Initiatives

EA activities are shifting from planning to implementation, and the development of IT infrastructure that supports the expansion of End to End services is the highest priority. We will promote this Group-wide. In particular, we will focus on function development related to the renewal of operations in the transportation and sales domains, as well as strengthening data integration across domains. For CargoWise One, we will pursue full-scale deployment by enhancing test planning and user training, based on insights gained from the 2025 pilot run. For domestic transportation, we will begin development of an order platform to realize modal combinations. The goal of EA is to achieve standardization from a global perspective and thorough platformization through these initiatives.

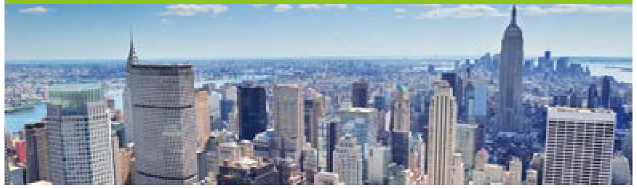
At the same time, we will also emphasize regional strengths and customer relationships, which are the sources of our competitiveness, to build a robust management foundation that balances overall optimization and strategic specialization.

PMI with CP is progressing smoothly, and we are considering integration and optimization aimed at maximizing synergies in IT as well. By sharing knowledge of regional characteristics and IT utilization, and strengthening collaboration between group companies, we will enhance the Group's overall IT capabilities.

Accelerating business growth in the global market

Segment Information (Logistics)

Logistics Americas



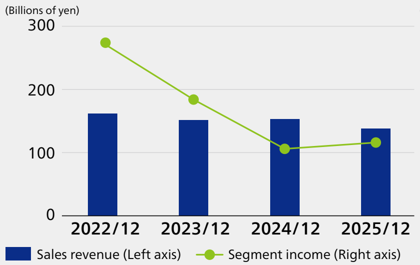
Business Overview

In addition to our own offices in the U.S., Canada, Mexico, and Brazil, we also provide services throughout the Americas by establishing distributors in countries where we do not have local subsidiaries, thereby supporting NX Group's global network. The return of manufacturing to U.S. territory is moving forward mainly in what are priority industries to us including mobility, semiconductor, and healthcare. Accordingly, in addition to ocean transportation and air transportation we are working to expand our domestic U.S. and cross-border freight businesses and strengthen contract logistics sales. With these efforts, we are providing End to End solutions that strongly support our customers' supply chains.

Performance for Year Ended December 31, 2025

With the decrease in handled volumes of air cargo and ocean transportation, sales revenue was ¥138 billion, a decrease of ¥15 billion, or 9.8%, compared to the same period last year. However, due to effects such as a rebound increase from last year's subsidiary liquidation, segment income was ¥5.7 billion, an increase of ¥0.4 billion, or 7.6%, compared to the prior year.

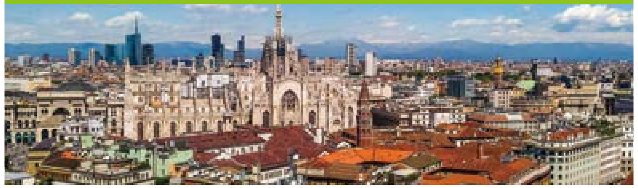
Sales Revenue and Segment Income



Number of employees **3,250**

Capital investments **¥4,633 million**

Logistics Europe



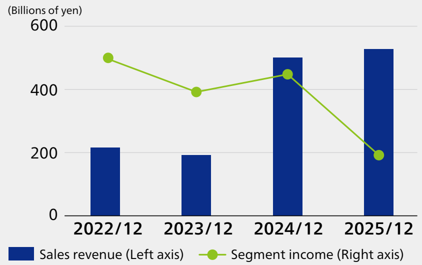
Business Overview

Logistics Europe operates locations in Germany, Italy, the Netherlands, and other major countries in Europe, as well as Turkey and the United Arab Emirates. We provide logistics services mainly to our customers in the automobile, semiconductor, medical and pharmaceutical, and lifestyle industries. Through the recent acquisitions of Tramo, CP, and SH, we are working to expand our network in the European region.

Performance for Year Ended December 31, 2025

In addition to increased air cargo volume, the inclusion of SH as a new consolidated subsidiary resulted in sales revenue of ¥527.9 billion, an increase of ¥26.1 billion, or 5.2%, compared to the same period last year. However, due to factors such as a growing sense of overall economic slowdown in Europe, sales price declines caused by price competition in air cargo and ocean transportation businesses, increased one-time costs related to subsidiary integrations and liquidations, and rising costs linked to higher prices, personnel expenses, and rent, segment income remained at ¥4.7 billion.

Sales Revenue and Segment Income



Number of employees **10,185**

Capital investments **¥8,814 million**

Growth into a true global logistics company

Arnaldo Vivoli, Executive Officer, Europe Region Co-CEO

This is the first time in NX Group's history that a non-Japanese Executive Officer has been appointed to the position that I currently hold. I feel a great responsibility and also take this as a strong sign of possibility for the future.

My mission is to strongly lead our company to become a true global logistics company. The Europe region (Europe, Middle East, Africa) has seen rapid business expansion through M&A. At the same time, and the scale and complexity have increased beyond what traditional Japanese management methods can address. The Europe region consists of various countries with different ways of thinking. Therefore, I believe that it is more important than ever to accurately understand the regulations, business practices, and industrial structures of each country, and to have the ability to make quick decisions and think globally.

We will also actively work to further expand our non-Japanese customer base rather than only Japanese companies.

By rebuilding an efficient global management structure based on each country's rules and market, and further expanding our non-Japanese customer base, we will contribute even more to business growth.

Accelerating business growth in the global market

Segment Information (Logistics)

Logistics East Asia

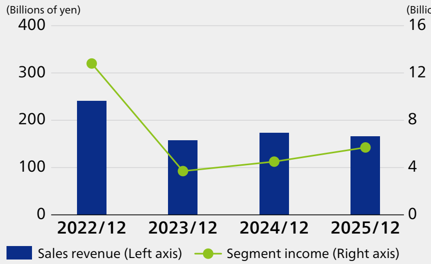
Business Overview

NX Group has locations in China, Hong Kong, Taiwan, South Korea, and Kazakhstan, and in January 2026 established the Nippon Express East Asia Co.,LTD. to strengthen governance. In China and Hong Kong, along with the rapidly growing international forwarding for overseas EC platforms, we focus on growth industries such as production logistics and parts exports in the medical, pharmaceutical, and EV-related fields, handling both international forwarding and domestic Logistics Businesses. In Taiwan and South Korea, we are enhancing functions for the semiconductor and mobility industries, and under the Pan-Asia strategy aligned with "China Plus One," we are expanding the provision of End to End solutions.

Performance for Year Ended December 31, 2025

Although the handling volume of air cargo increased, the handling volume of ocean transportation, particularly for apparel and household furniture-related goods, decreased. As a result, sales revenue was ¥165.8 billion, a decrease of ¥8.1 billion, or 4.7%, compared to the same period of the previous year. However, cost reductions from business restructuring and functional integration resulted in segment income of ¥5.7 billion, an increase of ¥1.1 billion, or 25.9%, compared to the same period of the previous year.

Sales Revenue and Segment Income



Number of employees
4,172

Capital investments
¥1,138 million

Logistics South Asia & Oceania

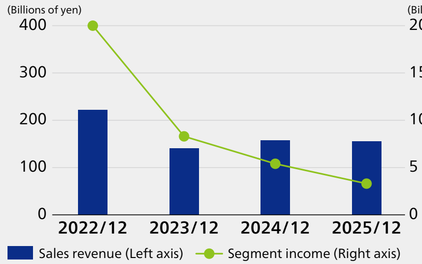
Business Overview

We have locations in 15 countries, including ASEAN, rapidly growing South Asian regions such as India and Bangladesh, and the Oceania region centering on Australia. In India, we handle warehousing & delivery and international forwarding tailored to the expansion of pharmaceuticals and manufacturing. On the Malay Peninsula, we offer transportation services for technology and semiconductor-related sectors. In the Mekong region, which serves as a recipient for China Plus One, we are strengthening logistics networks connecting the region and China, and in Australia we are promoting businesses that capture solid domestic demand. We are enhancing End to End Logistics Services according to growth opportunities in each region.

Performance for Year Ended December 31, 2025

In addition to the decrease in the handling volume of air cargo, the decline in selling prices led to sales revenue of ¥155.4 billion, a decrease of ¥2.2 billion, or 1.4%, compared to the same period of the previous year. Due to various cost increases, segment income was ¥3.2 billion, a decrease of ¥2.2 billion, or 40.5%, compared to the same period of the previous year.

Sales Revenue and Segment Income



Number of employees
8,945

Capital investments
¥6,033 million

Logistics Japan

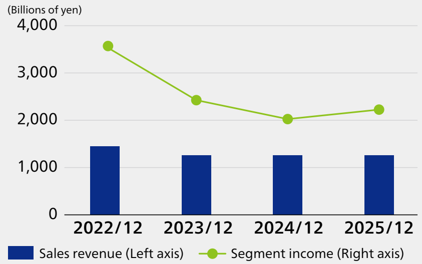
Business Overview

Our employees, who maintain a strong awareness of safety, quality, and compliance, as well as a stance of placing the customer first, deliver optimal logistics service to our customer by leveraging various transport modes, including railways, automobiles, ocean, and airplanes, as well as our extensive global network including NX Group companies. In addition, we provide the right solution for different needs in every area from business-to-business logistics to moving/relocation and transport of special goods, like fine arts and pharmaceuticals, by employing a logistics information systems that combine our distribution centers, each of which boasts one of the largest warehousing floor areas in Japan, with our experience and know-how.

Performance for Year Ended December 31, 2025

Although there was an impact from price revisions, the handling of various types of cargo, mainly air cargo and ocean transportation, declined. Sales revenue was ¥1,260.3 billion, a decrease of ¥1.6 billion, or 0.1%, compared to the same period of the previous year. However, due to various cost reduction effects, segment income was ¥44.5 billion, an increase of ¥3.9 billion, or 9.8%, compared to the same period of the previous year.

Sales Revenue and Segment Income



Number of employees
37,891

Capital investments
¥47,099 million

Rebuild Businesses in Japan

We aim to improve our business income ratio by promoting "Reform to a highly customer-oriented company," "Continue and enhance robustness of businesses in Japan," and "Continually reform and revise business foundations."

Reform to a highly customer-oriented company

Establish an Account Management Structure

- **Established a specialized accounting structure for 181 companies (as of April 2026)**
- **Started operation of the customer-specific profit/loss management system**

Strengthen Our Logistics Business

- **Automated equipment introduced at 36 locations (as of April 2026)**
  - In January 2026, a DX Solutions Promotion Division was newly established at NIPPON EXPRESS CO., LTD., promoting automation and labor-saving operations using advanced logistics technologies
- **Implement human resources training program**
  - Carry out business improvement activities on site through human resources training program

Expanded handling of priority industries

- **Expansion of handling in the pharmaceuticals and semiconductor businesses**
  - Began new storage and distribution operations at multiple warehouse sites

Continue and enhance robustness of businesses in Japan

Initiatives to improve profitability

- **Fee revisions in response to rising personnel and outsourcing costs**
  - Implemented revisions exceeding the previous year
- **Reduction of indirect division costs**
  - Implemented reduction of administrative outsourcing expenses
- **Maximizing utilization of in-house resources and reducing outsourcing ratio**
  - Expansion of centralized management for human resources in operations

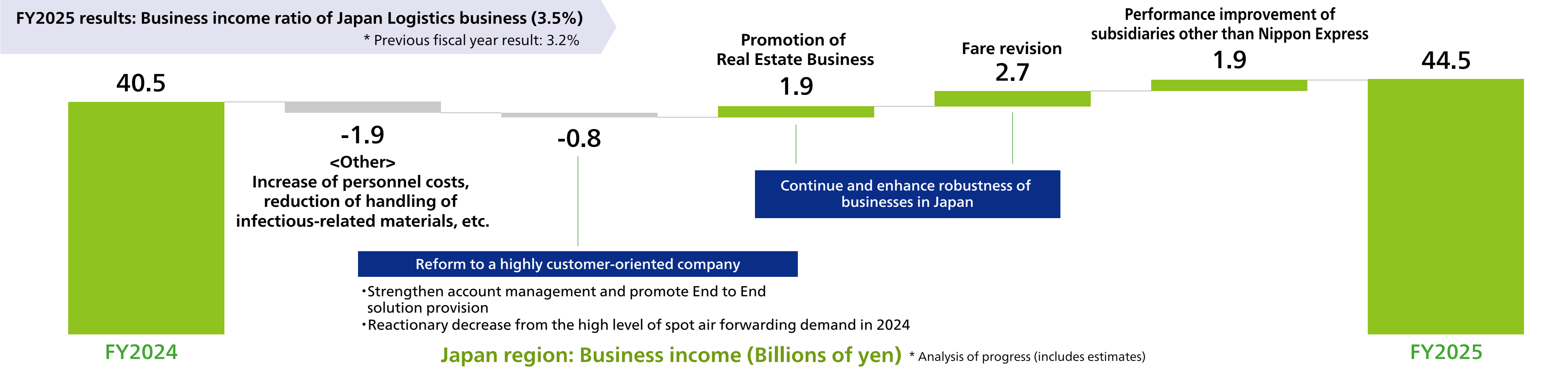
Continually reform and revise business foundations

Initiatives to improve capital efficiency

- **Decided to reorganize 71 Branch work companies (cumulative from FY2023)**
  - Completion for 66 companies scheduled by April 2026
- **Improvement of profit margins and capital efficiency through the in-house company system**
  - To achieve the overall ROIC target for NIPPON EXPRESS CO., LTD., set ROIC as a management target figure for each company
  - For each company, formulates plans to achieve the FY2028 ROIC target (improvement of around 3–5% compared to FY2024)

KPI: Improvement of business income ratio in the Japan logistics segment (from 3.9% to 5.9%)

FY2025 results: Business income ratio of Japan Logistics business (3.5%)
* Previous fiscal year result: 3.2%



Japan region: Business income (Billions of yen) * Analysis of progress (includes estimates)
(Amounts rounded off to the nearest ¥100 million)

Rebuild Businesses in Japan – Area-specific situations

In January 2025, we restructured our organization and introduced an internal company system. To accelerate the restructuring and investment, hiring, and placement of organizations in line with area characteristics, ROIC targets will be set for both the East Company and West Company unique to themselves in order to promote management efficiency.

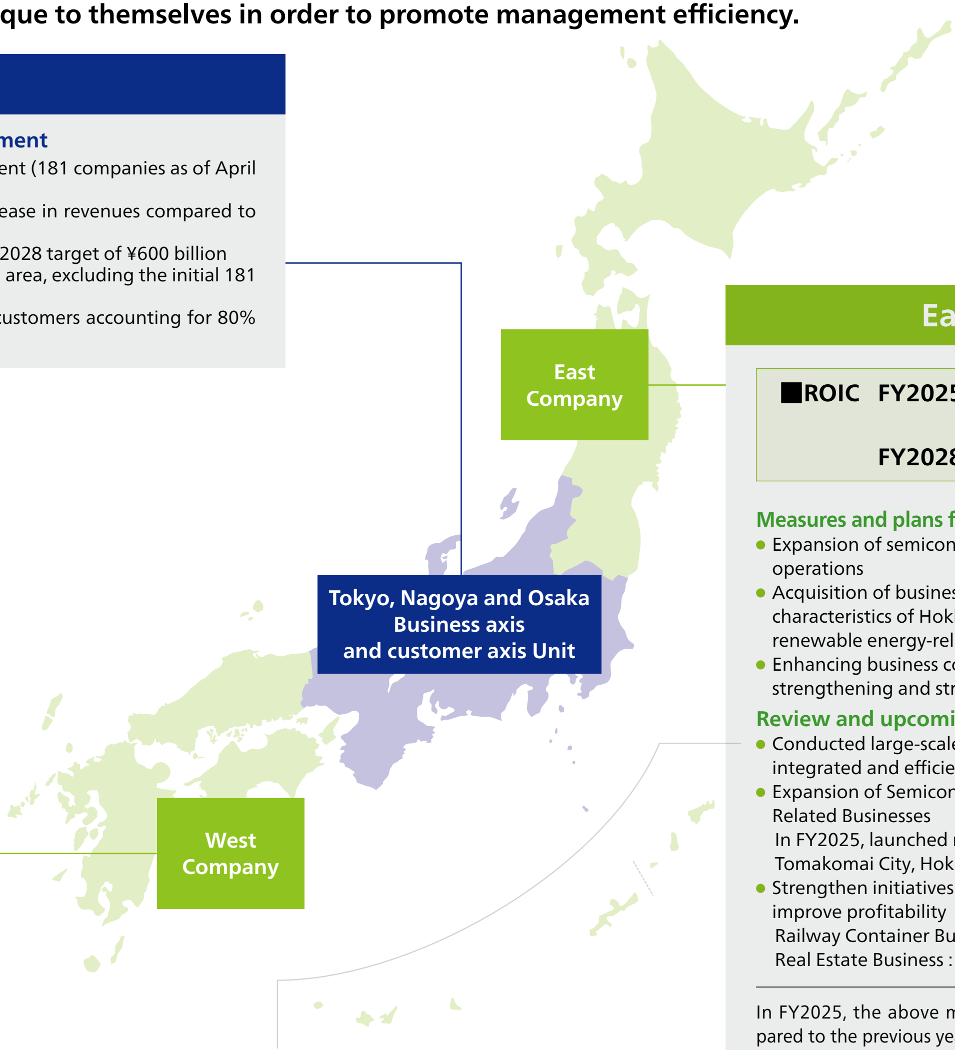
NIPPON EXPRESS CO., LTD.
Company-wide (IFRS)
FY2025 results

- ■ ROIC 3.5% (year-on-year: +0.4 pt)
- ■ Sales revenue ¥1,069.4 billion

Tokyo, Nagoya and Osaka

Efforts to expand End to End solutions through account management

- Established a dedicated account structure to strengthen account management (181 companies as of April 2026)
  Setting targets for important accounts: aiming for approximately 30% increase in revenues compared to FY2024 (sales value ¥600 billion) by FY2028
  Key account revenues for FY2025: expected to expand to about 80% of the 2028 target of ¥600 billion
- Selected additional target customers to strengthen sales capabilities in each area, excluding the initial 181 companies
  By doing this, assignment of responsible personnel and target-setting for customers accounting for 80% of total revenues, including important accounts, has been completed



West Company

■ROIC	FY2025	6.6% (year-on-year: -0.8pt)
	FY2028 Target	13.0%

Measures and plans for achieving the 2028 ROIC target

- Expansion of the handling of priority businesses such as Logistics Business
- Strengthening initiatives in businesses such as Renewable Energy-Related Businesses
- Streamlining of operations and administration, reorganization of sites

Review and upcoming initiatives

- Strengthening of Logistics Business
  Strengthened initiatives for improving warehouse utilization rates at key warehouses. Conducted sales activities for selected customers; warehouse utilization rates expected to rise from FY2026
- Expansion of Renewable Energy-Related Businesses
  Stronger handling volume of offshore wind and biomass power generation-related business
- Efficiency improvements through centralization
  Integration of dispersed business processes and resources
  Standardization and streamlining of operations carried out

In FY2025, although the above initiatives produced results, overall ROIC declined year-on-year due to stagnation in warehouse utilization rates and other factors. Going forward, warehouse utilization rates at key warehouses are expected to improve and, in addition to strengthening initiatives in machinery businesses centered on the renewable energy sector, indirect division cost reductions will be pursued through further standardization and streamlining of operations.

East Company

■ROIC	FY2025	9.7% (year-on-year: +1.6 pt)
	FY2028 Target	11.0%

Measures and plans for achieving the 2028 ROIC target

- Expansion of semiconductor and electrical/electronic-related operations
- Acquisition of business operations matched to the characteristics of Hokkaido and Tohoku areas, including renewable energy-related businesses
- Enhancing business competitiveness and profitability through strengthening and streamlining initiatives including the above

Review and upcoming initiatives

- Conducted large-scale organizational restructuring to achieve integrated and efficient management
- Expansion of Semiconductor-related and Renewable Energy-Related Businesses
  In FY2025, launched new semiconductor-related operations in Tomakomai City, Hokkaido and Kitakami City, Iwate Prefecture
- Strengthen initiatives for business-specific measures to improve profitability
  Railway Container Business: ¥520 million increase in profit
  Real Estate Business : ¥6 million increase in profit

In FY2025, the above measures resulted in improved ROIC compared to the previous year. Going forward, we will further strengthen efforts to win Semiconductor-related Business and Renewable Energy-Related Business (such as offshore and onshore wind power), as well as work to enhance profit margins through improving the business performance of unprofitable, low-profit areas.

Rebuild Businesses in Japan – Warehouse Strategy

Column Increased ROIC by Warehouse

NIPPON EXPRESS CO., LTD. is working on formulating a grand design for a warehouse strategy contributing to reviewing assets with the aim of increasing capital efficiency. At the core of this is increased ROIC by warehouse, and in parallel with the overall design, we are advancing individual measures.

To increase ROIC by warehouse, we are first visualizing circumstances starting in order from the largest facilities, and as of April 2026, we have identified the ROIC for approximately 300 sites (about 60% of total warehouse floor space). We set ROIC targets for each warehouse and are focusing on initiatives to improve profitability such as price revisions and warehouse automation, aiming to generate the effects of revenue improvement as we increase target sites.

The DX Solutions Promotion Division was newly established in January 2026 as a measure to achieve better warehouse automation. This division takes the lead, consistently spearheading projects from planning and proposal through to implementation. We are aiming to raise overall profitability, by setting automation target warehouses and KPIs, and working to create and build on projects, as well as having specialized talent enter work sites to roll out their expertise and know-how gained from successful cases to other locations.

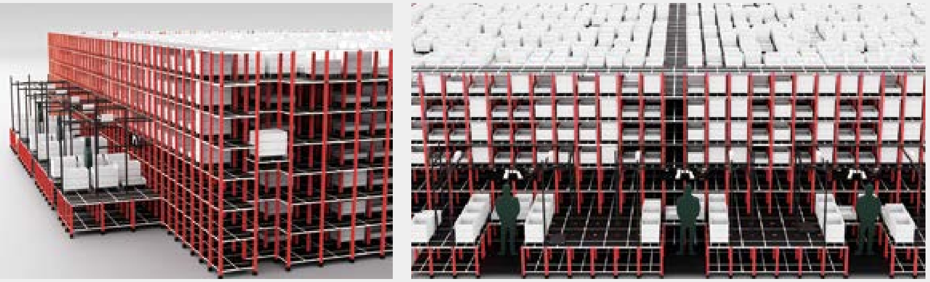
Case Study Improving Productivity by Rolling Out Autonomous Mobile Robots

As one example of the above warehouse automation, at a site that handles products from a major electronics manufacturer, about 60% of tasks centered on picking and packing processes, and manual operations using paper lists led to bottlenecks and inefficiencies. Addressing the labor shortage and drastically reducing work hours and improving productivity became essential, so we decided to introduce the latest robots in an "Flexible Automated Warehouse," which began operating from May 2026.

