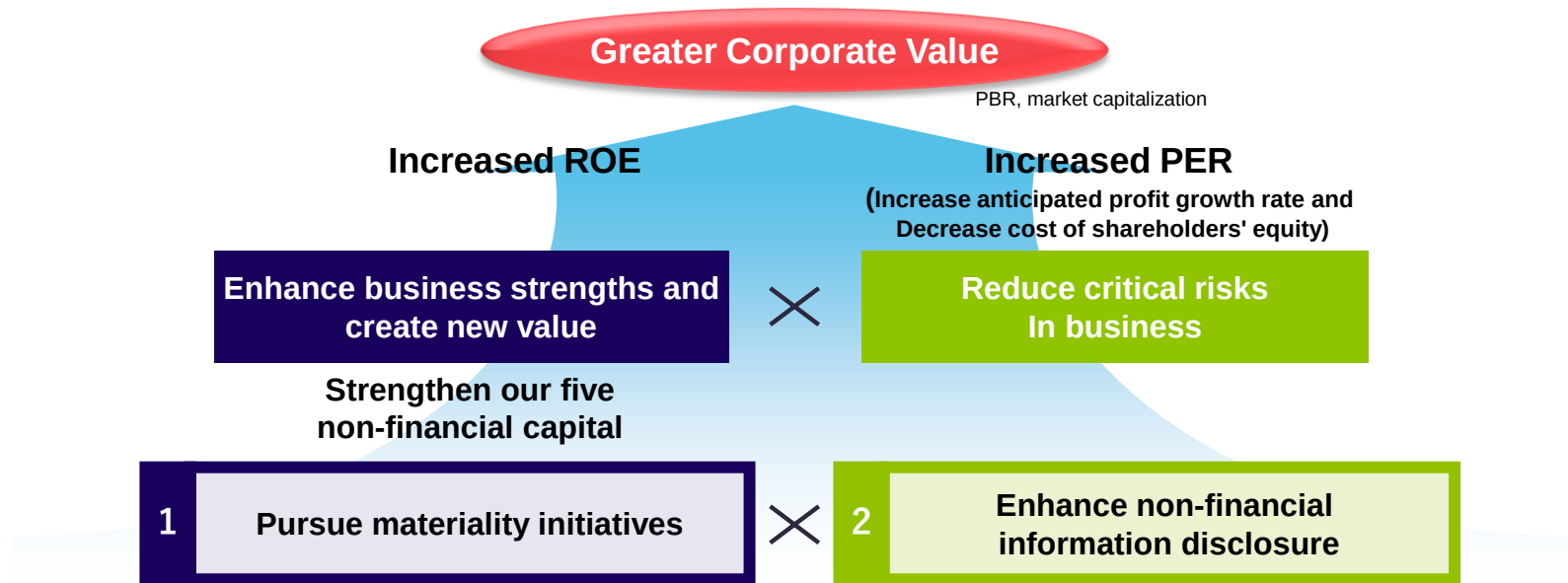


IR Day2025 Session3 「Sustainability Management Strategy」

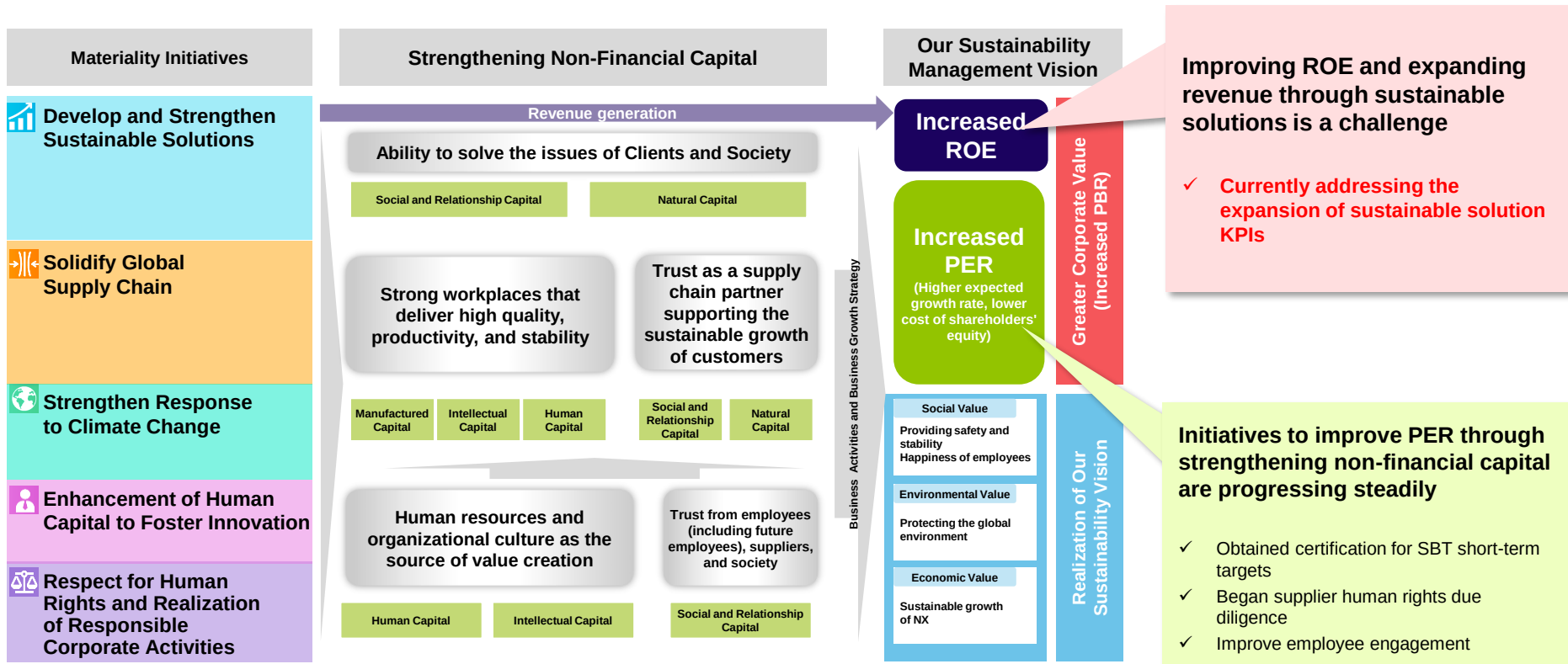
NIPPON EXPRESS Holdings Co., Ltd.
September 22, 2025

Approach to Corporate Value Enhancement in Sustainability Management



Enhancing corporate value requires sustainable business growth and stronger external evaluations through sustainability management.
The NX Group aims to enhance corporate value by advancing initiatives to address materiality and strengthening our disclosure of non-financial disclosure, including ESG ratings.

Materiality Progress in 1H FY2025 | Summary



1H FY2025 Achievements and Next Steps | Climate Change and Human Rights

1H 2025 Achievements

Next Steps

Addressing Climate Change

- ✓ **Obtained certification for SBT short-term targets**
 - Met transaction requirements of major customers
- ✓ **Accelerated measurement and PDCA cycle for emissions performance**
 - 1H FY2025 Scope 1 and 2 results: 360,000 t-CO₂
53% of target
- ✓ **Reduce Scope 1, 2, and 3 emissions and response to Customer Requests**
 - Scope 1: Develop detailed measures at Nippon Express to begin implementing in 2026 in anticipation of emissions trading scheme compliance
→ **Establish fuel efficiency KPIs**
 - Scope 2: Continue LED installations and other existing reduction measures
 - Scope 3: Reduction measures under consideration

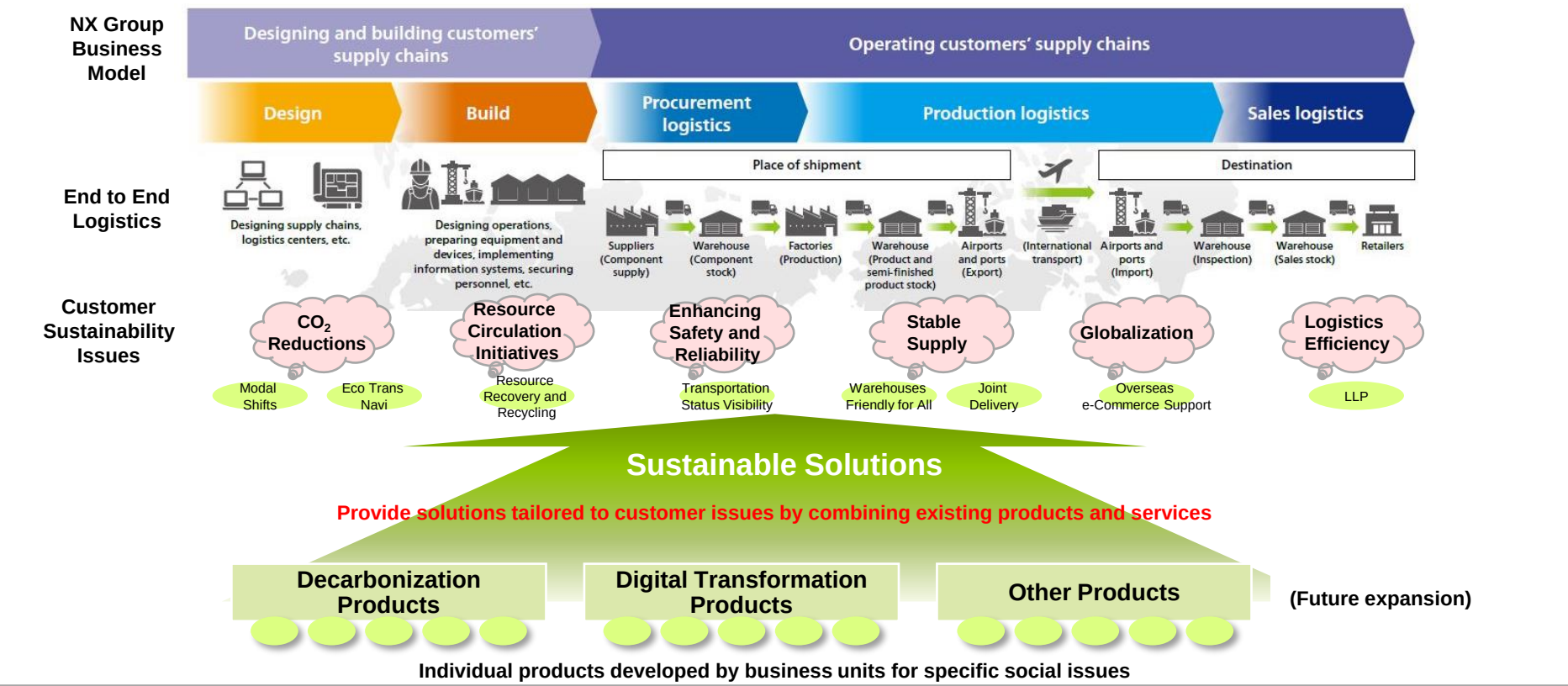
Initiatives to Respect Human Rights

- ✓ **Completed establishment of system to manage internal human rights risk prevention and remediation** *Indicators, etc.
- ✓ **Launched supplier human rights due diligence**
- ✓ **Establish a complaint handling system for suppliers**
 - Plans to launch operation by the end of FY2026

Climate change: Obtained certification for SBT short-term targets; plan to strengthen Scope 1–3 reduction and response to Customer Requests

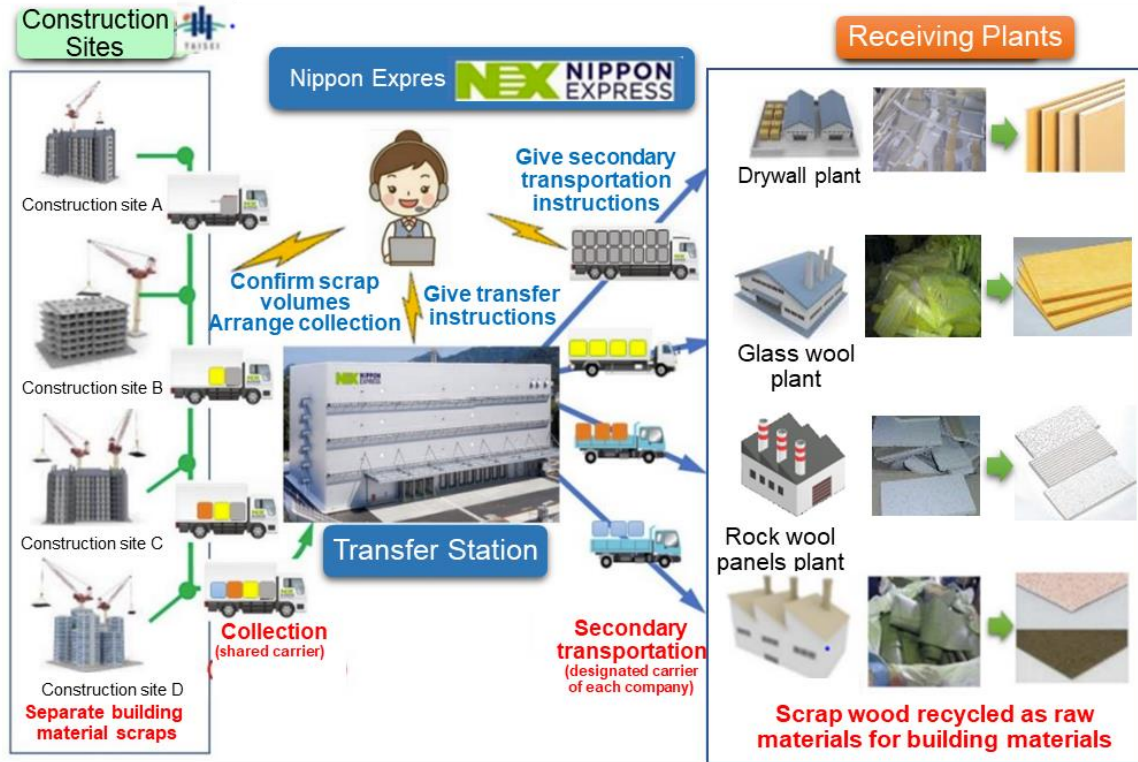
Human rights: Launched supplier human rights due diligence