[Implementation Results (Targets)]

Picking efficiency: Work was achieved about 4.5 times faster compared to before

Labor-saving: Operation is now possible with around 22 people, whereas about 33 staff were previously required (down by 11 staff)



Implementation Image

Rebuild Businesses in Japan

Segment Information (Other)

Security Transportation Segment

Business Overview and Strategies/Measures

The security transportation segment is handled by NX Cash Logistics Co., Ltd., which was spun off from NIPPON EXPRESS CO., LTD. in January 2023, and provides back-office operations for the financial industry, work that includes transporting, storing, and reckoning and sorting cash from financial institutions and retail shops. The company aims to reform cash logistics in Japan, using the methods of logistics to eliminate wasted operations and build a rational, low-social-impact system. It creates "triple win" relationships—cuts costs of customers, makes a social contribution, and develops business—and provides new value.

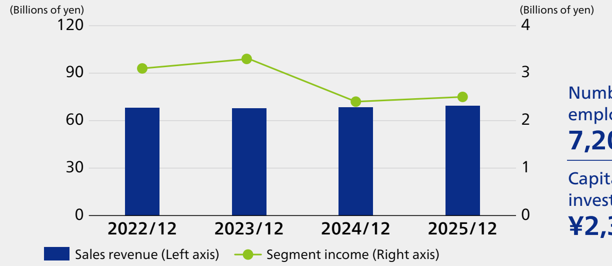
It also provides services that are even more aligned with customer needs, by promoting DX at work sites and centrally managing work services with data, as well as achieving data-driven management that visualizes operations.

The company aims to improve customer satisfaction and build long-term trusting relationships by offering customers efficient and highly reliable cash logistics services.

Performance for Year Ended December 31, 2025

Despite a reduction in scheduled deliveries and a reactionary decline to the handling of the banknote redesign replacement work in the previous, sales revenue increased to ¥69.5 billion, a rise of ¥0.9 billion or 1.4% year-on-year, owing to the effect of price revisions. However, segment income was ¥2.4 billion, about the same as the previous year, due to increases in various costs.

Sales Revenues and Segment Income



Number of employees
7,208

Capital investments
¥2,397 million

Rebuild Businesses in Japan

Segment Information (Other)

Heavy Haulage and Construction Segment

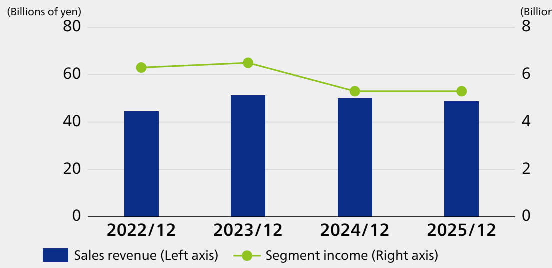
Business Overview and Strategies/Measures

The Heavy Haulage and Construction segment is mainly handled by NX Engineering Co., LTD., which provides seamless service from the transportation and installation to assembly of equipment for the construction of power stations, transformer substations, and petrochemical plants. Other services that NX Group provides includes the transport of manufacturing equipment at semiconductor plants, and updating work for the equipment of road infrastructure including expressways. In addition, NIPPON EXPRESS CO., LTD. has since the early 1990s been involved in the transportation and installation of power generation equipment at wind power stations, which is in high demand due to its environmental friendliness, and has been involved in approximately 70% of the wind power generation facilities currently existing in Japan. By specializing in the Heavy Haulage and Construction Business, we seek to further hone our technological, construction, mobilization, and organizational capabilities, as well as develop new equipment and introduce new technologies. In all the fields it handles, we aim to become the number one choice for customers in construction + haulage.

Performance for Year Ended December 31, 2025

While handling of shutdown maintenance projects increased, sales related to wind power projects declined, resulting in sales revenue of ¥48.5 billion, a decrease of ¥1.4 billion or 2.9% year-on-year. Segment income remained at ¥5.3 billion, about the same as the previous year, due to various cost reduction effects.

Sales Revenue and Segment Income



Number of employees
916

Capital investments
¥1,392 million

Logistics Support Segment

Business Overview and Strategies/Measures

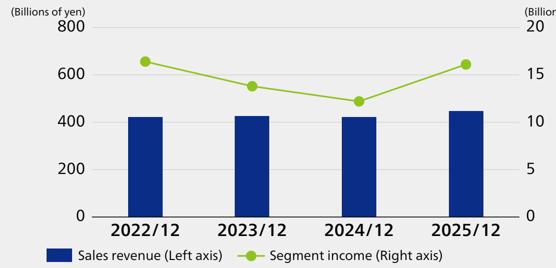
NX SHOJI CO.,LTD. is the core company in our logistics support segment. It operates a wide range of businesses—including sales of materials and equipment required at logistics sites; construction contracting; vehicle and construction equipment maintenance; the manufacture of trailers of various types; real estate brokering; construction design; facility management; import/export agent services; export packaging; sales of petroleum products, biofuels, and LP gas; and non-life and life insurance agency services—supporting the business operations of client companies and NX Group.

As a "Logistics Total Solution Supplier" that makes the most of its diverse expertise and the comprehensive capabilities of Group to serve as the one stop for providing commercial and logistics services, it aims to help work on solutions to issues of both society and our customers and achieve a sustainable society.

Performance for Year Ended December 31, 2025

On the back of increased handling by the logistics products, maintenance/fabrication, and real estate divisions, sales revenue increased ¥26.2 billion year-on-year to ¥446.7 billion, a 6.2% increase, and segment income increased ¥3.8 billion year-on-year to ¥16.1 billion, a 31.8% increase.

Sales Revenue and Segment Income



Number of employees
5,062

Capital investments
¥6,698 million

Message from Exective Officer in Charge of Sustainability

Accelerating Improvements in Our Earning Power and Corporate Value with Resolving Customer Challenges as the Starting Point

Executive Officer in charge of Sustainability Promotion Division **Hiroko Kishida**

At NX Group, sustainability management is positioned as a key strategy aimed at enhancing corporate value through seamless integration with business activities, with an emphasis on implementation at business sites to strengthen our earning power. Logistics is a type of social infrastructure, and providing sustainable and high-quality logistics services is itself the reason customers choose us, and is the source of our competitive edge. We are promoting this integration of sustainability and business with this understanding in mind. It also aligns with company-wide efforts to strengthen earning power, and shift from an asset-based model to a solutions business model.

Progress of Sustainability Management—Current State of Integration with Business

Efforts based on Material Issues are generally progressing as planned. We achieved steady progress with establishing the foundations for value creation, such as strengthening human capital, responding to risks including climate change, human rights and safety, and utilizing technology. We also regard strengthening the supply chain through dialogue and collaboration with suppliers as an important theme underpinning stable logistics services and business earning power.

In March 2026, we issued a press release*1 covering Sustainable Solutions, which classifies and improves on six customer sustainability challenges. These initiatives have also strengthened the foundation to accelerate the provision of End to End solutions.

Awareness of Issues for Enhancing Earning Power and Corporate Value

Yet the degree of contribution of these initiatives to sales and profit growth remains limited at this point. While we have made progress with structuring and showcasing approach methods and examples for our Sustainable Solutions, the scale of sales and contribution to profit are still in the early stages. Drawing on this foundation, we will link to proposals tailored to customers' management challenges, and this is indeed the stage where our true capability will be tested.

Furthermore, implementing these efforts into business operations and sites of operating companies will further hone our group's strengths—'Strong Operational Frontline Capabilities That Bring About Excellence, Efficiency, and Consistency'—as non-financial capital, and ensure their impact has a positive impact on the group's earning power.

We also need to identify essential challenges unique to each customer and industry, and advance the selection of optimal solutions and product planning.

By systematizing KPIs and visualizing non-financial capital, we will clearly present high-value-added solutions that contribute to the expansion of business areas and profit growth.

Growth Driven by Resolving Customer Challenges and Accelerating Business Implementation

Going forward, we will further integrate sustainability management into our business by focusing on solving the challenges our customers face. Rather than merely providing solutions, accurately identifying essential needs and proposing optimal combined solutions is important. In order to differentiate our Sustainable Solutions and link them to greater earning power, we also need to quantify the value it provides to customers and visualize the impact it has on management. Challenges such as CO_2 reduction, resource circulation, supply stability, and traceability are areas that enable solutions leveraging our Group's strengths, and we believe they can lead to the creation of new value and business opportunities. By visualizing this value, we will enhance our proposal capabilities into a competitive edge and strengthen earning power through increased orders and higher added value. With the potential risks and uncertainties in supply chains, logistics are becoming increasingly complex. Under such an environment, on-site capabilities and physical adaptability that function even during emergencies are the sources of NX Group's competitive edge. With the aim of achieving sustainable growth, we will promote automation and optimization utilizing AI and data to address labor shortages, nurture global specialized talent, and further strengthen our business foundation.

In response to climate change, as a company, we are aiming to balance corporate responsibility with value delivery, and to accelerate the implementation of sustainable logistics.

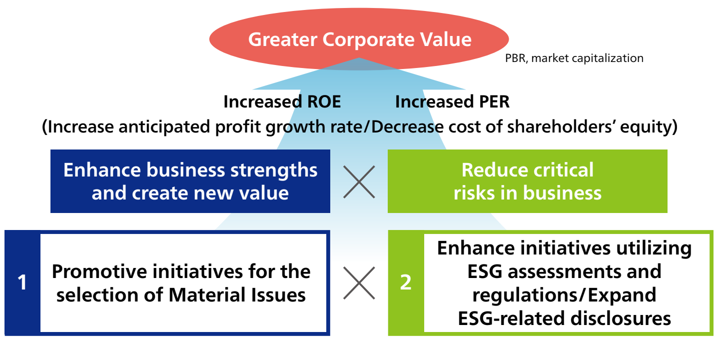
During the term of this business plan, integrating these initiatives with our business strategy will serve to advance the "outcomes" of our sustainability management. By further honing non-financial capital such as human resources, expertise, and proposal capabilities that underpin strong on-site capabilities, we will steadily achieve sustainable business expansion and profit growth, linking this to enhanced corporate value.

*1 NX Group Strengthens Efforts in Sustainable Solutions
https://www.nipponexpress-holdings.com/ja/news/press/2026/20260305-1.html

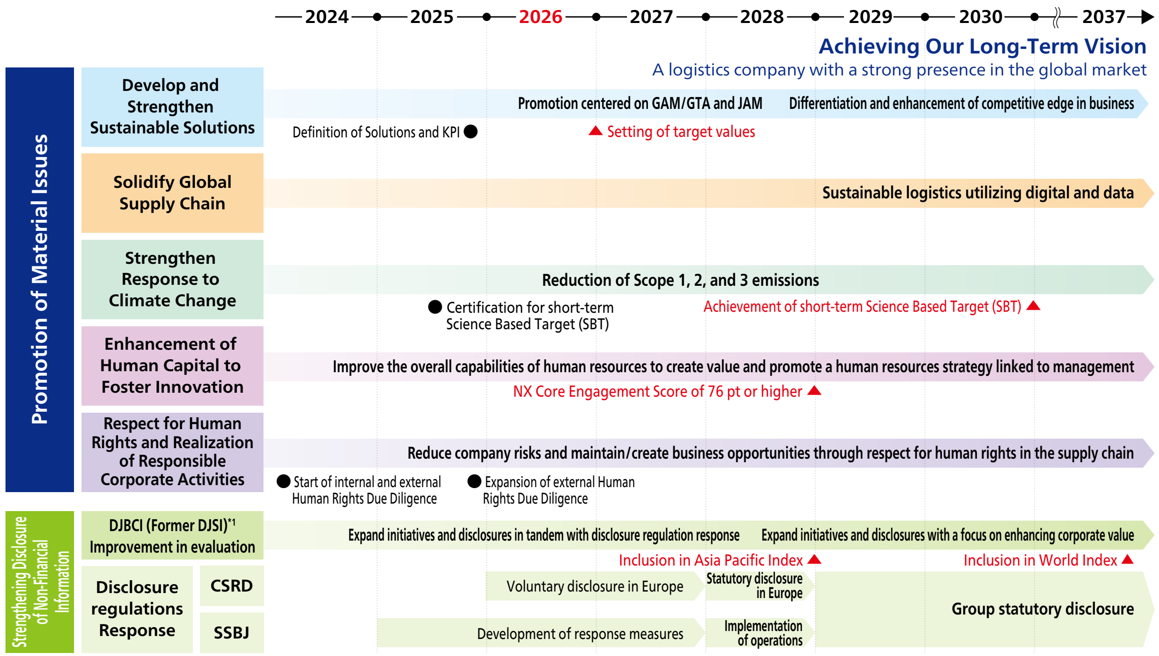
Sustainability Management Strategy

In NX Group's sustainability management, our aim is to achieve both enhancement of corporate value and the realization of our sustainability vision. To enhance corporate value, we aim to improve ROE and PER from two perspectives: (1) Enhancing our strengths and generating new value by advancing initiatives that address Material Issues, and (2) Reducing risk through enhanced initiatives utilizing ESG evaluations and regulations, alongside expanded disclosures.

Based on our group's Long-Term Vision and roadmap of becoming "A logistics company with a strong presence in the global market," we are advancing initiatives for Material Issues and strengthening non-financial disclosures, establishing milestones for each and advancing various measures.



Long-Term Roadmap for Promoting Sustainability Management



*1 Dow Jones Best-in-Class Indices

Sustainability Governance

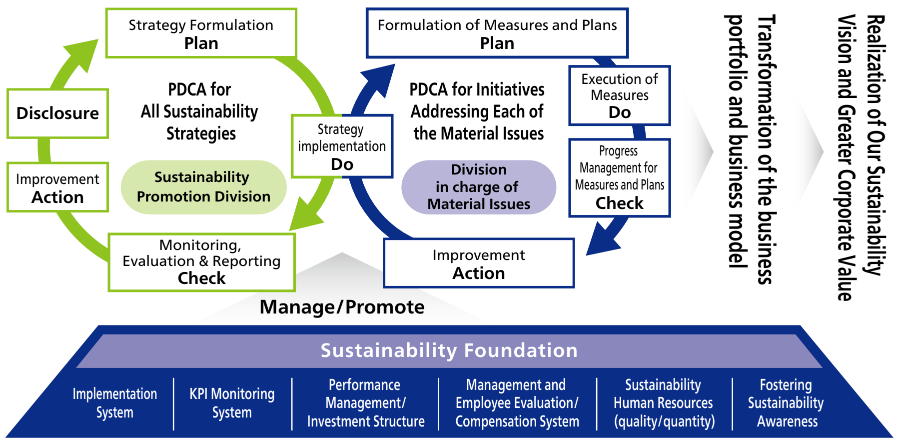
Sustainability Promotion Process

At NX Group, the Sustainability Promotion Division is in charge of formulating, evaluating, and improving strategies, taking into consideration the progress of initiatives for each Material Issue and changes in social conditions. These are implemented by the division in charge of each Material Issues, which promotes the transformation in the business portfolio and business model while incorporating them into its business.

KPI monitoring is conducted in the Sustainability Promotion Committee and sustainability conference, to ensure ongoing improvement of initiatives. Furthermore, to accelerate promoting sustainability management, NIPPON EXPRESS HOLDINGS, INC., NIPPON EXPRESS CO., LTD., and certain domestic group companies incorporate ESG-related indicators into officer remuneration.

Job-specific targets are also set, and efforts are made to spread these internally through training and other means.

Sustainability Promotion Process



Sustainability Governance

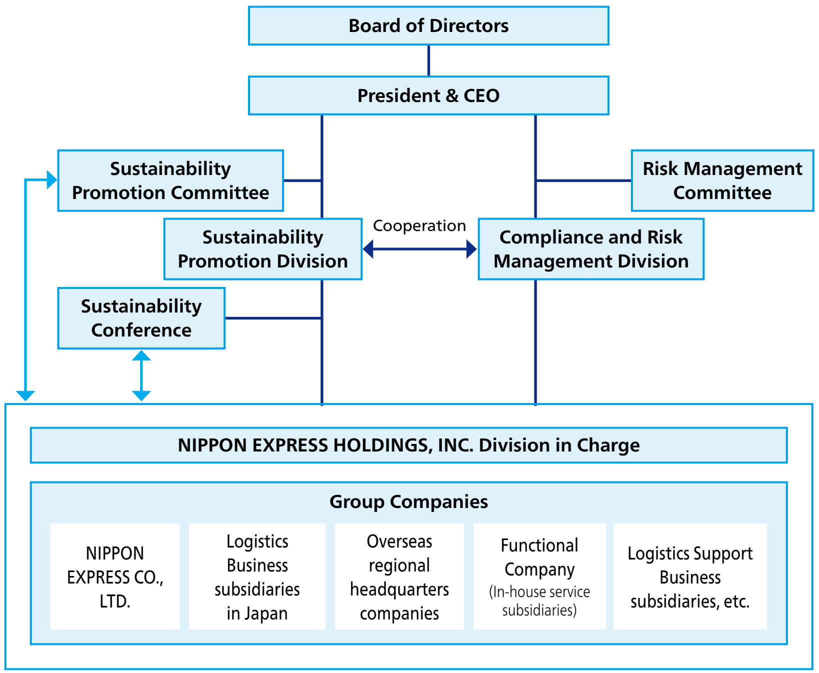
Sustainability Policy and Vision

NX Group will further deepen the sustainability management it has been pursuing to date and work as a Group to carry out highly effective measures. To achieve this, the Group has established a sustainability policy and vision that makes clear the Group's stance toward sustainability and the values to be created.

Based on this policy and vision, by embodying "be a Driving Force for Social Development, Create New Ideas and Value that Expand the Field of Logistics, and Inspire Trust Every Step of the Way" while achieving sustainable growth and improving corporate value, and further encouraging the creation of value, we are pushing forward with initiatives where possible as a Group that will have a presence in the global market in the area of sustainability activities as well.

⇒ Sustainability Policy / Sustainability Vision

Sustainability Promotion Structure



Sustainability Promotion System

NX Group advances sustainability management mainly via the Sustainability Promotion Division of NIPPON EXPRESS HOLDINGS, INC. The Group's Sustainability Promotion Committee is chaired by the President & CEO of NIPPON EXPRESS HOLDINGS, INC., and the Vice Chairperson is the Chief Managing Officer of the Sustainability Promotion Division. The committee includes these Executive Officers and sustainability promotion officers from Group companies, and aims to further accelerate and improve the effectiveness of initiatives for sustainability across the Group, including the issue of climate change, by examining policies and strategies, and verifying the state of progress.

Important matters discussed by the Sustainability Promotion Committee are submitted to the Board of Directors for resolution or regularly reported to the Board of Directors, depending on the criteria for approval, and the Board of Directors supervises these activities.

The Risk Management Committee is also chaired by our company's President, with Executive Officers and representatives of major group companies as committee members. Both committees engage in close collaboration, holding discussions and sharing information to integrate sustainability issues into enterprise-wide risk management.

Sustainability Promotion Committee

1. Functions and Purpose	● Planning, drafting, and proposal of basic management policies, business activities and other policies and strategies related to sustainability management ● Reporting to the Board of Directors and the Executive Committee on information and progress related to sustainability management
2. Committee Members	● Chairperson: President of NIPPON EXPRESS HOLDINGS, INC. ● Deputy Chairperson: Chief Managing Officer in charge of the Sustainability Promotion Division, NIPPON EXPRESS HOLDINGS, INC. ● Members: Operating Officers of NIPPON EXPRESS HOLDINGS, INC. and Officers in charge of Sustainability at Group companies ● Secretariat: Sustainability Promotion Division, NIPPON EXPRESS HOLDINGS, INC.
3. Meeting frequency	Two sessions per year, in principle Note: Ad hoc meetings are to be held when there are important matters to be discussed.

Sustainability Conference

1. Functions and Purpose	● Sharing of progress on sustainability management strategies based on discussions from the Sustainability Promotion Committee and confirmation of instructions ● Discussion of challenges in advancing the sustainability management strategy as well as organization and review of related reports and proposed recommendations in preparation for the next the Sustainability Promotion Committee meeting
2. Participants	● Secretariat: Sustainability Promotion Division, NIPPON EXPRESS HOLDINGS, INC. ● Participants: Persons in charge of sustainability promotion in each division of NIPPON EXPRESS HOLDINGS, INC. and at NX Group companies
3. Meeting frequency	Two sessions per year, in principle Note: Ad hoc meetings are to be held when there are important matters to be discussed.

Sustainability Promotion Committee Meeting Data

Meeting	Month held	Main issues addressed	
7th	March 2025	● Promotion of sustainability management ● Progress on promotion of Material Issues ● Initiatives for climate change and respect for human rights	● Efforts to enhance non-financial information disclosure ● Develop and strengthen sustainable solutions
8th	September 2025	● Promotion of sustainability management ● Progress on promotion of Material Issues ● Initiatives for climate change and respect for human rights	● Efforts to enhance non-financial information disclosure ● Review of measures for Material Issues ● Develop and strengthen sustainable solutions

Enhancing Non-financial and Financial Capital through Initiatives Addressing Material Issues and the Realization of Our Sustainability Vision

By promoting initiatives that address Material Issues, we aim to enhance our non-financial capital, and leveraging this foundation for conducting our business activities will not only drive the enhancement of corporate value but also help realization of our sustainability vision.
Each indicator is generally making steady progress. For items progressing smoothly, we will continue our activities; for those not progressing sufficiently, we will identify the causes and develop countermeasures, and will continue to pursue improvements in both ROE and PER.

Material Issues and Measures

Develop and Strengthen Sustainable Solutions
- Strengthen materiality solutions
- Strengthen decarbonization logistics solutions
- Strengthen logistics solutions through DX advancement

Solidify Global Supply Chain
- Strengthen the business foundation against risks
- Develop IT infrastructure and improve security level
- Improve Efficiency, Quality, and Earnings of Logistics by Promoting Digital Transformation

Strengthen Response to Climate Change
- Scope 1: Reduce CO_2 emissions from fossil-fuels
- Scope 2: Reduce power consumption and expand the usage of renewable energy
- Scope 3: Reduce CO_2 emissions from transportation and industrial waste

Enhancement of Human Capital to Foster Innovation
- Securing and developing top talent
- Enhancing Well-being
- Promote DE&I

Respect for Human Rights and Realization of Responsible Corporate Activities
- Ensure compliance
- Ensure safety and security
- Initiatives to respect human rights

Enhancement of Non-financial Capital*1

Monetization

Promotion of Business Activities and Business Growth Strategy

Ability to Solve the Issues of Clients and Society

Intellectual Capital — Sales expansion / Improvement in profit margin
Strengthen the Ability to Solve the Issues of Clients
- Number of sales knowledge contents
- Number of released solutions

Social and Relationship Capital — Sales expansion / Improvement in profit margin
Acquisition of New Customers and Deepening Relationships with Existing Customers
- Increase in the number of customers/transaction volume

Natural Capital — Sales expansion / Improvement in profit margin
Increasing Contribution to Reducing Customers' CO_2 Emissions

Strong Operational Frontline Capabilities That Bring About Excellence, Efficiency, and Consistency

Manufactured Capital — Sales expansion
Enhancing Operational Capabilities through Productivity Improvement (Excluding Personnel)
- Reducing amount of workload by introducing automation technology (compared to 2023)

Intellectual Capital — Risk reduction
Risk Management Systems Developed and Completed for the Entire Group
- Risk management training completion rate

Human Capital — Improvement in profit margin
Training and Acquisition of DX Human Resources
- Total number of participants in the education program specialized for DX human resources

Improving Business Efficiency and Reducing Manpower
- Accumulated amount of productivity improvement effects from business reforms

Trust as a Supply Chain Partner Supporting NX Group's Sustainable Growth

Social and Relationship Capital — Risk reduction
Increasing Contribution to Reducing CO_2 Emissions

Natural Capital — Risk reduction
Reducing CO_2 Emissions
- Scope 1 emissions
- Scope 2 emissions
- Scope 3 emissions

Human Resources and Organizational Culture as the Sources of Value Creation

Human Capital — Improvement of investment efficiency / Sales expansion
Retention and Enhancement of Human Resources
- NX Core Engagement Score
- Human Capital ROI
- Average years with the company

Diverse Talent that Support Value Creation
- Percentage of female managers

Intellectual Capital — Risk reduction
Maintaining and Strengthening Trusted Operations
- Number of whistleblowing system notifications and consultations

Accumulation of Safe, High-quality Transportation and Work Know-How
- Compliance rate of voluntary inspections based on safety and quality management standards

Employees (Including Potential Future) • Trust from Suppliers and Society

Social and Relationship Capital — Risk reduction
Creation of Work Environments in Accordance with NX Group Human Resources Policy
- NX Core Engagement Score

Elimination of Non-compliance
- Number of serious incidents involving legal action due to compliance violations

Elimination of Significant Accidents and Disasters
- Number of traffic accidents, labor accidents, and cargo accidents

Sustainability Management Vision

Greater Corporate Value (Increased PBR)

Increased ROE (Enhancement of financial capital)

Increased PER (Improvement in expected profit growth rate, Reduction of cost of shareholders' equity)

Realization of Our Sustainability Vision

Social Value
Providing security and stability
The happiness of workers

Environmental Value
Preservation of the global environment

Economic Value
Our sustainable growth

*1 Please refer to P.53 for progress on enhancing non-financial capital

Year-on-year: Strengthened / Maintained / Decreased

Progress with Initiatives Addressing Material Issues[*1]

We are making steady progress advancing our efforts addressing Material Issues. We will be reviewing these efforts aimed at strengthening earning power and enhancing corporate value, while also making moves to accelerate them.

*1 See the Sustainability Report for detailed progress.

Material Issues and Measures	Items Regarding Setting Targets	Target Values for 2028	2025 Results	2025 Target Achievement Rate	Compared to 2024 Results
Develop and Strengthen Sustainable Solutions ● Strengthen materiality solutions ● Strengthen decarbonization logistics solutions ● Strengthen logistics solutions through DX advancement ➡P.54	Increasing number of customers/transaction volume				
	Total sales of rail transportation (thousand tons)	7,595 (NE[*2])	6,146	88%	99%
	Domestic shipping total sales (thousand tons)	2,270 (NE[*2])	2,095	97%	102%
	Sea&Rail total sales (thousand tons)	13.8 (NE[*2])	22.1	186%	163%
	DX: Establishing a business model to solve supply chain issues				
	DX: Amount of profit contribution from business creation (¥100 million)	40	26	371%	236%
	DX: Total number of participants in the education program specialized for DX human resources (persons)	400	160	100%	200%
Solidify Global Supply Chain ● Strengthen the business foundation against risks ● Develop IT infrastructure and improve security level ● Improve Efficiency, Quality, and Earnings of Logistics by Promoting Digital Transformation ➡P.55	Reducing critical risks				
	Elimination of critical security incidents (number of cases)	0	0	100%	100%
	DX: Amount of productivity improvement effects from business reforms (¥100 million)	230	71	65%	113%
	DX: Reducing work time by introducing automation technology (compared to 2023) (%)	30%	15.3	219%	189%
	DX: Total number of participants in the education program specialized for DX human resources (persons)	400	160	100%	200%
Strengthen Response to Climate Change ● Scope 1: Reduce CO_2 emissions from fossil-fuels ● Scope 2: Reduce power consumption and expand the usage of renewable energy ● Scope 3: Reduce CO_2 emissions from transportation industrial waste ➡P.58	Scope 1, 2 total emissions (1,000t-CO_2)	537	691[*3]	–	95%
	Reducing Scope3 Emissions (%)				
Enhancement of Human Capital to Foster Innovation ● Securing and developing top talent ● Enhancing Well-being ● Promote DE&I ➡P.56	Increased "comprehensive strength[*4]"				
	NX Core Engagement Score (Point)	76 or more	73	100%	101%
Respect for Human Rights and Realization of Responsible Corporate Activities ● Ensure compliance ● Ensure safety and security ● Initiatives to respect human rights ➡P.59	Elimination of non-compliance	Zero critical incidents	Zero critical incidents	–	–
	Achieving social safety in logistics				
	Respect for human rights in business activities				

Review

Each measure is generally progressing according to plan. However, development and strengthening of sustainable solutions is still at the initial stage. Given that ROE and operating income are well below the forecasts at the beginning of the term and PBR is hovering around 1x, it is difficult to say that we are achieving sufficient results in enhancing corporate value, so we are verifying and reviewing measures and targets.

Future Initiatives

To further strengthen capital and earning power and improve ROE and corporate value, we are reviewing business growth and corporate strategy initiatives with the 2026 rolling business plan, including closer coordination and integration.

*2 NE = NIPPON EXPRESS CO., LTD. *3 The FY2025 target is 689 kt-CO_2 *4 "Comprehensive strength" = "Enriching our diverse and top talent," "Improving the performance of each individual," and "Building an inclusive workplace culture"

Contribution to Enhancing Corporate Value through the Development and Strengthening of Sustainable Solutions for Customers

Positioning of Sustainable Solutions

Sustainable solutions are key initiatives that link NX Group's growth and enhancement of corporate value by solving customer sustainability and management/business challenges. In addition to individual solutions, we are strengthening proposals and delivery on an End to End basis to expand the value offered, and strive for greater revenue through differentiation.

Progress in the Past Year

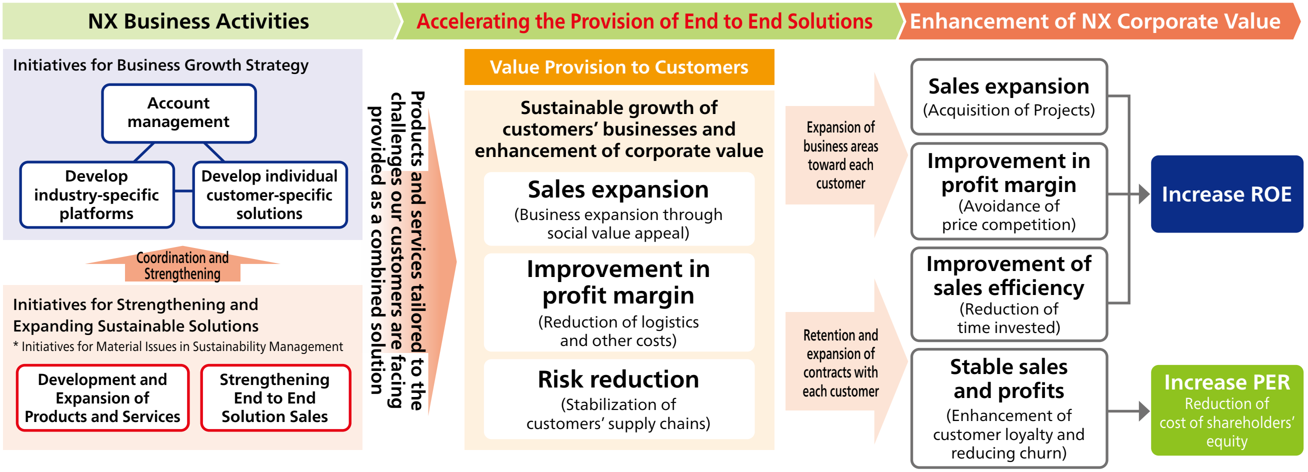
Over the past year, we have been preparing the groundwork for expanding business. While organizing the target services within the HD Global Business Headquarters and NIPPON EXPRESS CO., LTD., we defined six customer challenges—"CO_2 reduction," "Resource Circulation Measures," "Stable supply," "Improvement of safety and reliability," "Global strategy," and "Logistics efficiency"—and arranged a common approach for proposals. We have also been developing the sales framework and utilizing knowledge work and systems such as Salesforce to create a platform for visualizing proposal content and project progress.

Current Challenges

On the other hand, foundation building and PDCA for sales are still being developed, and a mechanism is needed to consistently translate proposals into projects, orders and profits. Clarifying how initiatives will link to ROE improvement, and enhancing investment and management for growth are also challenges.

Direction for Future Strengthening

Going forward, we will strengthen solution development, sales and service delivery in an integrated manner, starting from the management and business issues faced by customers. By improving reproducibility from project creation to monetization and linking these efforts to improvements in ROE, and also focusing on growth investments and visualizing outcomes, we are aiming to cultivate expectations for profit growth and enhance corporate value by increasing the PER.



Column Development and Expansion of Sustainable Solutions in the Construction Industry

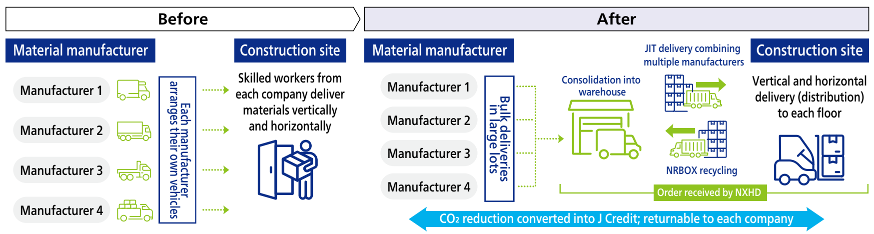
Over the past year, sustainable solutions have contributed to solving customer challenges such as labor shortages, productivity improvement and reducing environmental impact, and have progressed as initiatives leading to NX Group's business growth and higher ROE. NIPPON EXPRESS CO., LTD. has been strengthening its sales structure for the construction industry with the establishment of the General Construction Sales Division in FY2025, and is also expanding solution development and provision to address industry challenges, in addition to the construction-by-product collection system disclosed in the report from last year.

Specifically, we are advancing the development of "construction logistics" underpinning the joint distribution of materials and delivery/sharing at high-rise construction sites, including tower condominiums. Through this, we are contributing to solving the management challenges faced by our customers, such as labor shortages, improved productivity at sites and reducing environmental impact, and expanding our solutions from individual proposals to a broader rollout across the entire industry.

Furthermore, in the growing field of data center construction, we have started providing logistics schemes that cover transportation, storage, assembly, delivery, and maintenance as a one-stop service, with the aim of shortening construction times and help ensure stable operations, thereby expanding new business opportunities and strengthening our earnings base.

Through such initiatives, we are aiming to differentiate the value we offer, enhance profitability, and contribute to improving our ROE.

Image of Construction Logistics



Information Security Initiatives

Approach to Information Security

As a provider of social infrastructure supporting the global supply chain, NX Group regards ensuring information security as a key issue that forms the foundation for business continuity and enhancement of corporate value. In the Logistics Business, we recognize that safely managing various data, including cargo information, transaction information, and personal information entrusted to us by our customers, is a prerequisite for business operations and an important factor in supporting the trust placed in our Group.

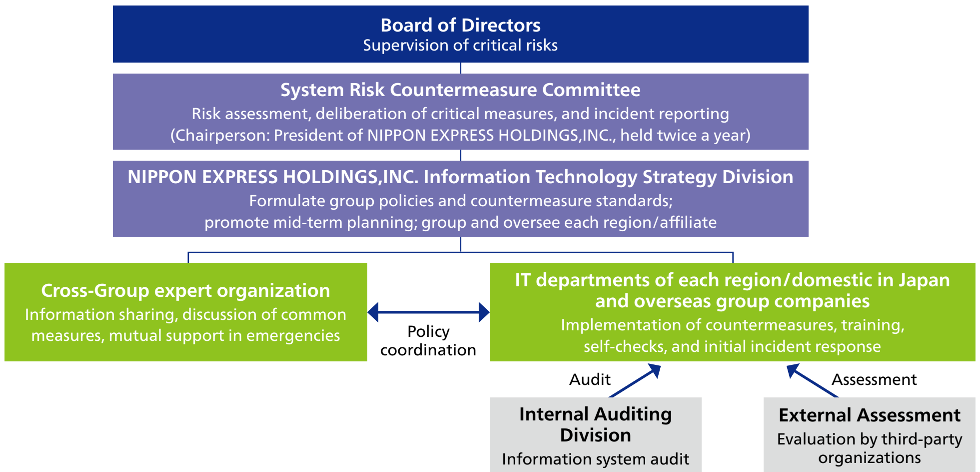
Framework and Policies for Information Security Initiatives

NX Group recognizes cyberattacks as one of the most critical business risks, and has established a system where the President chairs the "System Risk Countermeasure Committee." This committee convenes semiannually to report on risk assessment results and the implementation status of countermeasures.

To ensure thorough governance within NX Group, we conduct annual security assessments for each of our domestic group companies in Japan and overseas group companies based on the "Basic Policy on Cyber Security" and other regulations. Additionally, we have formulated a five-year mid-term cyber security plan and are promoting countermeasures throughout our Group in a systematic manner.

And to ensure the security of the entire supply chain, we have also established a cyber security expert organization comprising functional staff from each group company in order to facilitate group-wide responses to increasingly sophisticated threats. This organization not only serves as a framework for information sharing but also functions as a system for mutual support in times of emergency, enabling swift and organized response in the event of an incident.

Information Security Promotion Framework within NX Group



Measures and Results for Improving Security Levels, and Evaluation

NX Group is strengthening its system for sharing information and discussing measures among group companies centered on this specialized organization, while also establishing and expanding common security measures. In 2025, we worked to enhance the group's overall countermeasure standards, expanding global training infrastructure, and developing countermeasures against threats such as ransomware.

Main Initiatives and Results

- Expanded the number of group companies participating in the group-wide expert organization and strengthened the system for information sharing and joint discussion of countermeasures among group companies. Promoted mutual complementation of resources and skills between companies.
- Developed a common Group-wide countermeasure infrastructure, including countermeasures against ransomware and improvements to email security.
- Rolled out educational and training tools globally, holding targeted email attack drills regularly throughout the Group.
- Promoted Group-wide insurance enrollment and centralized contracts. Additionally, developed a system enabling the use of external specialists in the event of an incident.
- Identified all internet-connected devices and services Group-wide, and conducted regular vulnerability checks, risk visualization, and corrections.
- Strengthened response capabilities by establishing an incident response system, preparing response manuals, and conducting tabletop exercises Group-wide.

Future Directions

Moving forward, we will further strengthen coordination between group companies, improve implementation capabilities for initiatives, and optimize resource use, while also continuously researching and analyzing trends in cyberattacks and advancing our countermeasures. As a countermeasure against human errors, we also continuously conduct security education and targeted email attack training to raise the literacy of each employee. By participating in external organizations such as the Nippon CSIRT Association and the Transportation ISAC JAPAN, NX Group continues to gather information on the latest threats and share knowledge, thereby enhancing the resilience of the entire Group.

The scope of cyberattacks also continues to grow as DX advances and global business expands; in particular, preparedness for attacks starting with ransomware and supply chains is becoming increasingly important. Our company regards information security not merely as an act of defense, but as a foundation for providing stable services and fulfilling our responsibility as social infrastructure, and will continue these efforts as one of management's most critical themes underpinning medium- to long-term growth.

Message from the Chief Managing Officer of the Corporate Management Headquarters

NX Group Human Resources Strategy Underpinning Value Creation

Senior Managing Executive Officer **Tatsuya Akama**

Value Creation through Human Resources Strategy

NX Group Human Resources Strategy is centered on NX Group Human Resource Policy, and in concert with the management strategy, serves to enhance the capabilities of both individuals and organizations with the aim of achieving outstanding results. When employees find their work meaningful and fulfilling and feel a sense of personal growth, it embodies the reason for existence of our company and the value we provide to customers, fostering trust and recognition from customers and society, and ultimately, I believe this leads to sustainable growth of our company.

Our Human Resources Policy defines the our "desired human resources" as those with the qualities of "Self-discipline," "Challenge and Change" and "Integrity." For NX Group employees, "work" is viewed as the daily pursuit of "acquiring skills and taking on challenges in a proactive manner."

When people push themselves to reach ambitious goals by drawing on the skills they have worked to develop, their focus intensifies, they are able to perform at their best, and this leads to a sense of accomplishment and excellent outcomes. I also believe that taking on tasks aligned with management strategy helps to clarify the purpose of work and deepens employees' sense of meaning and fulfilling in their work, as well as their sense of personal growth. At the same time, by focusing human resources on priority areas of the management strategy, the company as a whole is also able to strengthen its competitive edge.

What we value most is systematizing and standardizing the enhanced capabilities of individuals, and sharing them across divisions and regions to transform individual capabilities into organizational strength. Individual growth is recognized in a culture of mutual respect, instilling confidence, boosting trust and collaboration throughout the workplace, and establishing a positive cycle where everyone is encouraged to take on new challenges.

To maximize organizational potential, we strive to be both a good company and a strong company. A good company maintains and enhances an organizational environment where meaningful work, growth and security are sustained; a strong company leverages systems and collaboration to turn the enhanced skills of individuals into repeatable achievements. By cultivating both, we ensure the organization continues to perform at a high level, avoiding stagnation, exhaustion, or short-term focus.

Execution of Human Resources Initiatives that Accelerate Value Creation

To create the value I outlined above, the Human Resources Strategy Management Division promotes various initiatives to accelerate these efforts from multiple angles. The core focus is enhancing individual capabilities through support for "autonomous career development," such as skills acquisition and expanding opportunities for taking challenges, and strengthening organizational capabilities by "fostering a culture" that values individual autonomy and embraces challenges. We implement human resources portfolio initiatives aligned with management strategies, KPI management to promote diverse talent, and also work to build foundations for the growth of our global business, while driving Human Capital Management forward.

Career Support to Enhance Individual Capabilities

To achieve "autonomous career development," we are boosting career support for employees, and in 2025, we established the Group career support policy "Make Own Career with NX." It has been two years since the launch of the "Poscari G" (Internal job posting) in-house recruitment system within the Group, and in FY2025, 172 positions were available, with 75 employees taking on their desired posts. The adoption of this system not only expands opportunities for employees to take on new challenges and increases motivation, but also helps to prevent turnover, energize receiving teams, and foster greater personal interaction and collaboration within the Group.

Moreover, at NIPPON EXPRESS CO., LTD., we conducted "second career support" in 2025 as an initiative to respect employees' career autonomy, and provide support for a variety of options both inside and outside the company. This is aimed at helping employees choose their next career path based on their own free will, taking into account changes in the business environment and their personal aspirations. As a result, 480 employees embarked on new steps in their careers. Looking ahead, we will continue to review career support options that promote career autonomy for employees and further enhance overall career support measures, including the internal recruitment and reskilling initiatives I just mentioned.

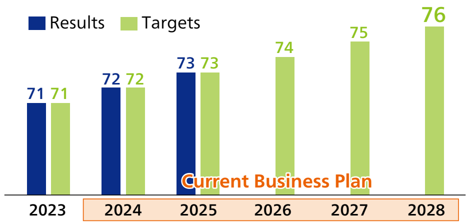
Creating a Workplace that Strengthens the Organizational Capabilities

Our aim in "fostering culture" is to create an environment where taking on challenges and diverse opinions are accepted openly, employees stimulate and learn from each other, mistakes are seen as opportunities for improvement, collaboration and cooperation are the norm, and everyone truly perceives these behaviors as standard practice.

In light of this, we focus on the "NX Core Engagement Score" as an important indicator to assess whether employees take pride in their work, are aware of their own mission and responsibilities, and are able to approach their roles in a proactive manner. The score was 73 points in FY2025, marking two consecutive years of increased numbers, and achieving our target. Given the improvement in other scores as well, we consider that the foundation for organizational strength based on open communication and mutual respect is being established in a steady manner. Consistent improvement in this engagement score reflects not only changes in the workplace culture, but also the spread of career support and a rise in enthusiasm for growth opportunities among employees.

It is important to note that overseas regions generally tend to have higher scores than Japan. While taking into account differences in cultural backgrounds and response tendencies, we believe that in Japan it is important to create an environment where employees are able to better experience opportunities and feel satisfied with how they are evaluated. We are focusing on expanding opportunities for taking on career-related challenges, reinforcing dialogue, and promoting supportive management to enhance engagement.

NX Core Engagement Score: Targets and Results



KPI Items	2023	2024	2025
NX Core Engagement Score	71	72	73
Survey score of self-discipline, challenge/innovation, integrity	68	68	70
Work engagement score	71	71	72
Psychological safety survey score	64	65	67
Communication service score	69	69	70
DE&I engagement score	63	66	68

Promotion of Human Resource Portfolio Initiatives

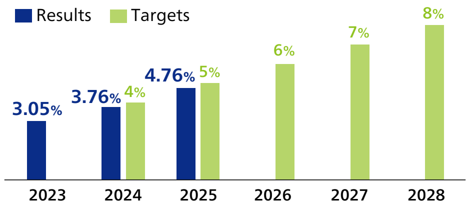
Along with the two initiatives I mentioned above, we also promote human resources portfolio initiatives as one of the core activities of our human resources strategy integrated with management strategy. We identify the human resources categories required for management and business strategies, clarify related issues in terms of quantity, quality and functional maintenance, and implement plans for recruitment, development and deployment in a systematic manner. As an example of this, at NIPPON EXPRESS CO., LTD., we have identified key human resources categories to drive the growth of our core Logistics Business, such as "Account Managers," "Global Forwarding Human Resources," and "Logistics Human Resources," with a focus on advancing account management and providing End to End solutions.

Current analysis shows that strengthening the number of employees in each of these categories is a particularly important issue, and we are proceeding with specific measures such as strategic deployment, and will work to reinforce our human resources foundation by continually monitoring progress in closing these gaps.

KPI Progress for Empowering Diverse Talent

Major KPIs in our human resources strategy are continuously monitored to ensure that we are creating an environment where diverse talent is able to succeed. While our target percentage of female managers has not been reached as of FY2025, each company is clarifying the discrepancy between current status and targets in the candidate pool, and is advancing concrete action plans, combining systematic development, appointments, assignment of job experience, expanded training opportunities, and recruitment measures as needed, toward achieving 8% by the end of FY2028.

Trends in the Percentage of female managers (7 major companies in the Japan region)



The Employment rate of people with disabilities met the legal requirement as of the end of FY2025, and looking ahead to future revisions, we plan on further strengthening recruitment, retention, and the creation of job opportunities.

Rate of Male Employees Taking Parental Leave was 57.1%, exceeding the FY2025 target—the concept of balancing work and family is gradually taking root among both eligible employees and their workplaces.

Building the Foundation for Accelerating Growth in Global Business

To accelerate the growth of our global business, NX Group is positioning diverse talent—regardless of nationality—as candidates for roles as future Executive Officers. The Global Business Headquarters (GBHQ) is strengthening the planning and implementation of global strategy by recruiting and deploying foreign Human Resources with a high level of expertise. In each region, we are both advancing localized management by leveraging locally developed business foundations and strengthening unified initiatives for overall optimization across all regions, including Japan. Based on this approach, we are identifying key issues through dialogue with human resources teams in each region overseas and strengthening collaboration to address these challenges.

With recruitment, for example, we are focusing on domains where both global and Group effects are anticipated, and are working to enhance recruitment capabilities by utilizing recruiting websites, social media, and boosting employer branding.

For key positions in overseas management, we have rolled out a global grading system to ensure consistent human resources management across the Group.

Looking ahead, under the concept of Human Capital Management, we will be viewing investment in human resources as a source of medium- to long-term value creation, and, by continuously monitoring progress using major KPIs and maintaining dialogue with employees, work to strengthen the capabilities of both individuals and organizations within NX Group and enhance corporate value.

Concepts and Initiatives for Strengthening Response to Climate Change

TCFD

NX Group is actively working to reduce CO_2 emissions with the goal of limiting the atmospheric temperature increase to 1.5°C above the level prior to the Industrial Revolution. We have positioned this initiative as a key issue for the sustainable growth and enhancement of corporate value of our Group. We expressed support for the TCFD recommendations in May 2022 and are working to disclose related information, with the aim of risk minimization and creation of new business opportunities.

WEB Please see the Sustainability website for details.
https://www.nipponexpress-holdings.com/en/sustainability/materiarity/tcfd/

Governance

NX Group has established the Sustainability Promotion Committee, chaired by the President & CEO of NIPPON EXPRESS HOLDINGS, INC. The committee discusses policies and strategies including climate change responses, and reports to the Board of Directors at least quarterly. The Board of Directors supervises, deliberates and adopts resolutions on reported matters. The compensation system also reflects ESG-related non-financial indicators in addition to financial indicators.

Risk Management

NX Group has established the Risk Management Committee, chaired by the President & CEO of NIPPON EXPRESS HOLDINGS, INC., to strengthen risk management. The Sustainability Promotion Committee has identified climate change response as a key issue and reports to the committee.

Strategy

To enhance the resilience of our business and strategy against climate change, we have conducted scenario analysis based on the 1.5°C and 4°C scenarios, qualitatively and quantitatively assessed the business impacts of identified risks and opportunities, and are implementing some countermeasures in line with these assessments. We have also analyzed the financial impacts of transition risks, acute physical risks, and opportunities (products/services).

Indicators and Targets

In January 2023, we set medium- to long-term CO_2 emission reduction targets for the entire NX Group to contribute to the goal of limiting the global average temperature rise to 1.5°C compared to pre-industrial levels.

Medium- to Long-term CO_2 Emission Reduction Targets

2030 Target	Scope 1, 2	Aim to reduce NX Group's CO_2 emissions by 50% compared to 2013 levels
	Scope 3	Reduce NX Group Scope3 (Category 4) emissions by 25% (compared with 2022) Reduce NX Group Scope3 (Category 11) emissions, which are derived from sold fossil fuel products, by 42% (compared with 2022)
2050 Target	Scope 1, 2, 3	Contribute to the realization of a carbon-neutral society through NX Group as a whole

WEB The 2030 target has been certified as a short-term Science Based Target (SBT).
Please see our website for details.
https://www.nipponexpress.com/press/2025/19-Jun-25-2.html

Achievements in CO_2 Emission Reduction Initiatives

To achieve our Medium- to Long-term Goals, NX Group is promoting energy-saving operations, loading optimization, route optimization, modal shift, and the expansion of low-carbon services. In 2025 in particular, in addition to thorough energy-saving measures, we actively increased the installation of power generation facilities at logistics centers and the procurement of electricity derived from renewable energy in order to achieve more concrete utilization of renewable energy. As a result, use of renewable electricity including onsite consumption and acquisition of environmental value both increased, reducing Scope 2 emissions by 5,423 t-CO_2 compared to the previous year. Furthermore, with operational efficiency improvements such as integrating sites and consolidating vehicles, Scope 1 emissions were also reduced by 29,290 t-CO_2. In addition, to reduce Scope 3 emissions, certain Group companies have begun trial calculations and reduction efforts targeting their transportation subcontractors. We will continue to enhance our supply chain-wide initiatives and expand the scope of these activities going forward.

In January 2023, the Group also set Medium- to Long-term Goals and is managing progress using KPIs. By obtaining SBT certification, we ensure the scientific validity of these targets, and ESG items are reflected in performance indicators.

Management items		Base year and results		FY2024 Results	FY2025 Results
CO_2 emission reduction results (thousand t-CO_2)*1	Scope 1, 2	2013	970	726*3 (25% reduction)	691 (29% reduction)
	Scope 3	2022	14,785	18,036*3 (22% increase)	17,579 (19% increase)
Eco-friendly vehicles ownership ratio (%)	Japan			74.2	74.4
	Overseas*2				43.6
	Group total*2				67.6
Proportion of renewable energy power usage (%) (self-generation, electricity from renewable energy sources, purchased environmental value)	Japan			2.74	6.39
	Overseas*2				8.05
	Group total*2				6.89

*1 The percentage in parentheses indicates the reduction compared to the base year.
*2 For FY2024, there are no results for ownership ratio of eco-friendly vehicles or proportion of renewable energy power usage overseas.
*3 FY2024 results have been revised to reflect the numbers at the time of FY2025 certification.

Future Initiatives for CO_2 Emission Reduction

NX Group regularly evaluates and analyzes the progress is makes with CO_2 emission reduction initiatives. In 2025, in particular, we achieved certain results in CO_2 emission reduction by actively increasing the installation of solar power generation equipment on facility rooftops and procuring electricity derived from renewable energy. Based on this evaluation, we will continue promoting the use of renewable energy through 2026. We will also continue efforts toward energy conservation, such as upgrading lighting and air conditioning and improving operations, and will achieve further improvements by calculating emissions and disclosures. For transportation, we will expand services using low-carbon fuels such as SAF and biofuels, and aim to achieve both decarbonization and stable logistics by working with our customers and partner companies, as well as governments and industry groups. We are also striving to enhance the effectiveness and transparency of our initiatives through information disclosure and dialogue, contributing to the creation of a sustainable society.

Human Rights Initiatives

NX Group formulated its Human Rights Policy and Procurement Policy in 2023 and has been working to ensure respect for human rights throughout its supply chain.

In 2025, we continued internal initiatives and expanded and strengthened initiatives with stakeholders, including business partners.

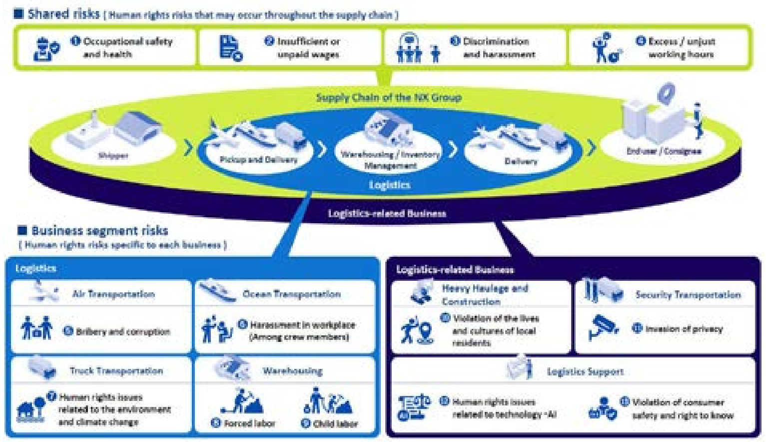
In-house Initiatives

Conducted Internal Human Rights Risk Assessment and Monitoring

In 2024, we conducted a human rights risk assessment questionnaire for 101 NX Group companies in Japan and overseas. As a result, we identified key human rights risks that key actual and potential human rights risks at Group companies, including those related to "occupational health and safety" for our own and business partners' employees, "human rights violations due to environmental and climate change" and "infringement on the lives and cultures of local residents" in communities.

For the important human rights risks identified, in FY2025 we addressed prevention and remediation through the management of working hours and training, and built a system to monitor the initiatives of each company based on management indicators. We will continue to collaborate with each company and conduct this cycle throughout the Group in a reliable manner.

Major Human Rights Risks Potentially Present in NX Group's Businesses[*1]



*1 Please see the Sustainability Report, p.38 for details.

Raise Awareness and Understanding of Human Rights within the Company

To achieve respect for human rights, it is important for each employee to increase their understanding and sensitivity toward human rights risks inherent in their own work, and to act on their own initiative.

To coincide with "Human Rights Week," in December 2025 we produced an awareness video to promote respect for human rights. Through this initiative, the event aimed to deepen understanding of NX Group's basic approach to "business and human rights" and the potential risks that may arise when employees become victims or perpetrators, and to enhance awareness of responsible business activities that respect human rights.

Initiatives with Business Partners

Supplier Human Rights Due Diligence

NX Group is conducting surveys of its business partners regarding human rights risk management systems, with the aim of reducing human rights risks throughout the entire supply chain. In FY2025, surveys were conducted on priority business partners identified based on their level of impact on our group's business at selected group companies in Japan, the Americas, and the South Asia and Oceania Region. As a result, we have identified "occupational health and safety" and "harassment" as human rights risks with a high likelihood of occurring throughout the supply chain.

	Region			Total
	Japan	Americas	South Asia and Oceania	
Total number of key suppliers in Tier 1 (companies)	304	40	184	528
Number of suppliers evaluated (companies)	185	12	156	353
Ratio of key suppliers subject to evaluation	60.9%	30.0%	84.8%	66.9%

Identified human rights risk
Occupational Health and Safety
Harassment

In the European region, in response to the Supply Chain Due Diligence Act in Germany, we are conducting a survey on human rights initiatives for all subsidiaries and suppliers (outsourcing, contractors, etc.) under the region. In East Asia too, some Group companies have started establishing systems for conducting labor environment surveys of new suppliers.

As the cooperation of our suppliers is essential for this initiative, we will continue to work with our suppliers to promote it.

Establishment of Complaint Handling Window for External Parties

In addition to the existing whistleblowing systems (NX Speak Up and NX Global Speak Up), we have established a reporting channel for stakeholders including suppliers engaged in business with our Group, thereby strengthening channels for detecting serious human rights risks and formulating response policies when such risks occur.

Future Initiatives

We will further promote human rights due diligence both internally and externally, and establish an operational system for complaint handling channels for external parties. We aim to make such initiatives effective, identify and reduce human rights risks, and ensure respect for human rights throughout the entire supply chain.

Outside Directors Roundtable

Initiatives to Improve Capital Efficiency and Rebuilding Earnings Power through Disciplined Growth Investment

We spoke with three Outside Directors about NX Group's progress and challenges in its financial strategy, the strengthening of earnings power, and governance in business portfolio management and M&A.

Yojiro Shiba
Outside Director
Chair of the Remuneration and Nomination Advisory Committee

Yumiko Ito
Outside Director
Remuneration and Nomination Advisory Committee Member

Tsukiko Tsukahara
Outside Director
Remuneration and Nomination Advisory Committee Member

Financial Strategy — Progress in Capital Efficiency, and the Rebuilding of Earnings Power

Ito We recognize that the update to the Initiatives to Improve Corporate Value announced in February 2025 was received with a certain degree of positive recognition from the market, even after taking subsequent changes in the operating environment into account. PBR at the end of FY2025 was 0.99 times, falling below 1.0 times. However, considering that it had previously been in the 0.7 times range, I think it at least became an opportunity to move beyond 1.0 times. However, the state at that time, with PBR in the 0.7 times range and ROE below 5%, clearly did not meet market expectations. I felt a very strong sense of urgency about this, and that recognition has not changed.

One key point in that context was the sale of income-generating real estate of ¥50 billion or more (the initial target). In fact, it proceeded in the form of the sale of Tokyo C-NX. Selling a site that could be considered symbolic for NX Group carried significant meaning in demonstrating our commitment and resolve. However, just because the company progressed through one major deal does not mean that it can be complacent. Becoming complacent and stopping these types of efforts would be meaningless. Without letting up, I continue to expect the executive side to steadily deliver results, regardless of scale.

Tsukahara The sale of Tokyo C-NX was certainly symbolic externally, but I believe it also had a considerable impact within the organization. By making it clear that there would be no exceptions in what could be sold, we created a sense of discipline and urgency. This helped embed, across the entire organization, including frontline operations, a rigorous approach to reassessing real estate from a profitability standpoint. I feel it was significant in that sense as well.

On the other hand, the financial strategy is not limited to reassessing real estate. We are trying to do what we can to improve ROE, including reducing cross-shareholdings, treasury stock acquisition, and M&A, which I will discuss later. I see that the balance among these measures is appropriate. During Board of Directors meetings, we have spent a considerable amount of time asking "Do we carry out the initiative now?" and "How far do we go with this?" As Outside Directors, we continue to ask the execution side about how to balance measures to return capital to shareholders and growth investments.

Shiba I evaluate that the points raised in February 2025, such as sale of real estate, reduction of cross-shareholdings, and use of the M&A framework, have been steadily advanced. However, the issue is clear: ROE is low. After peaking in FY2022, which was heavily impacted by the pandemic, performance has continued to stagnate since then. I think this is an extremely serious issue.

To achieve the Long-Term Vision, it is necessary to view things from a medium- to long-term perspective, but the market also expects results in short-term performance. The execution side should be well aware of that. Rebuilding our "earnings power" is the only path to delivering these results. This alone will not change everything at once, but consistent progress on each initiative is crucial. As an Outside Director, I strongly expect the executive side to maintain the sense of urgency that I described and to continue turning each initiative into tangible results.

Earning Power — There is Progress in Restoring Earning Power, but We Are Still Halfway There

Ito Regarding growth in global business, given the uncertain external environment, I honestly believe we are still in the midst of the "growing pains" phase. In FY2025, Europe's performance was particularly harsher than expected. Also, I believe the direction itself—enhancing account management and strengthening End to End solutions—is not wrong, and some results have been achieved. However, it cannot be said that sufficient results have been produced at this time. The infrastructure for data-driven decision-making processes is still not sufficient, and we are pressing the executive side to accelerate progress in this area.

It is true that this business is heavily affected by the macroeconomy, but the same is true for competitors. That is why we really need to deeply focus on competitiveness. It is unacceptable for our company to be the only one losing out among our competitors. At Ms. Tsukahara's suggestion, the Board of Directors began its discussions by asking how competitiveness should be measured, and we have since been requesting data such as market share from the executive side. We have revisited the metrics and monitoring items that indicate whether our competitiveness is being maintained.

Tsukahara Regarding the stagnation of the European market, I think we were affected by it for too long. Even though our competitors are facing the same conditions, we cannot afford to fall behind in the speed at which we recover through restructuring. As an Outside Director, I have been watching that quite closely. It took time, but we carried out restructuring with pain, and I recognize that we are now recovering.

However, this is not the end. In a situation where we do not know where market conditions may deteriorate next, it is necessary to build a resilient organization that can respond agilely while being affected and still secure profits. I strongly demand that of the execution side as well. Since management must have learned a great deal over the past year or two, I would like them to transform that into organizational strength.

In our Japan business, ROIC-focused awareness has permeated the frontline level by 2025 and beyond. I also hear that the company has developed antennae for finding customers and industries that generate profits within its End to End solutions, and I find that encouraging. However, awareness alone is not enough. I believe our role is to ensure that this positive momentum is expanded company-wide, accelerated, and ultimately translated into profit growth by the executive side.

Ito I think that both in Japan and globally, the strategy itself is steadily progressing. However, we have not been able to clearly present the story of how the strategy will lead to growth, and this is something to reflect on. Especially for investors, it is necessary to show as quantitatively as possible, and the Board of Directors continues to demand that we fulfill our accountability, and I believe the execution side is taking that on board.

Shiba Leveraging M&A as well, we have steadily expanded sales scale to a point approaching ¥3 trillion. Within that, global business is currently centered on forwarding and has a structure that is susceptible to deteriorating market conditions. That is why the next challenge is how to suppress earnings volatility. It is important to move in the direction of increasing the proportion of the Logistics Business, which is expected to generate relatively stable revenue, and we are making progress in acquiring logistics projects for Japanese and non-Japanese companies both domestically and overseas. Also, we recently decided to acquire Metro Supply Chain Group (hereinafter "Metro Supply Chain"), which operates a global Logistics Business mainly in Canada. As one effect of this, we expect the proportion of the Logistics Business to rise and earnings volatility to decrease.

For the Japan business as well, ROIC-focused mindset reform is progressing, but it has not yet sufficiently translated into profits. This needs to be watched in a "proper manner." We are asking the execution side to steadily build up what can be done one by one, such as revising pricing, reducing costs such as SG&A, and reviewing personnel plans. Over the past year or two, what I have especially focused on as an Outside Director is reviewing the monitoring mechanism, specifically, what to track, how frequently, and against which KPIs. Both the content and the timing of reports have been significantly changed. As a result, I feel the effectiveness of the Board of Directors' supervisory function has improved compared to before. I think it is meaningful that we changed it from merely receiving reports to a form of reporting that enables supervision.

Ito I believe cost management is important as one of the key points to watch in FY2026. Economic conditions remain uncertain, and we cannot afford to be optimistic about the top line. Under such circumstances, cost management is a point to focus on. Regarding SG&A, I think there may be areas that expanded somewhat in the process of transitioning to a holdings structure. We need to once again aim for a lean organization, and promoting this will also be a source of competitiveness in the medium- to long-term. Since control of SG&A should be something that can be done through management intent, I believe this is something we must see through to the end.

Tsukahara In terms of responsibility to shareholders as well, it is important to increase the likelihood of the medium- to long-term growth story. In raising the likelihood of achieving our targets, one point that invariably comes up in discussions with market participants is the "ability to control costs." Since the execution side is trying to control costs, we must firmly supervise the progress. I see that as an essential responsibility of Outside Directors.

Business Portfolio / M&A — Apply Past Evaluations and Lessons to the Present

Tsukahara As for M&A, we first had the executive side conduct a thorough review of past transactions. The focus points differ by deal, but what I value most is whether past lessons are being applied to the next step. We have engaged in extensive discussions at the Board of Directors on matters such as the organizational setup for executing PMI, how valuations should be assessed, and the degree of stress testing that should be applied. Compared to before, I think the process of consideration and decision-making has evolved considerably.

I am aware that some hold the view that "it would be more appropriate to raise ROE before pursuing M&A." However, I believe we should advance both securing near-term profits and medium- to long-term growth investments while balancing them. If we use cash only for treasury stock acquisition and stop growth investment, there is no future for the company. Even as we support the execution side's intent to pursue growth, we will continue to strictly watch whether those investments are truly disciplined.

Ito I believe we need to take seriously the large impairment loss recorded in FY2025 and the fact that market participants have given strict evaluations of our M&A. On the other hand, I also believe that recent M&A deals have aspects that differ from those before. In the past, there were tendencies toward regional optimization, but we now view these matters within the context of the company's medium- to long-term global growth strategy, and I believe this distinction should be made clear. As long as it is business, risk will never be zero, but I understand that past lessons are undoubtedly being applied to the present. There is

Outside Directors Roundtable

also criticism of taking risks and investing now, but I believe there is also "the risk of not taking risks." As the Japanese market continues to shrink, our company's current customer base is centered on Japanese companies. The point is whether we can achieve the Long-Term Vision as we are now, or more bluntly, whether we can "survive." We cannot do nothing out of fear of risk. I believe what matters is pursuing the best decisions at each moment while keeping medium- to long-term growth in mind. In that sense, given the growing uncertainty of the global environment in recent years, the decision to increase the weight of the Logistics Business, which has relatively low volatility, within the business portfolio was a strong option for maintaining balance.

Shiba Toward achieving the medium- to Long-Term Vision for 2037, I evaluate that the strategic direction itself—leveraging M&A to increase the Overseas sales ratio—is correct. As a recent M&A deal, CP is struggling due to deteriorating market conditions and the like, but unlike earlier deals, management methods such as PMI have evolved considerably. I believe it has the potential to deliver results when market conditions recover.

Also, regarding the acquisition of Metro Supply Chain and how to proceed with PMI, we reflected these past experiences and lessons more than ever, and held quite in-depth discussions at the Board of Directors. M&A does not end when it is executed. I believe it is also our duty as Outside Directors to strictly monitor PMI progress and see through whether past lessons are truly being applied.

Message from a Director Who is an Audit & Supervisory Committee Member

The effectiveness of the Board of Directors supported by diverse perspectives and discussions

Outside Director and Audit & Supervisory Committee Member **Ryuji Masuno**

As an Outside Director who is an Audit & Supervisory Committee Member, what I am conscious of is, in assessing whether there are problems with governance or compliance, to offer objective opinions from an outside standpoint based on my knowledge as a former national public servant and attorney. On that basis, what I value most is participating, as a "Director," in discussions looking to the future. Rather than only looking back on what happened, I believe my role is to express opinions from the perspective of "what it would be good for this company to become in the future."

In this context, regarding the effectiveness of the Board of Directors, I evaluate that an environment is in place in which Outside Directors can participate in discussions after obtaining the necessary information. In addition to briefings before Board meetings, opportunities are provided to share management's thinking and long-term targets, and we are sufficiently able to engage in discussions on important themes related to the company's direction, such as the business plan, M&A evaluations, and future policies. Also, ample opportunities are provided for the execution side to value the opinions of Outside Directors and discuss them.

Outside Directors who are Audit & Supervisory Committee Members have unique roles, but at the Board of Directors, they do not function separately from other Outside Directors. Six Outside Directors, each from an independent standpoint, speak, and deepen discussions based on their expertise and experience. In response to one Director's question, another Director often adds further questions from a different perspective, and such exchanges enhance the quality of discussion. I think the current Board of Directors is well balanced in terms of expertise and composition.

Going forward, even if there are situations where the views of the execution side and Outside Directors differ, I believe that at our company, we can sufficiently discuss matters from an impartial standpoint. I recognize that a culture that respects the opinions of Outside Directors and values discussions that embrace diverse perspectives is forming the foundation that supports the effectiveness of the Board of Directors.

Corporate Governance

The establishment of corporate governance is important for sound corporate management, sustainable growth, and improving corporate value. We also believe that it is an obligation to our shareholders. In its "2037 Vision", which sets out what NX Group wants to be in 2037, the 100th anniversary of the Group's founding, the company outlines the ideal image for shareholders as "a company that achieves sustainable growth by establishing corporate governance", and it will work on continuous governance reform to realize this.

In order to achieve sustainable growth and increase our corporate value, we will strengthen supervisory functions, including the Board of Directors and the Audit & Supervisory Committee, and we will promote efforts to ensure "safety, compliance, and quality," which form the foundation of our company's management and the source of our competitiveness. In addition, we will strive to enhance disclosure and proactively disseminate information in order to ensure management transparency and stimulate dialogue with our shareholders and investors.

Basic Views on Corporate Governance

NX Group established basic policies, shown at right, for the Group governance toward practicing the corporate philosophy and realizing the Long-Term Vision.

For corporate governance to function properly, it is essential to evolve Group management, promote Group-wide strategies, and establish a governance structure. We believe that the holding company structure with NIPPON EXPRESS HOLDINGS, INC. as the Group head offices is the optimal Group management structure for properly promoting these goals and realizing our Long-Term Vision.

NX Group Basic Policy on Governance

[NX Group Corporate Philosophy]

Our Mission	Our Challenge	Our Pride
Be a Driving Force for Social Development	Create New Ideas and Value that Expand the Field of Logistics	Inspire Trust Every Step of the Way

[Long-Term Vision (Excerpt from 2037 Vision)]

Business Growth	A logistics company with a strong presence in the global market
Clients and Society	A company that contributes to the realization of a sustainable society through logistics
Shareholders	A company that achieves sustainable growth by establishing corporate governance
Employees	A company whose employees come from a variety of backgrounds, are proud of their work supporting customers and society, and feel happy

Basic View toward Realizing the Long-Term Vision

- NX Group upholds its mission to contribute to the sustainable development and growth of customers and society by solving social issues through logistics in accordance with NX Group Corporate Philosophy
- Toward realizing the Long-Term Vision that depicts the ideal image of NX Group for 2037 founded on our corporate philosophy, we will meet the expectations of stakeholders and create value together
- To realize this, we shall establish corporate governance and construct the optimal Group governance systems that form the basis of that

Basic Views Toward Establishing Corporate Governance

To realize increased corporate value and sustainable growth, we will respect the positions of stakeholders, such as our shareholders, and build appropriate governance of "offense" and "defense".

Corporate Governance to Aim for

- Expansion of global business based on "prompt/decisive decision-making and clarification of responsibility"
- Growth of a robust corporate group based on "ensuring thorough compliance and transparency of management"

Initiatives Toward Establishing Corporate Governance

- Continuous improvement of governance in line with the meaning of each principle in the Corporate Governance Code
- Promotion of compliance management
- Construction of a strong group governance structure

Basic Concept Oriented Towards Evolving Group Governance

To ensure that corporate governance functions appropriately, and to realize maximization of value as a corporate group, the group governance structure will continue to be evolved globally.

Group Governance to Aim for

- Establishment of a group management structure that realizes "maximized value as a corporate group"
- Construction of a global governance structure that realizes "further expansion of overseas business"
- Sophistication of a business management structure that realizes "appropriate business portfolio management" and "customer-oriented optimization of the entire group"

Initiatives Toward Advancing Group Governance

- Strengthening of group management strategy functions based on a holding company structure, clarification of roles and responsibilities of Group companies, structural and organizational design for realizing an optimized Group as a whole
- Construction of a global risk management system based on linkage between holding companies and presiding companies
- Sophistication of group databases and promotion of data-oriented management

Compliance with the Corporate Governance Code

Our company is in compliance with all of the principles of the Corporate Governance Code. We have prepared "Our Policy and Implementations of JPX's Corporate Governance Code", which sets forth our policy and the latest implementation details for the principles of the Corporate Governance Code, and released it on our website.

WEB Initiatives and Response Policy for the Corporate Governance Code
https://www.nipponexpress-holdings.com/en/ir/governance/

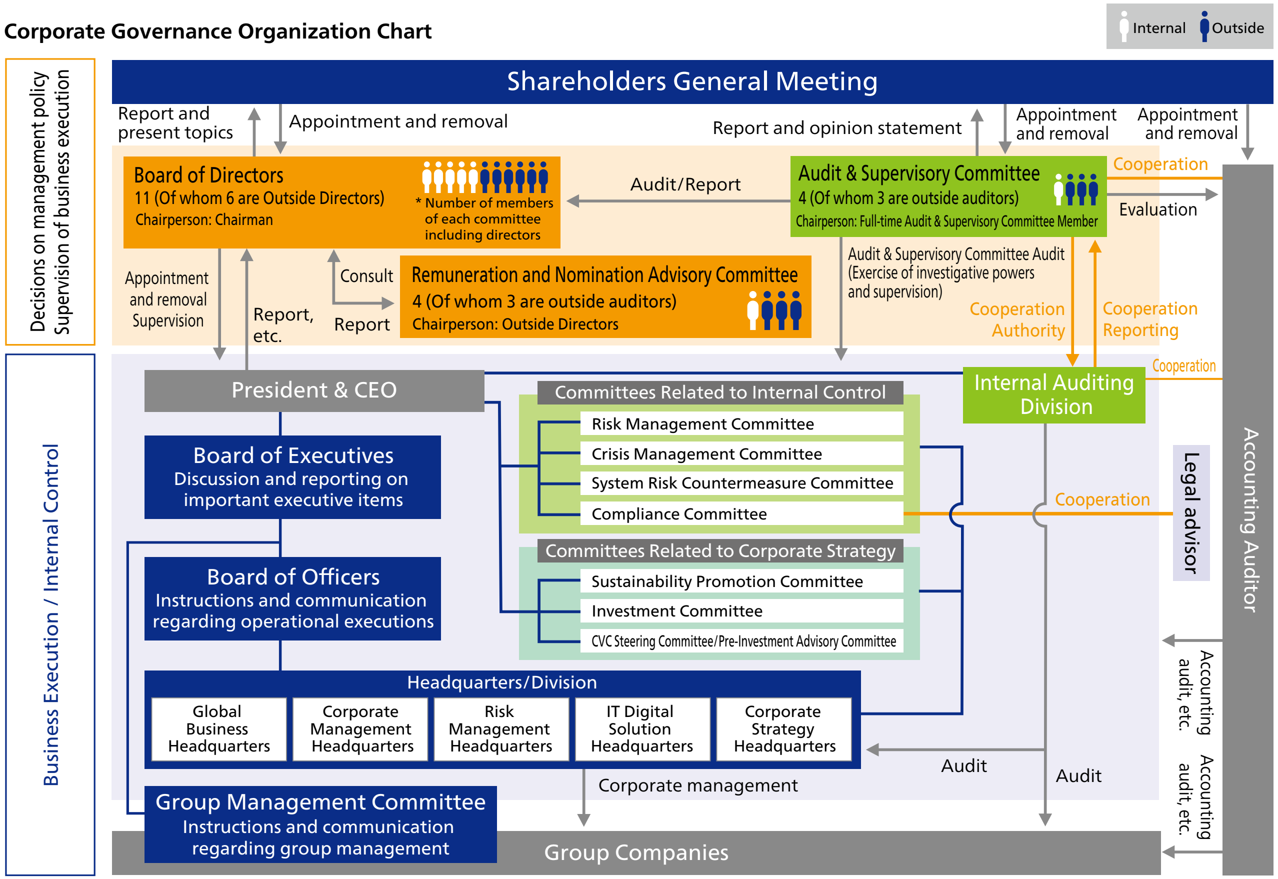
Our company is based on the Group is a company with an Audit and Supervisory Committee. To obtain the opinions of Independent Outside Director concerning important matters such as the compensation and nomination of Executive Officers, our company has established a discretionary Remuneration and Nomination Advisory Committee as an advisory body to the Board of Directors, in addition to the Board of Directors and the Audit & Supervisory Committee. In addition, the Board of Directors has delegated some of its important business execution decisions to the President & CEO and has introduced an Executive Officer system to achieve swift decision-making and execution of duties, while separating oversight and execution, thereby strengthening the supervisory function of the Board of Directors. An overview of our company's corporate governance bodies and organization is shown to the right.

A. Board of Directors

The Board of Directors, as entrusted by shareholders, is responsible for ensuring the sustainable growth of our company and maximizing its enterprise value through the implementation of effective corporate governance. To fulfill these responsibilities, the Board of Directors not only deliberates and makes decisions on important business execution related to overall management, such as important management policies and business plans related to management issues, and on matters stipulated in the Companies Act to prevent the impairment of corporate value, but also exercises its supervisory function over management in general, supervises the Business Execution Department, and strives to ensure management transparency. The Board of Directors also delegates some of the decision-making regarding business execution, excluding the above-mentioned important business execution decisions, to the Business Execution Department, including the President & CEO, and supervises the status of business execution.

Corporate Governance System

Corporate Governance Organization Chart



[Overview of the Board of Directors]

- Authority: Decision-making regarding business execution regarding important management policies and matters stipulated by laws and regulations, etc., and supervision of the execution of duties by business execution divisions
- Chairperson: Non-executive Chairperson of the Board
- Composition: 11 Directors (as of March 31, 2026),
  including 7 Directors who are not Audit and Supervisory Committee Members (including 3 Outside Directors),
  4 Directors who are Audit & Supervisory Committee Members (including 3 Outside Directors)
- Conduct of meetings: In principle, meetings are held once a month and as needed

● Major deliberations and reports at Board of Directors meetings

The Board of Directors convened 19 times during the fiscal year ended December 31, 2025.

The main topics discussed included resolutions such as important reorganizations and capital and business alliances of group companies, ongoing deliberations related to the formulation of the Group Business Plan and other important management policies, and various reporting items related to other important investment projects and risk management. The main agenda items are as listed in the following table.

Based on the opinions of Outside Directors obtained through the evaluation of the effectiveness of the Board of Directors, the Board of Directors also discusses and revises the agenda items for deliberation as necessary, such as annual planning and reporting in the process of formulating important management strategies, etc., to ensure the implementation of the reporting items specified in the agenda standards for the Board of Directors.

Main Agenda Items for the fiscal year ended December 31, 2025

Corporate Governance Risk Management	Report on formulating the ideal profile of the President within the succession plan
	Resolution on verification of the appropriateness of cross-shareholdings
	Periodic reports on system risks, compliance, and safety management
	Report on the results of the evaluation of the Board of Directors effectiveness
	Report on our company's policy for responding to the FY2026 "Corporate Governance Code"
	Report on the schedule for setting the agenda for the FY2026 Board of Directors
Business Execution Report	Report on the activities status, etc. of each executive division based on management and business strategies
Corporate Strategy	Resolution on initiatives to enhance corporate value (improve PBR)
	Progress report on business plan
	Business portfolio/M&A-related
	IT/DX strategy-related
Financial/Business Results	Quarterly financial results, monthly performance, FY2024 ROIC results, etc.
Officer and Employee Staffing	Director and Executive Officers staffing and remuneration-related
Financial Policy	Resolution of treasury stock acquisition and amortization and dividend-related
	Resolution on the annual fundraising plan for FY2026
IR	Report on the status of dialogue with institutional investors and the issuance of the integrated report
Sustainability	Report on the state of progress of the sustainability management strategy
Internal Audit Report	Report on the internal auditing report

B. Remuneration and Nomination Advisory Committee

To obtain the opinions of Independent Outside Director concerning important matters such as remuneration and nomination of officers, our company has established a fair, highly transparent, discretionary Remuneration and Nomination Advisory Committee. Consisting of a majority of Independent Outside Director and chaired by an Independent Outside Director, the committee functions as an advisory body to the Board of Directors, and the Board of Directors makes decisions based on the opinions of the committee to the maximum extent possible. Committee members are appointed by resolution of the Board of Directors, and the committee performs the functions of both a nominating committee and remuneration committee. The Committee deliberates mainly on officer personnel matters, including candidates for Director and Officer positions, the establishment of the skill matrix that represents the composition of the Board of Directors, the CEO succession plan, and the policy and system of remuneration, in consultation with the President & CEO. It reports to the Board of Directors based on its decisions (it met nine times during FY2025, and the average attendance rate of the committee members during the relevant period was 100%).

The chair and members of the committee are as follows. (As of March 31, 2026)

<Chairperson> Yojiro Shiba, Director (Independent Outside Director)
<Committee members> Mitsuru Saito, Director (Chairman and Representative Director)
Yumiko Ito, Director (Independent Outside Director)
Tsukiko Tsukahara, Director (Independent Outside Director)

C. Audit & Supervisory Committee

The Audit & Supervisory Committee of the Group plays an important role in the Group's supervisory function. As an independent body that audits the execution of duties by directors, it will contribute to the sustainable increasing corporate value and the realization of growth as a healthy corporate Group. The Audit & Supervisory Committee comprises four members—one full-time Director who is an Audit & Supervisory Committee Member and three part-time Outside Directors serving as Audit & Supervisory Committee Members. The chairperson is served by a full-time Audit & Supervisory Committee Member, and meetings are basically held once a month, with additional meetings convened as necessary. They also assign staff to assist the Audit & Supervisory Committee in its duties and strive to enhance the Audit & Supervisory Committee's auditing and supervisory functions.

At our company, coordination is promoted among the Audit & Supervisory Committee, the Accounting Auditor, and our Internal Auditing Division, which serves as our internal audit function. The Accounting Auditor, using the Audit and Supervisory Committee as a liaison, sets up opportunities for "management discussions" and other such meetings with the president and other Senior Management and Business Execution Division to hear about the status of responses to management issues. In addition, regular monthly meetings are held with the full-time Audit & Supervisory Committee member to report on the status and results of accounting audits and exchange opinions to promote mutual cooperation.

In addition, the Internal Auditing Division's audit policy and audit plans are subject to resolutions by the Audit & Supervisory Committee, making it clear that in addition to the president's command and control over management, the Audit & Supervisory Committee is also in charge of audits in terms of its duties.

D. Business Execution

Business execution is carried out under an executive structure consisting of the President & CEO and five headquarters, who have received important business execution decisions and delegation of duties from the Board of Directors. A specified level of authority is delegated to each headquarter so that it can swiftly execute business plans as a single management unit. In advancing business operations, each group company carries out its role and responsibility within the scope of its own responsibility as delegated by our company, which constitutes the Group head office, which supervises the advancement of business operations at each group company. "NX Group Governance Regulations" and the "Group Authorization Table" accompanying the regulations stipulate the Group management system and matters delegated to Group companies. These are reviewed from time to time to promote efficient and effective Group management.

The following is a summary of the various meetings related to the execution of business operations.

[Board of Executives]

- Role: As an advisory body to the President & CEO, it discusses important matters related to overall management and reports on the status of business execution by Executive Officers
- Chairperson: President & CEO
- Composition: Executive Vice President, Chief Managing Officers (four as of March 31, 2026), Executive Officers in charge of the divisions proposing agenda items, oversight by directors and full-time Audit & Supervisory Committee Members
- Frequency of meetings: Once a month and as needed
- Main agenda items: Discussions regarding important business execution decisions such as investment projects delegated by the Board of Directors, progress reports on important matters and other matters decided at the Board of Executives, etc.

[Board of Officers]

- Role: An organization for communicating and sharing information regarding resolutions made at the Board of Directors and Board of Executives, matters to be discussed, and instructions from the president and each division
- Chairperson: President & CEO
- Composition: Executive Officers (18 as of March 31, 2026), representatives of group companies, etc. Supervision by full-time Audit & Supervisory Committee members, with group company executives and others present
- Frequency: In principle, held once a month (excluding months when the Group Management Committee is held)
- Main agenda: Instructions and communications from the president and each Chief Managing Officer, reports on the status of business execution from each Executive Officer, etc.

[Group Management Committee]

- Role: To strengthen inter-group cooperation and foster a sense of unity by instructing and communicating Group management policies and implementing reports on business promotion from business subsidiaries, etc.
- Chairperson: President & CEO
- Composition: Our company's Executive Officers, presidents of major group companies, management executives, full-time Audit & Supervisory committee members of our holding companies, etc.
- Frequency: As needed (held twice in FY2025)
- Main agenda: Instructions regarding Group management policies, communication of headquarters policies of each division of our company, reports from Group companies on individual themes related to Group management, etc.

[Overview of Other Committees of Business Execution Divisions]

Major Internal Committees

Name	Purpose
Risk Management Committee	In charge of formulating risk management policy and building the Group's risk management system (Held twice a year)
Crisis Management Committee	In charge of prior discussion on systems when crises materialize from risks as well as addressing them after risks materialize (Held as needed)
System Risk Countermeasure Committee	In charge of building systems related to information system security and responding to security incidents (Held twice a year)
Compliance Committee	In charge of building and promoting the Group compliance system (Held four times a year)
Sustainability Promotion Committee	In charge of responding to issues related to sustainability and planning of Group policies (Held twice a year)
Investment Committee	Discusses M&A-related matters (Held as needed)
CVC Steering Committee/ Pre-Investment Advisory Committee	Discusses investment intentions for selected investments in CVC funds in which the Board of Directors has resolved to invest (Held as needed)

Important matters discussed by each committee are submitted to the Board of Directors for resolution or regularly reported to the Board of Directors, in accordance with the criteria for decision-making, and the Board of Directors supervises these activities.

In addition, the Investment Committee discusses and decides on corporate acquisitions and other matters, and the agenda is proposed to the Board of Directors for resolution in accordance with the same criteria. The progress of investment projects is reported regularly at meetings of the Board of Directors, and necessary discussions are held among the responsible divisions and business subsidiaries at PMI Committee meetings and other meetings. The status of investments in CVC funds is also reported to the Board of Directors on a regular basis.

The Group Management Committee and other committees have established subcommittees for individual themes such as human resources, DX, and safety, as well as councils with Group companies to promote Group-wide strategies and strengthen internal controls.

Efforts to Improve Governance Effectiveness

Evaluating the Effectiveness of the Board of Directors

Once each year, NX Group's Board of Directors uses an outside institution to conduct a survey of all Directors regarding the effectiveness of the Board of Directors as a whole, including the Remuneration and Nomination Advisory Committee, to evaluate the effectiveness of the Board of Directors and gather opinions on how to improve it. The Board of Directors will discuss and verify the results of the analysis and evaluation, and will evaluate its effectiveness based on the aggregate results from external institutions. In addition, based on the issues and opinions identified through the questionnaire, we will make improvements to enhance the effectiveness of the Board of Directors.

<Reference>
Main evaluation themes for the effectiveness assessment of the Board of Directors conducted in December 2025:
(1) board composition and operation, (2) management and business strategies, (3) corporate ethics and risk management, (4) performance monitoring and management evaluation, (5) dialogue with shareholders, etc., (6) Other matters (free descriptions)

The Board of Directors secretariat has taken the lead in developing systems to make improvements with respect to the issues identified in past effectiveness evaluations, including NIPPON EXPRESS CO., LTD., which was a listed company prior to the transition to a holding company structure.

Please see below for items that we have improved in recent years. Please refer to the "Corporate Governance Report" published by our company for an overview of the effectiveness assessment.

Major areas for improvement by the Board of Directors (the fiscal year ended December 31, 2025)

1	With regard to further reporting to the Board of Directors about discussions on the successor plan, we have made improvements to provide the required information as appropriate, mainly through periodic reporting on the progress of various measures based on the succession plan that started in FY2024.
2	For further reporting and discussion on each strategy for human resources, DX, and sustainability, improvements have been made to provide the required information as appropriate through greater reporting opportunities at Board meetings, use of offsite meetings, and field observations, etc.
3	To further enhance the provision of required information for deliberating on important strategies, we have expanded the opportunities and information required for discussion by improving the process from deliberation to decision-making using agenda items, and by sharing materials and minutes from Board of Executives meetings on the executive side.

WEB Corporate Governance
https://www.nipponexpress-holdings.com/en/ir/governance/

Training Policy for Directors

NX Group provides regular opportunities such as seminars and social gatherings to Directors, intended to enable them to deepen their awareness of our company's management issues as well as to acquire essential knowledge regarding corporate governance, finance, as well as laws and regulations. The company bears the cost of such events.

Together with internal orientations for directors and at the time of appointment and as necessary, we provide training opportunities as needed, including participation in external seminars for our Group's newly appointed Directors, in order to deepen their knowledge of corporate governance, particularly with respect to the performance of their duties, and to help them acquire the necessary knowledge of their roles and responsibilities as Directors.

After they assume their positions, the company continues to provide opportunities for seminars and social events, as appropriate, to enable them to acquire the necessary knowledge regarding our company's management issues, financial matters, and legal compliance. Directors who are Audit and Supervisory Committee Members strive to acquire a wide range of knowledge. This is accomplished by attending meetings for members of Japan Audit and Supervisory Board Members Association and seminars held by the Japan Industrial Management & Accounting Institute. We provide opportunities for "Outside Directors to acquire knowledge of our business and related matters" by allowing them to participate in various company events, facility tours, etc. In addition, in order to seek out management judgment from an independent perspective, we hold monthly Outside Officer Seminars, where Executive Officers and Senior Management make presentations. By doing so, we ensure that they have opportunities to understand our management issues, and the management vision, goals, and challenges of the divisions under their purview.

For internal Executive Officers and Senior Management candidates who are candidates for the representative directorship, we provide opportunities to attend external MBA and other Senior Management development courses to acquire the knowledge of global management, financial literacy, management strategy, and governance that are necessary for Senior Management.

The above series of trainings are positioned as part of succession planning for Senior Management.

In order to confirm whether or not Outside Directors are taking appropriate measures regarding training, including the provision of internal information, the company conducts surveys regarding opportunities to provide information to Outside Directors in its questionnaire for evaluating the effectiveness of the Board of Directors. The results of the survey are reported to the Board of Directors are discussed for future improvements and reflected in the next and subsequent activities.

Holding Liaison Meetings for Outside Officers

To ensure objectivity and neutrality of the management supervisory function, "Liaison Meetings for Outside Officers", centered on the Lead Independent Outside Director elected by mutual agreement, are held every other month. These meetings allow participants to freely discuss a wide range of topics, such as important management issues, corporate governance, and audits related to NX Group, deepen collaboration among Outside Officers, and, when necessary, provide a reporting system for the Board of Directors.

Appointments of Directors

Director Appointment Policy and Decision Procedures

NX Group's Board of Directors appoints directors to ensure that the Board of Directors as a whole maintains a balance of knowledge, experience, and ability by utilizing a skills matrix for the Board of Directors established in line with business strategies such as expanding the Overseas sales ratio and promoting ESG management.

The selection of candidates for Directors (excluding Directors who are Audit and Supervisory Committee Members) is based on a wide range of perspectives, such as whether or not they have the experience and specialized knowledge necessary for a director. An evaluation is made based on a multifaceted perspective, including their personality and insights, the Board of Directors makes a decision after consulting with the voluntary Remuneration and Nomination Advisory Committee, which is chaired by an Independent Outside Director and has four members, three of whom are Independent Outside Directors, and it also takes into account the opinion of the Audit and Supervisory Committee.

For the selection of candidates for Directors who are Audit & Supervisory Committee Members, in addition to the criteria above, the Remuneration and Nomination Advisory Committee is consulted based on a multifaceted perspective that takes into account extensive knowledge of finance, accounting, and legal affairs considered necessary for audits, as well as the consent of the Audit & Supervisory Committee, and final decisions are made by the Board of Directors.

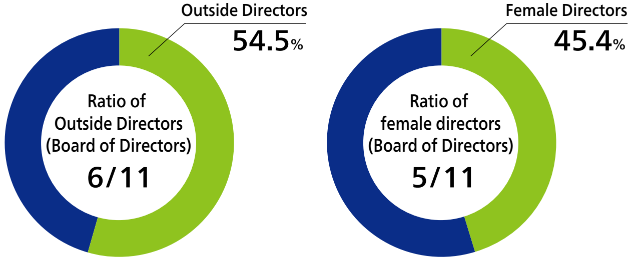
With regard to candidates for Independent Outside Directors, we select human resources who are excellent in terms of character and insight, have experience in corporate management, a high level of expertise and knowledge in areas such as finance, accounting, law, and ESG, and who can oversee the management of the company's overall business from a multifaceted perspective.

Criteria for Determining the Independence of Independent Outside Directors

NX Group has established the following criteria for determining independence. In addition to the requirements for Outside Director set forth in the Companies Act, we take into account the independence standards set forth by the financial instruments exchanges. We appoint Outside Directors based on those standards. We consider candidates for Outside Directors to be independent if none of the following items apply to them.

In appointing Independent Outside Directors, we strive to appoint the following type of candidates – A person who we can expect to make effective proposals to the Board of Directors regarding our management policies and management improvement.

Composition of Directors[*1]



*1 As of the end of March 2026

1. **Persons who are currently Executive Officers at our company or one of our Group companies, or persons who have been Executive Officers at our company or one of our Group companies within the 10 years prior to the relevant appointment.**
2. **Shareholders who hold 10% or more of the total voting rights of our company's shares and business executors of such shareholders.**
3. **Business executives of business partners whose transactions with our company's Group exceed 2% of the company's consolidated net sales.**
4. **Persons who have received remuneration in excess of ¥10 million in a single year from our company as consultants, attorneys, certified public accountants, etc.**
5. **Persons belonging to the audit corporation, acting as the Accounting Auditor for our company.**
6. **Persons who belong to an organization, etc. that has received an average of ¥10 million or more in donations from us and our group companies over the past three fiscal years.**

(Note) Executives refers to Executive Directors, Executive Officers, and other employees.

Human Resources Development for Senior Management

NX Group recognizes that developing and utilizing the human resources who will lead the future of management is an important management issue, and it will systematically develop human resources who will be responsible for sustainable corporate operations based on the Group's corporate philosophy. Objectivity and transparency will be ensured in CEO succession planning by appropriately involving the Board of Directors and other relevant parties.

In addition, to ensure that there is a continuous supply of optimal leaders to lead the Group, we will focus on developing management talent that will become candidates while providing appropriate education and growth opportunities. We will formulate a CEO succession plan that includes the necessary requirements and qualities for the CEO of the Group, as well as the selection and training process for the candidate group. The CEO will select and train the successor based on the succession plan, select the final successor, and present it to the Remuneration and Nomination Advisory Committee.

The Remuneration and Nomination Advisory Committee is chaired by an Independent Outside Director, and three of the four committee members are Independent Outside Director, ensuring objectivity and transparency. The committee will consider the succession planning plan objectively and from various angles from an independent perspective, and will be involved in providing advice as necessary. The Compensation and Nomination Advisory Committee also deliberates on the appropriateness of the successor proposed by the CEO and reports back to the Board of Directors.

The Board of Directors will receive reports from the Remuneration and Nomination Advisory Committee on the succession planning process, verify its effectiveness and appropriateness, and provide appropriate oversight. The Board of Directors will deliberate and decide on the successor recommended by the Remuneration and Nomination Advisory Committee.

Cross-Shareholdings

Policy on Cross-Shareholdings and Rationality of Ownership for Cross-Shareholdings

Our basic policy regarding cross-shareholdings is to reduce them. We do not respond to requests to acquire shares for the purpose of securing stable shareholders, and, in principle, we do not make new acquisitions. In exceptional cases, we may hold shares on a policy-specific basis. Examples include the expansion of business transactions and operations, strengthening of relationships with business partners, and the promotion of collaboration. These are cases in which we judge that such actions will contribute to the enhancement of our corporate value over the medium- to long-term.

Every year, our Board of Directors evaluates and verifies our cross-shareholdings from both quantitative and qualitative perspectives. The rationale for holding each stock is based on a consideration of the cost of capital and the benefits of holding the stock. We describe specific verification points and the details of verification at our Board of Directors meetings in the Annual Securities Report that our company publish. Please refer to our website for the Annual Securities Report.

WEB Securities Report (Japanese only)
https://www.nipponexpress-holdings.com/ja/ir/library/securities/

Structure of an Internal Control System

Basic Policies on Internal Control Systems and their Implementation Status

For a company to carry out its operations properly and efficiently, it is important to establish an internal control system. NX Group has established "NX Group Internal Control System Basic Policies", and we are building and operating our company's internal control systems in accordance with these policies.

For more on "NX Group Internal Control System Basic Policies" and the current status of implementation, please refer to our website, or our published "Corporate Governance Report", and "Securities Report".

WEB Matters Related to Internal Control Systems
https://www.nipponexpress-holdings.com/en/ir/governance/system/

Officer Remuneration

Policy and Procedure for Determining Officer Remuneration

NIPPON EXPRESS HOLDINGS, INC. has established basic policies underlying the process for determining officer remuneration and compensation structure, etc.

The discretionary Remuneration and Nomination Advisory Committee deliberates this process and basic policies and acts as an advisory body to the Board of Directors. Its chairperson is an Independent Outside Director, three out of four members of the committee shall be Independent Outside Director, and the Board of Directors makes decisions based on the reports it issues.

The policy for officer remuneration will be as follows.

Policy on Officer Remuneration

a. Basic policy	1. Compensation that enables the securing of top talent who put our corporate philosophy into practice and provides compensation levels that are commensurate with the level of their roles and responsibilities. 2. A remuneration system should motivate and encourage contributions to sustained growth and the improvement of sustainable corporate value over the medium- to long-term. 3. The remuneration system will be fair, reasonable and explainable to all stakeholders.
b. Remuneration structure	1. Remuneration shall consist of base remuneration, which is fixed, and performance-based remuneration, which fluctuates depending on the degree of target achievement. The composition of remuneration will be appropriately set to link short-term and medium- to long-term business performance, and will also reflect sustained corporate growth, contribution to sustainable enhancement of corporate value, and the degree of goal achievement. 2. Remuneration for Outside Director shall consist of base remuneration only, based on their roles and independent status.
c. Base remuneration	The amount of base remuneration shall be determined by taking into consideration the standards at other companies based on surveys conducted by outside expert organizations and the role which the executive will fulfill.
d. Performance-based compensation	1. As short-term, performance-based compensation, our company pays bonuses indexed to single-year targets. 2. As medium- to long-term performance-based stock compensation, our company provides share-based remuneration which reflects the level of achievement of our Medium-Term Management Plan and the increase in corporate value (stock value).

Determination of Officer Remuneration

a. Fixed compensation	1. We determine the remuneration (monthly) for each individual according to the role they play, based on the standard amount for their position. 2. Fixed compensation is paid monthly.
b. Bonuses	1. We determine the bonus for each individual by their performance for the fiscal year, their track record in ESG management initiatives, and their contribution to improving corporate value, in accordance with their role. 2. The bonus will be paid at the conclusion of the Ordinary Shareholders General Meeting for the fiscal year ending within one year after taking office.
c. Performance-based Stock compensation	1. We will evaluate the degree to which the business plan has been achieved for each fiscal year during the Medium-Term Management Plan period and the degree to which the business plan has been achieved for the final year of the Medium-Term Management Plan period in financial and non-financial indicators in accordance with the Group and the individual's role. The shares to be granted to an individual and the amount equivalent to the cash value of the shares to be used for the payment of income taxes will then be determined on that basis. 2. Performance-based stock compensation will be paid in accordance with the conditions and timing stipulated in the stock issuance regulations, etc.

The remuneration amounts for our company's Directors (excluding Directors who are Audit and Supervisory Committee Members) are decided by the Board of Directors, after the Remuneration and Nomination Advisory Committee deliberates and recommends the system and content in accordance with the above policy, and the Board of Directors gives maximum respect to these recommendations when determining remuneration. The amount of compensation for each individual is based on job responsibilities, business execution status, etc., and is delegated to the Representative Director by a resolution of the Board of Directors. The authority to be delegated will determine the amount of base remuneration and evaluation allocation of bonuses for each Director based on the standards for setting director remuneration deliberated and determined in advance by the Remuneration and Nomination Advisory Committee. The amount of remuneration for Directors who are Audit and Supervisory Committee Members will be determined by the Audit and Supervisory Committee through discussion among the Directors who are Audit and Supervisory Committee Members.

The specific amount is determined within the scope resolved at the second ordinary Shareholders General Meeting held on March 28, 2024, taking into consideration the company's performance, the level of other companies, employee salaries, etc.

In addition to the officer remuneration and bonuses for directors and corporate auditors, we introduced a performance-based stock compensation plan. It is using a trust and is for directors and Executive Officers (excluding Outside Director, non-executive directors, directors who are Audit and Supervisory Committee Members, and those who do not reside in Japan). Its purpose is to further enhance the awareness of officers to contribute to the improvement of our company's corporate value and shareholder value over the medium- to long-term.

This plan is partially funded by the existing base remuneration. It is a medium- to long-term incentive system in which the number of company shares issued as remuneration varies depending on the recipient's position and the degree to which the recipient achieves company-wide performance targets, etc. The system has now been applied with an evaluation period of five fiscal years. The new plan will be implemented for the same period as the Medium-Term Management Plan, and the numerical management targets set out in the management plan will be used as KPIs. Specifically, at the end of each fiscal year and at the end of the evaluation period, performance will be evaluated based on items such as consolidated revenue, consolidated business profit, consolidated return on equity (ROE), and reduction of CO_2 emissions as a non-financial indicator, and engagement survey scores. The range of increase or decrease corresponding to the achievement of targets, etc. is as follows. The level corresponding to the achievement of targets, etc. is set at 100%. This is set for the entire standard annual performance evaluation and mid-term performance evaluation. The level can range from 0% to 150%.

Regarding the performance-based stock compensation, we stipulated a Malus Clawback Clause in the stock issuance regulations. This means that in the event of any conduct by a recipient that is deemed inappropriate in light of the purpose of this system, our company may demand that the recipient forfeit all or part of the right to receive company shares, etc. under the system or return a monetary amount equivalent to all or part of the value of the granted shares, etc.

Total Remuneration by Officer Category, by Type, and by Number of Eligible Officers
(fiscal year ended December 31, 2025)

Officer category	Total amount of compensation, etc.	Total amount of compensation, etc. by type				Number of eligible officers
		Fixed compensation	Performance-based compensation		Other	
			Bonuses	Stock compensation		
Directors (Excluding Directors who are Audit and Supervisory Committee Members)	¥451 million	¥307 million	¥99 million	¥26 million	¥19 million	7 employees
[in this group, Outside Directors]	(¥50 million)	(¥50 million)	-	-	-	(3)
Directors who are Audit and Supervisory Committee Members	¥83 million	¥82 million	-	-	¥1 million	4 employees
[in this group, Outside Directors]	(¥49 million)	(¥49 million)	-	-	-	(3)

(Note) 1. At the 2nd Ordinary Shareholders General Meeting held on March 28, 2024, it was resolved that the total amount of monetary remuneration paid to Directors (excluding Directors who are Audit & Supervisory Committee Members) out of Compensation, etc. would not exceed ¥1 billion per year (of which an amount not exceeding ¥100 million per year for Outside Directors). The number of directors (excluding Directors who are Audit & Supervisory Committee Members) as of the conclusion of the said Shareholders General Meeting was seven (including three Outside Directors).
2. With regard to stock compensation for Directors (excluding Outside Directors and Directors who are Audit & Supervisory Committee Members), this is in accordance with the performance-based stock compensation system, but the stock compensation described above refers to the amount of provisions recorded for this fiscal year under the above system, and may differ from the actual payment amount.
3. At the 2nd Ordinary Shareholders General Meeting held on March 28, 2024, it was resolved that the maximum amount of remuneration for Directors who are Audit & Supervisory Committee Members would be ¥200 million per year. The number of Directors who are Audit & Supervisory Committee Members as of the conclusion of the said Ordinary Shareholders General Meeting is four (including three Outside Director).
4. Other compensation includes company housing expenses, etc. paid by our company to the officers.

Risk Management

Risk Management Basic Policy

NX Group has established "NX Group Risk Management Regulations" and "NX Group Crisis Management Regulations" as basic policies for the purpose of building a risk management system to reduce risks that may have a significant impact on corporate management, and to build a crisis management system for our company that enables prompt and appropriate responses in the event of a crisis.

Risk Management System

NX Group has established the "Risk Management Committee," chaired by the President & CEO of NIPPON EXPRESS HOLDINGS, INC., and is promoting a Group-wide risk management structure. This committee comprises our Executive Officers, Full-time Audit & Supervisory Committee members, and others, and regularly discusses the progress of risk management within our Group.

In the area of risk management, our company's Risk Management Division promotes the periodic execution of risk inventories and risk assessments across the entire Group, identifies key risks within the Group, and monitors those risks. At each group company, Risk Owners such as the Risk Management Officer and Head of Business Division take the lead in conducting on-site risk inventories, evaluations, identifying key risks, and implementing responses to risks. Each division in charge of risks at our company collaborates with Group companies to promote and support responses to each risk.

Furthermore, recognizing that enhancing risk literacy among management is essential for embedding a company-wide risk management framework, we provide regular risk management training for group executives and employees of manager rank or higher.

Examples of key Group risks identified by our company are as follows.

- **Business Interruption Risk caused by Natural Disasters**

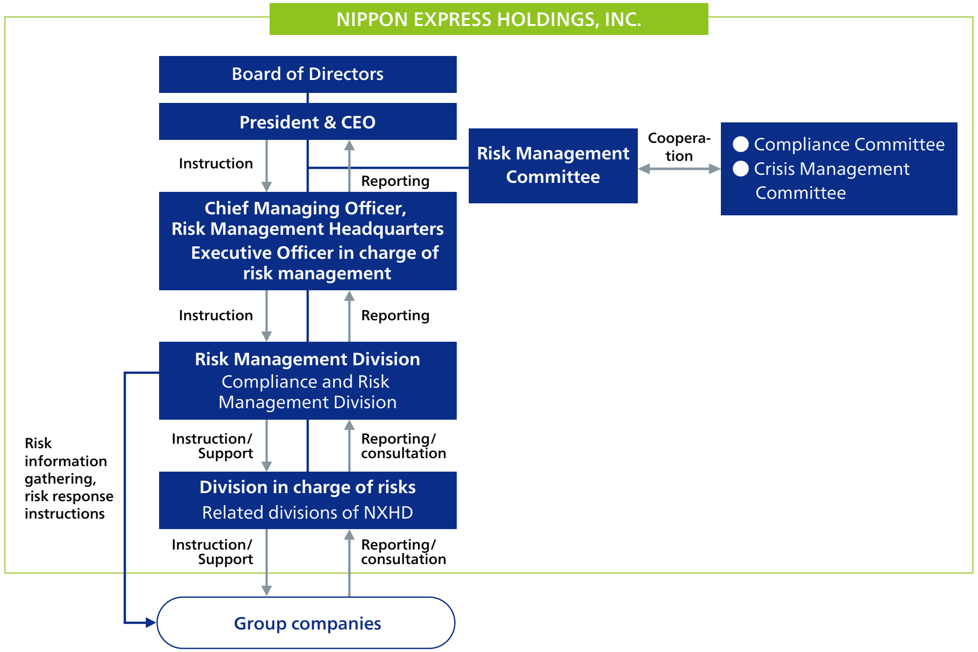
There is a possibility that facilities, vehicles and cargo may be damaged and business activities may be suspended due to earthquakes, tsunamis, typhoons, or heavy rains. The possibility of these occurring is high, with potential impacts such as prolonged business suspension, contractual defaults, financial losses, and damage to brand value. Through measures such as establishing BCPs, stockpiling disaster supplies, securing backup power, and conducting disaster drills, we are working to minimize damage and ensure a swift recovery.

- **Cyber Security Risks**

There is a risk of core systems stopping or large-scale information leakage occurring due to unauthorized access or malware infection. The possibility of these occurring is high, with potential impacts such as business interruptions, delays in financial closing processes, loss of social credibility, and claims for damages. By implementing intrusion detection systems, conducting vulnerability assessments, educating employees, and adopting cyber insurance, we will work on enhancing both prevention and damage mitigation.

For these risks, we evaluate the probability of occurrence and potential impact, and formulate response plans.

NX Group Risk Management System



Major NX Group Risks

We listed risks that have significant potential to impact NX Group's financial state, business results, and cash flow in the Securities Report.

WEB Operational Risks
https://www.nipponexpress-holdings.com/en/ir/management/risk/

Crisis Management System

NX Group has established a Crisis Management Committee, chaired by the President & CEO of NIPPON EXPRESS HOLDINGS, INC., to develop a Group-wide crisis management system. Activities related to crisis management in the Group are reported to the committee as appropriate. In responding to a crisis, we will take all possible measures in cooperation with related companies and divisions to minimize impact, ensure the safety of employees, and prevent disruption of Group business operations.

Based on the above-mentioned rules, the Group responds to a wide range of risks, including wide-area disasters, outbreaks of new strains of influenza and other infectious diseases, information system risks, emergencies overseas, and other risks, while reinforcing collaboration within the Group.

Furthermore, the Group Companies of NIPPON EXPRESS CO., LTD. have also played a role in supporting the restoration and recovery of areas affected by disasters, including transporting emergency supplies as a designated public institution prescribed by the "Basic Act on Disaster Management", "Civil Protection Act (Act on the Protection of the People in the Event of Armed Attacks)", and the "Act on Special Measures for Pandemic Influenza" and "New Infectious Diseases Preparedness and Response". In addition to preparing emergency stockpiles of supplies that include food and drinking water as well as hygienic items such as masks and gloves as countermeasures against infectious diseases, the company has stationed satellite-based mobile phones in divisions and divisions at the head office, in each region overseas, and at major domestic bases. This enables us to respond to disruptions in telephone networks due to disasters, and ensures prompt communication in the event of emergencies.

System to Ensure Business Continuity Plan

In July 2023, NX Group established the "NX Group Basic Policy on Business Continuity", which serves as the basis for each group company's Business Continuity Plan (BCP). This policy is published on our website, disclosed to customers and stakeholders, clarifying our basic stance as a Group on matters including giving "top priority to human life and safety", "social contribution", "customer support", "promoting the formulation of Business Continuity Plans (BCPs) at each group company", and "preparing for normal times". Each company in our Group is promoting the formulation and maintenance of Business Continuity Plan (BCP) based on this policy.

WEB NX Group Basic Policy on Business Continuity
https://www.nipponexpress-holdings.com/en/sustainability/governance/basic-policy.html

Compliance

Compliance Management Structure

NX Group has clarified its vision as a company and works toward it as an unwavering mission under "advancing society and bringing an enriched life to future generations" in the "NX Group Corporate Philosophy". In order to realize the Group's corporate philosophy, the Board of Directors of NX Group has established "NX Group Charter of Conduct", which stipulates the ideals for daily activities and indicates the direction in which we should head through our conduct, and "NX GROUP Compliance Regulations" to conduct business activities in a sound, transparent, and fair manner.

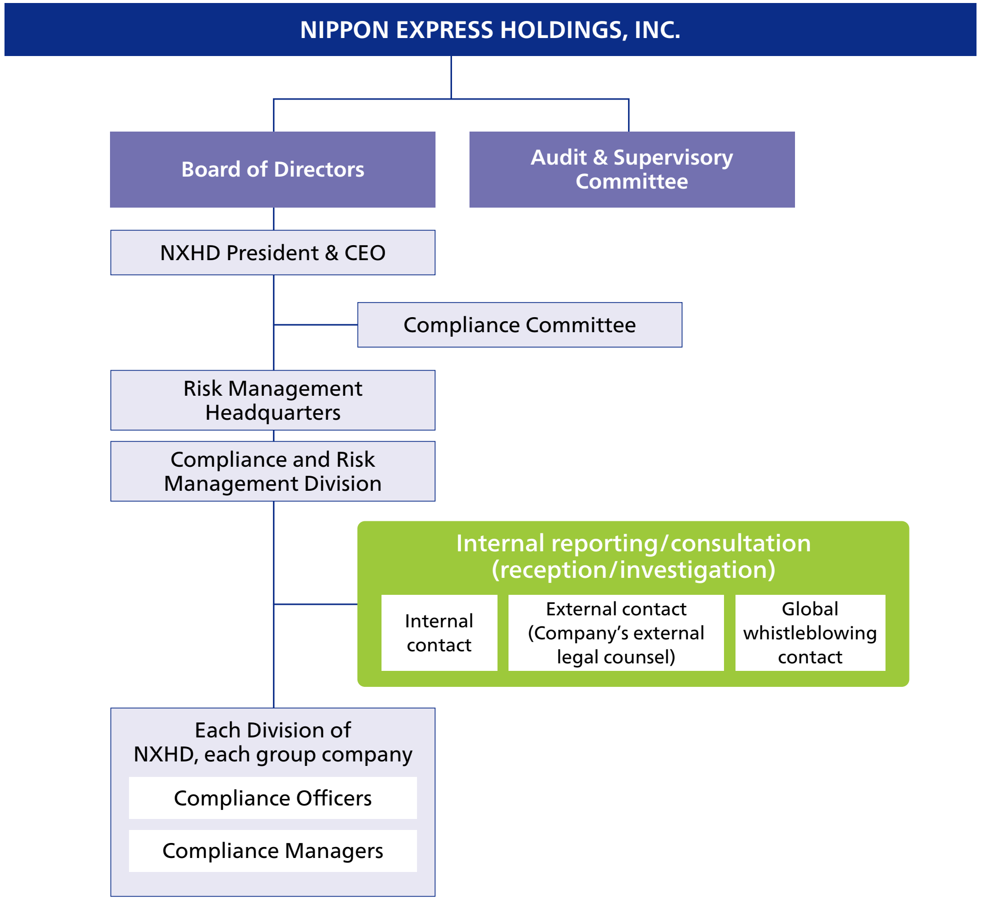
The Board of Directors has the authority to revise and abolish the "NX Group Charter of Conduct," and revises the codes of conduct as necessary as well as discuss important measures as necessary. In addition, the Compliance Committee discusses important policies and important cross-functional issues across divisions and groups, and promotes various compliance-related measures. Compliance-related issues, including matters discussed by the Compliance Committee, are reported to the Outside Directors as appropriate in addition to being regularly reported during Board of Directors meetings so that they can be reflected in our initiatives after Directors share their opinions.

With regard to the code of conduct, in order for each employee to understand and act accordingly, the information is published on the company intranet and disseminated to employees through training by job level, training for new hires, and other types of group-based training, workplace-based training, and e-learning.

In order to further promote the Code of Conduct at Group companies, including overseas companies, we have established "NX Group Competition Law Compliance Regulations", "NX Group Anti-Bribery Regulations", and "NX Group Personal Data Protection Regulations" as Group regulations, established guidelines for each of these regulations, and created a system in order to put the guidelines into practice.

WEB NX Group Charter of Conduct
https://www.nipponexpress-holdings.com/en/about/philosophy-vision-value/charter/

NX Group Compliance System



NIPPON EXPRESS HOLDINGS, INC. Compliance System and Roles

	Compliance Management System				Roles
Compliance Committee	Chairperson Vice Chairperson Committee members	President Chief Managing Officer of the Risk Management Headquarters Chief Managing Officer of Global Business Headquarters / Chief Managing Officer of the Corporate Management Headquarters Chief Managing Officer of the IT Digital Solution Headquarters / Chief Managing Officer of the Corporate Strategy Headquarters CEO, Overseas Regions / Other committee members as prescribed in the regulations	Senior advisors Secretariat	Corporate attorney, Legal counsels, certified public accountants, tax accountants, and others (Some advisors will be summoned when necessary) Compliance and Risk Management Division	The Committee consists of the chairperson, vice chairperson, committee members, senior advisors, observers, and secretariat and works to promote NX Group compliance. (Attendance by persons other than committee members) The Compliance Committee may request the attendance of persons other than members when necessary in order to receive their opinions and reports.

Stakeholder Engagement (Shareholders and Investors)

WEB See the Sustainability Report for details on all stakeholders
https://www.nipponexpress-holdings.com/en/sustainability/report/

Basic Policy on Dialogue with Shareholders and Investors

NX Group recognizes that constructive dialogue with shareholders is important for the company's sustainable growth and the improvement of its corporate value over the medium- to long-term, and is working to develop measures and systems to promote that constructive dialogue.

Through IR activities overseen by the Executive Officer in charge of the Corporate Planning Division, we strive to clearly communicate and gain understanding of our Group's management strategies and policies.

Opinions from shareholders and investors are reported to the Board of Directors once every six months and, following discussions with Outside Director, we endeavor to reflect them in management.

About the Implementation of Various Information Sessions for Institutional Investors

1. Financial results briefings

We hold financial results briefings twice a year, on the days when our annual and half-yearly financial results are announced, at which the President & CEO, each Chief Managing Officer and other Executive Officers explain the details and answer questions. At the time of the announcement of the first and third quarter financial results, the Executive Officer in charge of finance will explain the details and answer questions via forums such as web conferences.

The details of each quarter's financial results briefings and key Q&A sessions are posted on our website. In addition, on-demand videos of annual and half-yearly financial results briefings are available in both Japanese and English.

WEB Financial Results Briefings
https://www.nipponexpress-holdings.com/en/ir/event/data-room/

2. Small meetings and conferences hosted by securities companies

We hold small meetings as needed between analysts and institutional investors, the President & CEO, and Senior Management as appropriate.

[Events held in FY2025]

In addition to a small meeting held with our President & CEO as the speaker on March 4, 2025, we also held a small meeting with our Outside Director as the main speaker on December 16, 2025.

We also actively participated in conferences hosted by securities companies, mainly as an opportunity to meet with overseas investors.

3. Investor Day (IR Day)

We hold business briefings and investor days (IR Days) as appropriate, where the President & CEO and each Executive Officer will explain our efforts on each business theme, primarily for fund managers, analysts, and institutional investors.

[Events held in FY2025]

We held the Investor Day on September 22, 2025 with themes based on business plan initiatives for achieving the Long-Term Vision, accelerating business growth in the global market, sustainability management and IT strategies, and promoting human capital management.

Status of Individual Dialogue with Institutional Investors

1. Dealing with institutional investors

We mainly conduct individual interviews with analysts via telephone or web conferences, etc. During dialogue, we explain our business status, including trends in the logistics market and the business environment, using materials from financial results briefings and monthly disclosure information, etc.

2. Dealing with overseas investors

In addition to individual interviews, we participate in conferences hosted by securities companies to engage in dialogue with overseas investors. President & CEO and the executive in charge of the Corporate Planning Division also regularly participate in the interview.

In addition to traveling to overseas investors and responding to interviews through in-person visits, we also proactively hold individual interviews via telephone and web conferences.

3. Status of dialogue with shareholders

Status of dialogue with shareholders (fiscal year ending December 2025)

<table>
<tr><th>Item</th><th colspan="2">Situation</th></tr>
<tr><td rowspan="2">Main responders</td><td colspan="2">President & CEO, Senior Managing Executive Officer, Director and Managing Executive Officer</td></tr>
<tr><td colspan="2">Investor Relations Promotion Group, Corporate Planning Division</td></tr>
<tr><td>Shareholders Overview</td><td colspan="2">Domestic and overseas fund managers, analysts, ESG specialists, proxy voting officers</td></tr>
<tr><td>Number of individual meetings held
(Scope: January to December 2025)</td><td colspan="2">239 Meetings / 132 companies
* Includes 19 overseas IR (Asia, North America, and Europe) meetings (Hong Kong and Singapore: 7 companies, North America: 6 companies, Europe: 6 companies).</td></tr>
<tr><td rowspan="4">Main dialogue themes
(Scope: January to December 2025)</td><td>Main dialogue themes</td><td>Specific contents</td></tr>
<tr><td>(1) Overview and profitability of Forwarding Business</td><td>Amount handled and trend of gross profit unit price</td></tr>
<tr><td>(2) Sell off of low-profit real estate</td><td>Selection criteria for assets to be sold and the scale of the sale</td></tr>
<tr><td>(3) Performance forecast</td><td>Prerequisite for formulating forecasts and risk factors</td></tr>
</table>

Briefings for Individual Investors

We hold online briefings for individual investors to explain the status of strategies and initiatives of the Medium-Term Management Plan, recent performance, measures for return to shareholders, and other matters about once a year via a securities company.

Status of Feedback Implemented Internally

Requests and other feedback we received through dialogue with shareholders and investors are reported by the officer in charge of IR to the Board of Directors once in six months. We hold a place of discussion at the Board of Directors meetings as an opportunity to deepen the understanding about the opinions of the shareholders and investors through the Board of Directors as well as an opportunity to focus more on those involved with the market.

Furthermore, we report the opinions and comments received from those involved in the market during individual interviews conducted after the release of each quarterly financial results four times a year, main interest and opinions from shareholders and investors we received during the overseas roadshow twice a year, and feedback and opinions of the participants of the IR Day gathered after the event to the Senior Management of our company and NIPPON EXPRESS CO., LTD., our major subsidiary.

Main Interests of Shareholders and Investors and Items Incorporated Based on Dialogue

NX Group conducts dialogue with investors through various methods. The themes of dialogue and interest of the investors are diverse, covering an overview of the financial results, performance forecast, trend of the logistics market, business environment, management strategy, profit improvement, M&A strategy, return to shareholders, and more. We regularly report the opinions received to the Board of Directors so that they can be reflected in management.

As an example of a specific item that has been incorporated based on the dialogue, in response to questions we have received about our company's business trends, particularly the trends in the air and Ocean transportation Forwarding Business, we have included in the supplementary materials to our financial results briefings "Trends in gross profit and gross profit margin for the air export business originating from the Japan and overseas segment" from the second quarter of the fiscal year ending December 2022, and "Trends in gross profit per TEU for the Ocean export business originating from the Japan and overseas segment" from the first quarter of the fiscal year ending December 2023, with the aim of promoting further understanding.

In addition, as we have been strongly requested to disclose financial by business at individual interviews, we have included quarterly revenues and operating income results by business (air and Ocean transportation forwarding, logistics, etc.) for Logistics Japan and each overseas segment in the financial results briefing material since the second quarter of FY2024.

List of Directors and Audit & Supervisory Board Members (as of March 31, 2026)

Directors

Mitsuru Saito
Chairman and Representative Director
Chairman of the Board of Directors
Born September 22, 1954

- Number of Company Shares Held: 67,500 shares
- Attendance at Board of Directors meetings in FY2025: 19 of 19 meetings (100%)

Biography, position and responsibilities at the company

April 1978	Joined NIPPON EXPRESS CO., LTD.
May 2009	Executive Officer, Regional General Manager, Tohoku Region and General Manager, Sendai Branch, NIPPON EXPRESS CO., LTD.
May 2012	Managing Executive Officer, NIPPON EXPRESS CO., LTD.
June 2012	Director and Managing Executive Officer, NIPPON EXPRESS CO., LTD.
May 2014	Executive Vice President, Chief Operating Officer and Representative Director, NIPPON EXPRESS CO., LTD.
May 2017	President, Chief Executive Officer, Representative Director, NIPPON EXPRESS CO., LTD.
January 2022	President, Chief Executive Officer and Representative Director, the Company
January 2024	Chairman and Representative Director, the Company (Incumbent) (Duties in charge) Chairman of the Board of Directors

Satoshi Horikiri
President and Representative Director, President and Chief Executive Officer
CEO
Born October 25, 1960

- Number of Company Shares Held: 31,700 shares
- Attendance at Board of Directors meetings in FY2025: 17 of 19 meetings (89%)

Biography, position and responsibilities at the company

April 1983	Joined NIPPON EXPRESS CO., LTD.
May 2015	Executive Officer, Regional General Manager, North Kanto & Shin-Etsu Region, and General Manager, Gunma Branch, NIPPON EXPRESS CO., LTD.
May 2017	Executive Officer, NIPPON EXPRESS CO., LTD.
June 2017	Director and Executive Officer, NIPPON EXPRESS CO., LTD.
May 2018	Director and Managing Executive Officer, NIPPON EXPRESS CO., LTD.
April 2019	Director and Senior Managing Executive Officer, NIPPON EXPRESS CO., LTD.
June 2019	Senior Managing Executive Officer, NIPPON EXPRESS CO., LTD.
April 2020	Executive Vice President and Chief Operating Officer, NIPPON EXPRESS CO., LTD.
June 2020	Executive Vice President and Chief Operating Officer and Representative Director, NIPPON EXPRESS CO., LTD.
January 2022	Vice President, Chief Executive Officer and Representative Director, the Company
January 2023	Vice President and Chief Executive Officer
January 2023	President, Chief Executive Officer and Representative Director, NIPPON EXPRESS CO., LTD.
January 2024	President and Chief Executive Officer, the Company
March 2024	President and Representative Director, President and Chief Executive Officer, the Company (Incumbent) (Duties in charge) CEO

Mamoru Akaishi
Director and Managing Executive Officer
Born April 6, 1968

- Number of Company Shares Held: 7,193 shares
- Attendance at Board of Directors meetings in FY2025: 19 of 19 meetings (100%)

Biography, position and responsibilities at the company

April 1993	Joined NIPPON EXPRESS CO., LTD.
March 2019	Group General Manager, Business Development Division, NIPPON EXPRESS CO., LTD.
January 2022	Executive Officer, the Company
March 2023	Director and Executive Officer, the Company
January 2026	Director and Managing Executive Officer, the Company (Incumbent) (Duties in charge) In charge of Corporate Planning Division, and General Manager, Corporate Planning Division

Sachiko Abe
Director and Executive Officer
Born August 8, 1964

- Number of Company Shares Held: 11,466 shares
- Attendance at Board of Directors meetings in FY2025: 19 of 19 meetings (100%)

Biography, position and responsibilities at the company

April 1988	Joined NIPPON EXPRESS CO., LTD.
October 2014	Group General Manager, CSR Division, NIPPON EXPRESS CO., LTD.
May 2018	Director and President, Nittsu Tokyo Distribution Service Co., Ltd.
January 2022	Audit & Supervisory Board Member, NIPPON EXPRESS CO., LTD.
March 2024	Director and Executive Officer, the Company (Incumbent) (Duties in charge) Internal Auditing Division

Yojiro Shiba
Outside Director
Born August 7, 1950

- Number of Company Shares Held: 0 shares
- Attendance at Board of Directors meetings in FY2025: 19 of 19 meetings (100%)

Biography, position and responsibilities at the company

April 1974	Joined the Industrial Bank of Japan, Limited (current Mizuho Bank, Ltd.)
March 2003	Managing Executive Officer, Mizuho Bank, Ltd.
May 2005	Executive Officer, Oriental Land Co., Ltd.
April 2009	Representative Director and Executive Vice President Officer, Oriental Land Co., Ltd.
June 2013	External Director, AMUSE INC.
June 2015	Director and Vice Chairman, AMUSE INC.
March 2018	Outside Director, Bridgestone Corporation
April 2019	Representative Director, President, AMUSE INC.
June 2021	Director, NIPPON EXPRESS CO., LTD.
January 2022	Director, the Company (Incumbent)

Yumiko Ito
Outside Director
Born March 13, 1959

- Number of Company Shares Held: 500 shares
- Attendance at Board of Directors meetings in FY2025: 19 of 19 meetings (100%)

Biography, position and responsibilities at the company

April 1984	Legislation Staff (Sanji), The Legislative Bureau of the House of Representatives of Japan
April 1989	Admitted to the bar in Japan Joined Sakawa Law Office
July 1991	Joined Tanabe & Partners
April 2001	General Counsel, Legal & Patent Operation, GE Yokogawa Medical Systems, Ltd. (currently GE Healthcare Japan Corporation)
May 2004	Staff Counsel, Legal & Intellectual Property, IBM Japan, Ltd.
March 2007	Executive Officer, Legal & Corporate Affairs, Microsoft Co., Ltd. (currently Microsoft Japan Co., Ltd.)
April 2013	Executive Officer and General Counsel, Sharp Corporation
June 2013	Director, Executive Officer and General Counsel, Sharp Corporation
April 2014	Director, Executive Managing Officer and General Counsel, Sharp Corporation
June 2016	Executive Managing Officer and General Counsel, Sharp Corporation
April 2019	Established Ito Law Office Representative, Ito Law Office (Incumbent)
June 2019	Outside Director, Kobe Steel, Ltd. (Incumbent)
June 2019	Outside Corporate Auditor, Santen Pharmaceutical Co., Ltd.
July 2022	Trustee, Nihon University (Incumbent)
March 2023	Director, the Company (Incumbent)

Directors

Tsukiko Tsukahara
Outside Director

Born August 31, 1972

- Number of Company Shares Held: 0 shares
- Attendance at Board of Directors meetings in FY2025: 19 of 19 meetings (100%)

● Biography, position and responsibilities at the company

April 1995	Joined the Ministry of Transport (currently the Ministry of Land, Infrastructure, Transport and Tourism)
June 2001	Special Assistant to the Director for Policy Evaluation to Director-General for Policy Planning, Ministry of Land, Infrastructure, Transport and Tourism
September 2003	Joined Boston Consulting Group
January 2009	Principal, Boston Consulting Group
July 2015	Vice President, Catalyst Japan Research and Consulting
February 2018	Founded Kaleidist K.K. President, Kaleidist K.K. (Incumbent)
April 2020	Co-Representative, G20 EMPOWER Japan (Incumbent)
March 2024	Director, the Company (Incumbent)

Directors who are Audit and Supervisory Committee Members

Takashi Nakamoto
Director, Full-time Audit and Supervisory Committee Member

Born June 28, 1962

- Number of Company Shares Held: 12,000 shares
- Attendance at Board of Directors meetings in FY2025: 18 of 19 meetings (94%)

● Biography, position and responsibilities at the company

April 1986	Joined NIPPON EXPRESS CO., LTD.
June 2011	Group General Manager, Finance & Accounting Division, NIPPON EXPRESS CO., LTD.
July 2013	General Manager, Finance & Accounting Division, NIPPON EXPRESS U.S.A., Inc.
May 2017	General Manager, Tottori Branch, NIPPON EXPRESS CO., LTD.
May 2018	Representative Director and President, Nippon Express Capital Co., Ltd.
April 2019	General Manager, Financial Planning Division, NIPPON EXPRESS CO., LTD.
January 2022	General Manager, Internal Auditing Division, the Company
March 2024	Director, Full-time Audit and Supervisory Committee Member, the Company (Incumbent)

Ryuji Masuno
Outside Director and Audit and Supervisory Committee Member

Born October 30, 1953

- Number of Company Shares Held: 0 shares
- Attendance at Board of Directors meetings in FY2025: 19 of 19 meetings (100%)

● Biography, position and responsibilities at the company

April 1977	Joined the Ministry of Transport (currently the Ministry of Land, Infrastructure, Transport and Tourism)
August 2005	Assistant Vice-Minister, Minister's Secretariat (concurrently in charge of Railway Bureau), Ministry of Land, Infrastructure, Transport and Tourism
July 2006	Senior Deputy Director-General, Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism
July 2007	Deputy Vice-Minister for Policy Coordination, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism
July 2009	Director-General, Road Transport Bureau, Ministry of Land, Infrastructure, Transport and Tourism
August 2010	Deputy Vice-Minister for Transport Safety Policy, Minister's Secretariat, Ministry of Land, Infrastructure, Transport and Tourism
September 2011	Vice Commandant, Coast Guard, Ministry of Land, Infrastructure, Transport and Tourism
August 2013	Vice-Minister for International Affairs, Ministry of Land, Infrastructure, Transport and Tourism
September 2014	President, Japan Maritime Center
June 2017	Secretary General, Japan Trucking Association
August 2023	Admitted to the bar in Japan (Tokyo Bar Association)
March 2024	Director and Audit and Supervisory Committee Member, the Company (Incumbent)

Yoko Kudo Newly Appointed
Outside Director and Audit and Supervisory Committee Member

Born November 30, 1961

- Number of Company Shares Held: 0 shares

● Biography, position and responsibilities at the company

April 1982	Joined The Taisei Fire and Marine Insurance Co., Ltd. (currently Sompo Japan Insurance Inc.)
September 1993	Joined Los Angeles Office, Price Waterhouse (currently PricewaterhouseCoopers)
January 1996	Registered as Certified Public Accountant (State of California)
December 1996	Joined Los Angeles Office, Ernst & Young
April 2005	Seconded to ShinNihon Audit Corporation (currently Ernst & Young ShinNihon LLC)
January 2006	Transferred to ShinNihon Audit Corporation
May 2006	Specified Partner (Principal), ShinNihon Audit Corporation
July 2012	Specified Partner (Senior Principal), ShinNihon Audit Corporation
June 2016	Auditor, Japan Volleyball Association
July 2020	Head of Non-Audit Engagement Review Department, Quality Management Division, Ernst & Young ShinNihon LLC
June 2022	External Audit & Supervisory Board Member, SoftBank Corp. (Incumbent)
June 2022	Outside Director, Chubu Electric Power Company, Incorporated
June 2023	Auditor, Japanese Olympic Committee (Incumbent)
June 2023	Auditor, WCH Tokyo 25 LOC (Incumbent)
April 2025	Auditor, ASICS Foundation (Incumbent)
June 2025	Board of Administration Member, Japan Volleyball Association (Incumbent)
June 2025	Outside Director of the Board serving as a Member of the Audit and Supervisory Committee, KPP GROUP HOLDINGS CO., LTD. (Incumbent)
March 2026	Director and Audit and Supervisory Committee Member, the Company (Incumbent)

Chie Ikegawa Newly Appointed
Outside Director and Audit and Supervisory Committee Member

Born February 4, 1966

- Number of Company Shares Held: 0 shares

● Biography, position and responsibilities at the company

April 1989	Joined Procter & Gamble Far East, Inc. (currently The P&G Japan Limited)
October 2006	Joined McDonald's Company (Japan), Ltd.
February 2010	Director & CFO, General Manager of Finance Management Division, Lenovo Japan Ltd. (currently Lenovo Japan LLC)
October 2011	Outside Auditor, NEC Personal Computers, Ltd.
January 2014	Executive Officer, General Manager of Business Administration and Finance Division, CFO, Kellogg Japan G.K.
December 2018	Vice President of Commercial Finance, Business Administration Division, Seiyu G.K. (currently Seiyu Co., Ltd.)
April 2019	Founded Strat Consulting Co., Ltd. Representative Director, Strat Consulting Co., Ltd. (Incumbent)
November 2019	Outside Director, MEIKO NETWORK JAPAN CO.,LTD.
June 2020	Outside Director, Chair of Nomination & Compensation Committee, WILL GROUP, INC.
June 2023	Outside Director (Audit and Supervisory Committee Member), Looop Inc. (Incumbent)
May 2024	Outside Director, MINISTOP CO., LTD. (Incumbent)
March 2026	Director and Audit and Supervisory Committee Member, the Company (Incumbent)

Skills Matrix / Reasons for Selection

Director

Name	Areas in which our company has Particular Expectations for its Directors									Reasons for Appointing Directors
	Corporate Management		Legal/Risk Management	Finance/Accounting	Global Business	ESG/Sustainability	HR Strategy, Labor Management	On-site Management	Operational Experience Within NX Group	
	Corporate Management Experience Within NX Group	Corporate Management Experience Outside NX Group								
Mitsuru Saito	●		●	●	●	●	●	●	●	As President and Representative Director of the company, Mitsuru Saito has steadily implemented the transition to a holdings system, the introduction of the new Group brand NX, and the restructuring of the Group's businesses. Since being appointed as Chairman and Representative Director in 2024, he has contributed to enhancing the company group's corporate value by achieving highly effective Board of Directors meetings as Chairman of the Board of Directors and by demonstrating outstanding leadership based on his extensive management experience. The company believes that his abundant experience and insight are necessary for realizing NX Group's Long-Term Vision, and thus proposes him as a candidate for Director on a continuous basis.
Satoshi Horikiri	●		●		●	●	●	●	●	As President, Chief Executive Officer and Representative Director of NIPPON EXPRESS CO., LTD., Satoshi Horikiri has been working on reforming the company's business structure and organizational culture. Since being appointed President, Chief Executive Officer and Representative Director in 2024, he has steadily executed initiatives based on the business plan and has pursued approaches to accelerate growth in the global market and enhance corporate value. Our company believes that his excellent leadership and management capabilities are necessary for realizing NX Group's Long-Term Vision, and thus proposes him as a candidate for Director on a continuous basis.
Mamoru Akaishi	●				●			●	●	Mr. Mamoru Akaishi has extensive experience in key divisions responsible for NX Group's business expansion, including M&A and new business development. Since being appointed Executive Officer in 2022, he has led the development of our new business plan as an officer in charge of Corporate Planning Division, actively promoting M&A in global markets, and contributing to achieve steady business growth. Our company believes that his practical experience and strategic insight are necessary for realizing NX Group's Long-Term Vision, and thus proposes him as a candidate for Director on a continuous basis.
Sachiko Abe	●		●				●	●	●	Ms. Sachiko Abe has extensive experience across all corporate divisions, including compliance, human resources, and business operations. She contributed to improving productivity within the Group as President of Nittsu Tokyo Distribution Service Co., Ltd., who was in charge of shared services of NX Group companies. Since her appointment as Director and Executive Officer in 2024, she has been strengthening Group governance by leveraging her insight into compliance and proven experience in corporate management, maintaining a fair and accurate and fair perspective. In further development Group management in the future, our company believes that her experience and insight with Group management are necessary, and thus proposes her as a candidate for Director on a continuous basis.
Yojiro Shiba Outside Independent		●		●	●					Mr. Yojiro Shiba has a wealth of experience in corporate management and possesses broad perspectives cultivated through responding to diverse customer needs. As the Chairperson of the Remuneration and Nomination Advisory Committee of our company, he has been leading discussions in compensation and nomination of officers, and succession plans as well as playing an important role in improving the effectiveness of governance of our company, by actively expressing opinions and suggestions in the Board of Directors meetings based on his deep insight related to corporate management and business execution. Our company proposes Mr. Shiba as a candidate for Outside Director on a continuous basis, expecting him to provide supervision and advice based on his advanced experience in and insight into corporate management on a continuous basis.
Yumiko Ito Outside Independent		●	●			●				As an attorney, Ms. Yumiko Ito has held important roles such as legal director in several companies in diverse industries, and possesses extensive experience in corporate legal affairs and governance. She has been playing an important role in strengthening the monitoring function of the Board of Directors related to business growth strategy in global markets, by actively expressing opinions and suggestions at the Board of Directors meetings from the perspective of enhancing global governance and risk management. Our company proposes Ms. Ito as a candidate for Outside Director on a continuous basis, expecting her to provide supervision and advice based on her advanced expertise and abundant experience in corporate legal affairs.
Tsukiko Tsukahara Outside Independent		●				●	●			Ms. Tsukiko Tsukahara has extensive knowledge and experience in the field of diversity and inclusion, including Promoting Women's Advancement. Based on her experiences in advisory and consulting activities, and a core role in Japan and overseas diversity and inclusion organizations, she has been playing an important role in promoting sustainability management of the company through initiatives to enhance corporate value, by actively expressing opinions and suggestions at the Board of Directors meetings from the perspective of women's participation in the workplace, human resources development and organization development. Our company proposes Ms. Tsukahara as a candidate for Outside Director on a continuous basis, expecting her to provide supervision and advice based on her expertise and cutting-edge knowledge.

● The mark indicates that each director has knowledge and expertise in each field. As of March 31, 2026

Skills Matrix / Reasons for Selection

Directors who are Audit and Supervisory Committee Members

Name	Areas in which our company has Particular Expectations for its Directors									Reasons for Appointing Directors
	Corporate Management		Legal/Risk Management	Finance/Accounting	Global Business	ESG/Sustainability	HR Strategy, Labor Management	On-site Management	Operational Experience Within NX Group	
	Corporate Management Experience Within NX Group	Corporate Management Experience Outside NX Group								
Takashi Nakamoto	●			●				●	●	Mr. Takashi Nakamoto has extensive experience in the finance and accounting divisions of NIPPON EXPRESS CO., LTD. as well as other group companies in Japan and overseas. He was appointed General Manager, Internal Auditing Division in 2022, has worked to strengthen the Group-wide audit system, and since being appointed Director who is an Audit & Supervisory Committee Member in 2024, he has been demonstrating appropriate auditing and supervisory functions based on his deep understanding of our company's business and organization. Toward enhancing corporate governance, we determined that his advanced knowledge in finance and accounting is well suited for auditing and supervising our company, and he continues to be appointed as a Director who is an Audit & Supervisory Committee Member.
Ryuji Masuno Outside Independent		●	●			●				Mr. Ryuji Masuno is an attorney who has also held key positions in the automobile and other transport division, including the consignment transport business, the public relations division, and the international division at the Ministry of Transport (now the Ministry of Land, Infrastructure, Transport and Tourism). At the Board of Directors meetings, he actively contributes constructive opinions and recommendations based on his insight into government and the logistics industry. As NX Group strengthens its governance functions to increase its corporate value, we expect him to perform audits and supervision based on his deep knowledge, and have therefore appointed him again as an Outside Director and Audit & Supervisory Committee Member.
Yoko Kudo Outside Independent				●	●	●				Ms. Yoko Kudo holds the qualification of California Certified Public Accountant and, as a specialist in auditing, finance and accounting, and internal controls, has been involved in various large-scale corporate restructuring and M&A projects, and possesses advanced professional knowledge of various accounting standards. She also has a proven track record of Promoting Women's Advancement, DE&I, and work style reform. Going forward, including our company's growth strategy in the global market involving M&A, we expect her to demonstrate appropriate auditing and supervisory functions based on her deep insight into finance and accounting, and have therefore appointed her again as an Outside Director and Audit & Supervisory Committee Member.
Chie Ikegawa Outside Independent		●		●	●					Ms. Chie Ikegawa has worked for many years in the finance divisions of foreign companies in diverse industries, held multiple CFO positions, and possesses broad expertise in management, financial administration, corporate planning, and internal controls. Since 2019, she has also worked as an advisor introducing FP&A (Financial Planning & Analysis) functions to Japanese companies and has achievements in supporting the Promoting Women's Advancement at several companies as an Outside Director. Going forward, in enhancing our company's corporate value including financial strategies, we expect her to perform auditing and supervisory roles based on her deep insight into management administration, and have therefore appointed her again as an Outside Director and Audit & Supervisory Committee Member.

● The mark indicates that each director has knowledge and expertise in each field. As of March 31, 2026

11-Year Financial Summary

For 2015 to 2020, the consolidated fiscal years ended on March 31 of the following year
From 2021, the consolidated fiscal year ends on December 31 each year

* End of the fiscal year has been changed from March 31 to December 31 from FY2021. As such, consolidated results for the fiscal year ended December 31, 2021 reflects figures of nine months from April 1, 2021 to December 31, 2021.

		Business Plan 2028		Business Plan 2023						Business Plan 2018			Business Plan 2015
		2025 (IFRS)	2024 (IFRS)	2023 (IFRS)	2022 (IFRS)	2022 (JGAAP)	2021	2020	2019	2018	2017	2016	2015
For the fiscal year (Millions of yen):	Sales revenue[*1]	2,574,826	2,577,643	2,239,017	2,618,659	2,619,746	1,763,282	2,079,195	2,080,352	2,138,501	1,995,317	1,864,301	1,909,105
	Sales revenue by reportable segment from the fiscal year ended March 31, 2011 to the fiscal year ended March 31, 2016[*2]												
	Distribution & Transportation												
	Domestic Companies												
	Combined Business	-	-	-	-	-	-	-	-	-	-	-	736,568
	Security Transportation	-	-	-	-	-	-	-	-	-	-	-	53,803
	Heavy Haulage and Construction	-	-	-	-	-	-	-	-	-	-	-	51,395
	Air transportation	-	-	-	-	-	-	-	-	-	-	-	182,533
	Ocean transportation	-	-	-	-	-	-	-	-	-	-	-	118,205
	Overseas Companies												
	Americas	-	-	-	-	-	-	-	-	-	-	-	94,697
	Europe	-	-	-	-	-	-	-	-	-	-	-	84,579
	East Asia	-	-	-	-	-	-	-	-	-	-	-	115,068
	South Asia & Oceania	-	-	-	-	-	-	-	-	-	-	-	70,225
	Sales	-	-	-	-	-	-	-	-	-	-	-	367,328
	Other	-	-	-	-	-	-	-	-	-	-	-	173,632
	Adjustment	-	-	-	-	-	-	-	-	-	-	-	(138,935)
	Sales revenue by reportable segment from the consolidated year ended March 31, 2017[*2]												
	Logistics												
	Japan	1,260,364	1,262,027	1,256,571	1,450,991	1,457,283	1,008,278	1,212,803	1,213,597	1,256,802[*3]	1,188,695[*3]	1,155,713	1,158,390
	Americas	138,004	153,068	151,291	162,080	162,080	86,650	78,141	91,068	98,699	91,396	83,831	94,697
	Europe	527,949	501,757	192,655	215,707	215,697	132,834	117,134	119,338	114,812	96,048	79,286	84,579
	East Asia	165,801	173,913	157,663	241,529	242,009	178,079	143,689	112,048	122,754	117,487	101,746	115,068
	South Asia & Oceania	155,437	157,655	140,840	221,886	221,854	146,838	114,738	90,112	91,874	85,382	70,343	70,225
	Security Transportation	69,504	68,538	67,892	68,088	68,478	51,361	69,239	72,589	72,647[*3]	72,022[*3]	54,781	53,803
	Heavy Haulage and Construction	48,597	50,068	51,111	44,542	44,542	35,806	45,877	52,358	47,751	47,602	46,985	51,395
	Logistics Support	446,727	420,489	425,896	421,609	414,836	267,132	447,837	471,201	483,965	443,264	403,994	410,906
	Adjustment	(237,560)	(209,874)	(204,906)	(207,775)	(207,037)	(143,699)	(150,266)	(141,962)	(150,806)	(146,582)	(132,381)	(129,962)
	Operating income	51,481	49,078	60,098	155,510	128,716	68,754	78,100	59,224	79,598	70,269	57,431	54,778
	Profit attributable to owners of parent	2,693	31,733	37,050	108,318	109,809	54,049	56,102	17,409	49,330	6,534	36,454	35,659
At year-end (Millions of yen):	Total capital	849,075	873,048	817,806	779,150	771,274	656,952	600,707	556,506	560,444	547,494	552,985	538,018
	Total assets	2,414,985	2,297,586[*4]	2,109,251	2,075,197	1,730,922	1,618,221	1,631,855	1,518,037	1,536,677	1,517,060[*5]	1,521,800	1,484,953
	Net cash provided by operating activities	208,660	227,865	185,705	295,206	241,107	44,024	146,605	98,206	72,698	91,865	102,360	78,844
	Cash and cash equivalents at end of year	283,394	251,339	315,076	276,679	274,075	131,837	168,362	96,171	102,092	137,891	163,386	146,007
Per share[*6] (¥):	Equity attributable to owners of parent[*7]	3,420.77	3,286.96	3,032.62	2,828.38	2797.32	2,345.11	2,118.33	1,935.04	1,916.53	1,839.70	1,862.17	1,739.23
	Net income[*7]	10.79	121.47	139.53	400.78	406.30	198.4	201.6	61.69	171.71	22.69	123.77	118.7
Ratios (%):	Operating income ratio	2.0	1.9	2.7	5.9	4.9	3.9	3.8	2.8	3.7	3.5	3.1	2.9
	Ratio of equity attributable to owners of parent	34.3	37.2	37.9	36.5	43.2	39.3	35.7	35.5	35.4	34.9[*5]	35.2	35.2
	ROE attributable to owners of parent	0.3	3.8	4.8	15.5	15.9	8.9	10.0	3.2	9.2	1.2	6.9	6.8

*1 Sales revenue does not include consumption taxes.
*2 Effective from the consolidated fiscal year ended March 31, 2011, the company has adopted the "Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Statement No. 17 issued on March 27, 2009) and the "Guidance on Accounting Standard for Disclosures about Segments of an Enterprise and Related Information" (ASBJ Guidance No. 20 issued on March 21, 2008). The above listed revenues by segment do not include internal revenues or money transfers between segments.
*3 In accordance with organizational reforms of the Security Transportation Business, part of the Japan (Logistics) segment was reorganized as the Security Transportation segment effective from the fiscal year ended March 31, 2019. The FY2018 results have been adjusted to reflect this change.
*4 During the fiscal year under review, the provisional accounting treatment for business combinations was finalized, and the figures for the fiscal year ended December 2024 reflect the details of the finalized provisional accounting treatment.
*5 NIPPON EXPRESS CO., LTD. has applied "Implementation Guidance on Tax Effect Accounting" (ASBJ Guidance No.28, issued February 16, 2018) from the beginning of the fiscal year ended March 2019. The total assets and equity ratio figures for the fiscal year ended March 2018 have been retroactively adjusted to reflect this application.
*6 Ten shares of common stock were consolidated into one share effective as of October 1, 2017 and conducted a stock split of one-for-three, effective as of January 1, 2025. As such, figures for past fiscal years consider the stock consolidation and split.
*7 Our company adopted an executive compensation BIP trust as of the fiscal year ended March 31, 2017. "For the purpose of calculating net assets per share", the company's shares held by the trust are included in treasury stock, which is excluded from the number of shares of common stock at the end of the year. "For the purpose of calculating basic earnings per share", our company's shares held by the trust are included in treasury stock, which is excluded from the calculation of the weighted average number of shares of common stock during the year.

11-Year Non-financial Summary

For 2015 to 2020, the consolidated fiscal years ended on March 31 of the following year
From 2021, the consolidated fiscal year ends on December 31 each year

	2025	2024	2023	2022	2021	2020	2019	2018	2017	2016	2015
Environment											
Energy consumption*1 (crude oil equivalent)	307,019	312,404	313,048	312,150	317,317	328,322	347,244	351,783	366,671	370,122	373,367
Water usage*2 (thousand m3)	961	1,003	1,113	1,059	1,161	1,140	1,223	1,401	1,292	974	1,208
CO_2 emissions (Scope1, 2) (t-CO_2)	691,431	726,144*10	749,417	745,500	756,861	791,382	855,452	873,029	918,388	942,363	961,431
CO_2 emissions (Scope 1, 2, Group companies in Japan) (t-CO_2)	560,051	602,309*10	641,996	649,336	661,241	675,854	726,264	761,182	809,864	851,831	869,875
CO2 emissions (Scope 1, 2, Group companies overseas) (t-CO_2)	131,380	123,834	107,421	96,164	95,620	115,528	129,188	111,847	108,524	90,532	91,556
Industrial waste volume (Group companies in Japan) (Unit: ton)	28,080	32,773	33,238	37,117	37,968	38,883	39,802	36,902	35,698	33,250	39,769
Number of eco-friendly vehicles owned (Group companies in Japan) (Unit: vehicle)*3	12,208	13,014	12,811	12,726	12,426	12,076	11,972	11,300	10,176	9,166	7,922
Social*4											
Number of employees*5 (persons)	31,537	30,938	28,341	34,697	35,253	34,766	34,449	32,280	31,871	32,008	32,094
Female employee ratio*5 (%)	23.4	22	22.2	18.9	18.4	17.6	17.3	15.1	14.2	14.0	13.6
Female hiring ratio*6 (%)	55.3	52.0	48.4	45.1	47.1	40.9	33.6	34.5	33.5	32.9	31.5
Number of experienced hires	51	46	30	14	8	17	15	6	14	6	7
Number of female experienced hires	20	13	10	2	2	4	5	2	4	1	2
Percentage of female managers (%)	4.1	2.9	2.3	2.0	1.7	1.5	1.3	1.2	1.1	1.0	-
Ratio of employees who return to work after childcare leave: males (%)	100	100	99.5	100	100	95	100	100	100	100	-
Ratio of employees who return to work after childcare leave: females (%)	98	99	99.4	97.5	97	97	96	90	97	98	-
Average years with the company*5 (years)	15.0	15.2	17.2	15.9	16.4	16.0	16.2	18.0	17.8	17.6	17.5
Employment rate of People with Disabilities*7 (%)	2.36	2.47	2.34	2.33	2.30	2.28	2.29	2.23	2.12	2.08	2.06
Number of overseas employees	28,739	26,512	23,084	22,269	21,327	21,520	22,811	22,068	21,403	20,651	20,602
Number of overseas locally hired employees	28,249	26,021	22,575	21,803	20,858	21,094	22,369	21,615	20,941	20,176	20,131
Governance											
Number of Board of Directors' resolutions*8 (items)	31	60	65	69	58	66	65	60	67	55	60
Directors' meetings*8 (hours)	25	26	22	18	14	16	14	18	20	17	17
Occupational accidents: Accident frequency rate*9	2.23	1.61	1.71	2.14	1.33	1.48	-	-	-	-	-

*1 The data shown here aggregate the energy consumption by NIPPON EXPRESS CO., LTD. and its consolidated companies in Japan and overseas (equivalent to Scope 1 and 2). For natural gas, 13A city gas (heat value of 45 GJ/thousand m^3) applies.
*2 The figures after FY2018 are the aggregate for NX Group companies in Japan. The figures for FY2015 to FY2017 refer to NIPPON EXPRESS CO., LTD.
*3 Vehicles that comply with the new long-term regulations and post new long-term regulations also include those meeting the fuel efficiency standards for heavy-duty vehicles at 5%, 10% and 15%).
*4 Figures from "Number of employees" to "Employment rate of People with Disabilities*6 (%)" refer to NIPPON EXPRESS CO., LTD., which was a business holding company until FY2021.
*5 From FY2022 onward, results for NIPPON EXPRESS HOLDINGS, INC and NIPPON EXPRESS CO., LTD. are published.
*6 Until FY2019, figures were calculated by including those who changed employment categories.
*7 Total for NIPPON EXPRESS HOLDINGS, INC. and Group companies with applicable certifications (calculated based on the Act on Employment Promotion etc. of Persons with Disabilities).
*8 Until FY2021, the figures include the results of the Board of Directors meetings at NIPPON EXPRESS CO., LTD., which was a business holding company until FY2021.
*9 The frequency rate is an indicator that indicates the incidence rate of occupational accidents. LTIFR = (lost time injury frequency rate) / (Total working hours during the reporting period) x 1,000,000
To comply with global standards for disclosure, figures since FY2020 have been calculated based on the above formula; no figures are available for fiscal years prior to FY2019.
*10 Results for FY2024 have been revised to reflect the actual values at the time of certification in FY2025.

External Evaluations

The principal ESG investment indices for which NX Group has been selected are as follows. (As of March 2026)

MSCI Japan ESG Select Leaders Index

Among the stocks that constitute MSCI Nihonkabu IMI indexes, stocks with high ESG ratings in each industry are selected. This index is used by the Government Pension Investment Fund for Japan (GPIF) as one of its selection guidelines for ESG investment.

2026 CONSTITUENT MSCI NIHONKABU
ESG SELECT LEADERS INDEX

The inclusion of NIPPON EXPRESS HOLDINGS, INC. in any MSCI index, and the use of MSCI logs, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of NIPPON EXPRESS HOLDINGS, INC. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

MSCI Japan Empowering Women (WIN) Select Index

This index selects companies that it expects to attain sustainable, long-term growth by calculating a score based upon disclosed information about the ratio of women employed and in managerial - level, and about diversity. This index is used by the Government Pension Investment Fund for Japan (GPIF) as one of its selection guidelines for ESG investment.

2026 CONSTITUENT MSCI JAPAN
EMPOWERING WOMEN INDEX (WIN)

The inclusion of NIPPON EXPRESS HOLDINGS, INC. in any MSCI index, and the use of MSCI logs, trademarks, service marks or index names herein, do not constitute a sponsorship, endorsement or promotion of NIPPON EXPRESS HOLDINGS, INC. by MSCI or any of its affiliates. The MSCI indexes are the exclusive property of MSCI. MSCI and the MSCI index names and logos are trademarks or service marks of MSCI or its affiliates.

S&P/JPX Carbon Efficient Index

This is formulated by S&P Dow Jones Indices based on carbon emissions data provided by environmental assessment company Trucost. This uses the TOPIX stock universe, and determines the weighting of its constituent stocks with a focus on levels of environmental information disclosure and carbon efficiency (carbon emissions per unit of revenues).

S&P/JPX Carbon Efficient Index

FTSE Blossom Japan Sector Relative Index

In addition to FTSE Russell's ESG ratings, this selective ESG composite index screens using an assessment of the magnitude of a company's environmental impact and its management of climate change risk.

FTSE Blossom Japan Sector Relative Index

Morningstar Japan Co., Ltd. ex-Reit Gender Diversity Tilt Index (Excluding REIT)

Indexes are designed to make it possible to make investments focusing on companies that have strong gender diversity policies embedded in their corporate culture and ensure equal opportunities to employees, regardless of their gender.

The various initiatives carried out by NX Group have been evaluated highly by stakeholders*1

*1 Dates here indicate the release date of the news on our website

January 6, 2025	Nippon Express ranked No.1 overall in ORICON Customer Satisfaction Survey for four consecutive years in the "moving company" category ~ Ranked No. 1 in all seven evaluation categories~
January 21, 2025	NIPPON EXPRESS HOLDINGS selected for "FTSE Blossom Japan Sector Relative Index" for four consecutive years
June 3, 2025	NIPPON EXPRESS HOLDINGS selected as "A" rank in "Fluorocarbon Countermeasure Rating 2024"
June 16, 2025	Nippon Express wins Award at the 26th Logistics Environment Awards ~ Also received Advanced Technology Award and Encouragement Award, contributing to the development of a sustainable society ~
June 19, 2025	NIPPON EXPRESS HOLDINGS obtained SBT certification for CO_2 emission reduction targets
July 11, 2025	NX Group receives Intel Corporation's "2025 EPIC Supplier Award" ~ The only logistics provider selected from all of Intel's global supply chains ~
November 6, 2025	NX Group won the Prime Minister's Award at the 57th National Truck Driver Contest ~ Received the Prime Minister's Award for the second year in a row! ~
November 6, 2025	"Construction-by-product collection system" implemented by TAISEI CORPORATION and Nippon Express awarded the "13th Platinum Excellence Award (Resource Circulation Utilization Award)"
November 27, 2025	NIPPON EXPRESS (INDIA) Private Limited received the "Best Integrated Supply Chain Support Award" from Uno Minda Group
November 28, 2025	NIPPON EXPRESS (CHINA) CO., LTD. recognized as a "5A-class Logistics Enterprise," the highest rating in China ~ First Japanese company to receive the top rating ~
December 16, 2025	"Construction-by-product collection system" implemented by TAISEI CORPORATION and Nippon Express received the "8th EcoPro Award from the Ministry of Land", Infrastructure, Transport and Tourism

Company Information/Share Information

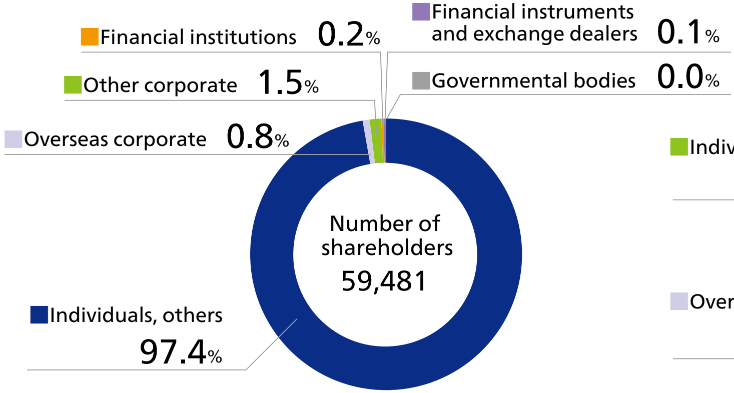
Company Information

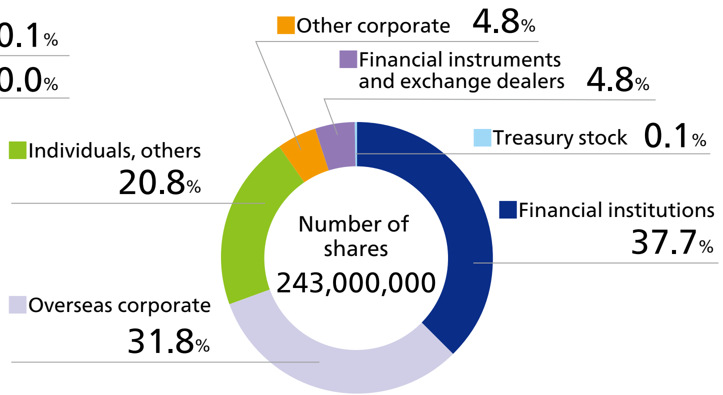
Company name	NIPPON EXPRESS HOLDINGS, INC.
Head Office	Kanda-Izumicho 2, Chiyoda-ku, Tokyo, 101-0024, Japan TEL: 03-5801-1000 https://www.nipponexpress-holdings.com/en/
Formal establishment	January 4, 2022
Paid-in capital	¥70,175 million
Business description	Management and administration of Group companies engaged in the trucking business and peripheral operations

Share Information

Stock exchange	Tokyo
Number of shares	Total Number of Shares Authorizes to Be Issued: 950,000,000 Total Number of Shares Issued: 243,000,000
Number of shareholders	59,481
Administrator of shareholder registry Account managing institution of special account	Mitsubishi UFJ Trust and Banking Corporation

Distribution of Shares





Major Shareholders

Name	Shares held (Thousands of shares)	Shareholding ratio: Total shares held to total number of shares issued (excluding treasury stock) (%)
The Master Trust Bank of Japan, Ltd. (Account in Trust)	35,630	14.7
Asahi Mutual Life Insurance Company	16,805	6.9
Custody Bank of Japan, Ltd. (Account in Trust)	13,114	5.4
Nippon Express Employees' Shareholding Associaion	11,633	4.8
Sompo Japan Insurance Inc.	6,665	2.7
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT	6,552	2.7
BNP PARIBAS NEW YORK BRANCH - PRIME BROKERAGE CLEARANCE ACCOUNT	6,162	2.5
JP Morgan Securities Japan Co.,Ltd.	4,364	1.8
Mizuho Trust & Banking Co., Ltd. as trustee for Retirement Benet Trust of Mizuho Bank, Ltd. (re-entrusted by Custody Bank of Japan, Ltd.)	4,350	1.8
STATE STREET BANK AND TRUST COMPANY 505001	4,067	1.7

* The number of shares owned by each trust bank company is related to the trust business.

Breakdown in Shareholding Ratio by Shareholder Category