Solving Customer Issues With Sustainable Solutions and Driving End-to-End Services



Our sustainable solutions address diverse sustainability challenges in customer End to End logistics

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

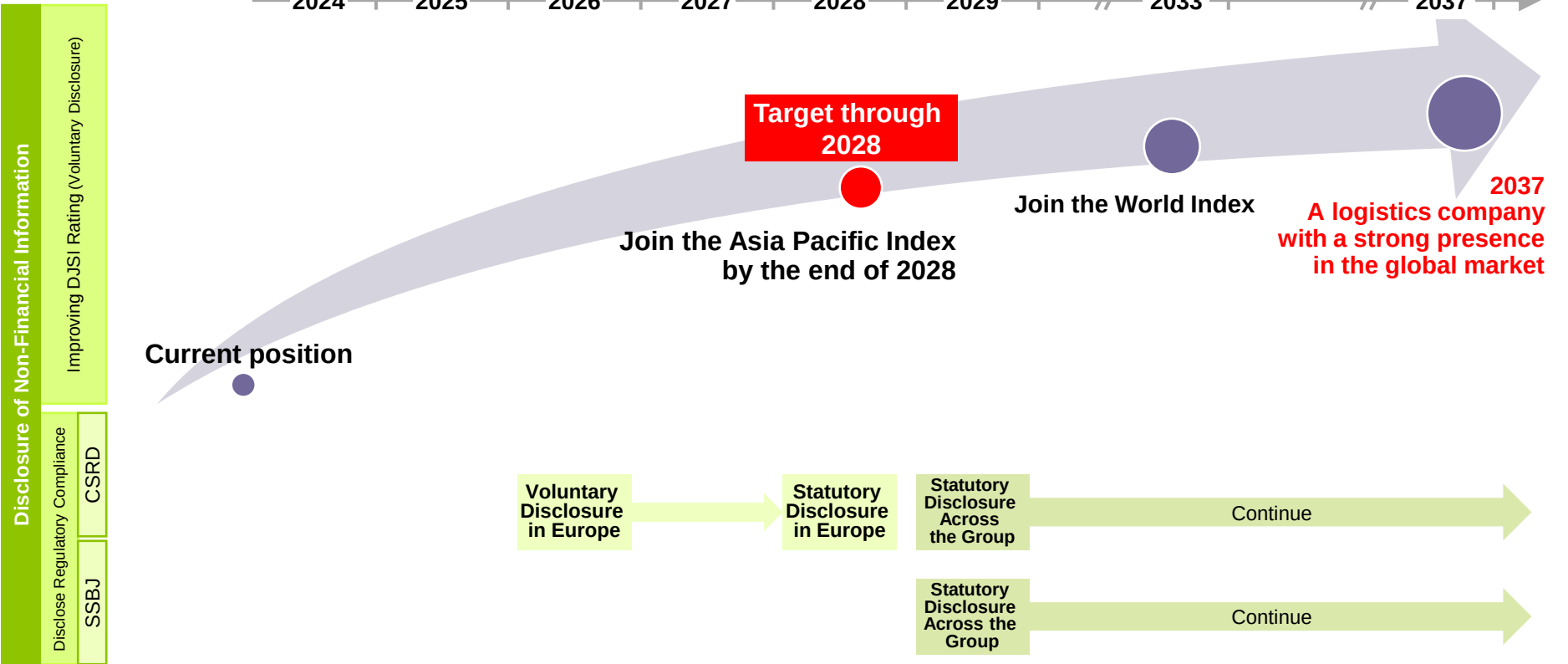


- ✓ Construction sites generate diverse building material scraps that easily become mixed waste, making sorting and recycling difficult. Transporting these scraps individually from each site to recycling facilities leads to
 - High transportation costs
 - High CO₂ emissions
- ✓ The NX Group combines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

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

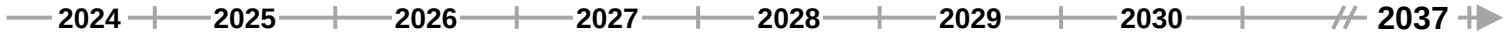
Combine our existing products and services to create solutions (e.g. NR Boxes) to address transportation costs and CO₂ emission issues in construction scrap hauling

Targets to Improve DJSI Rating

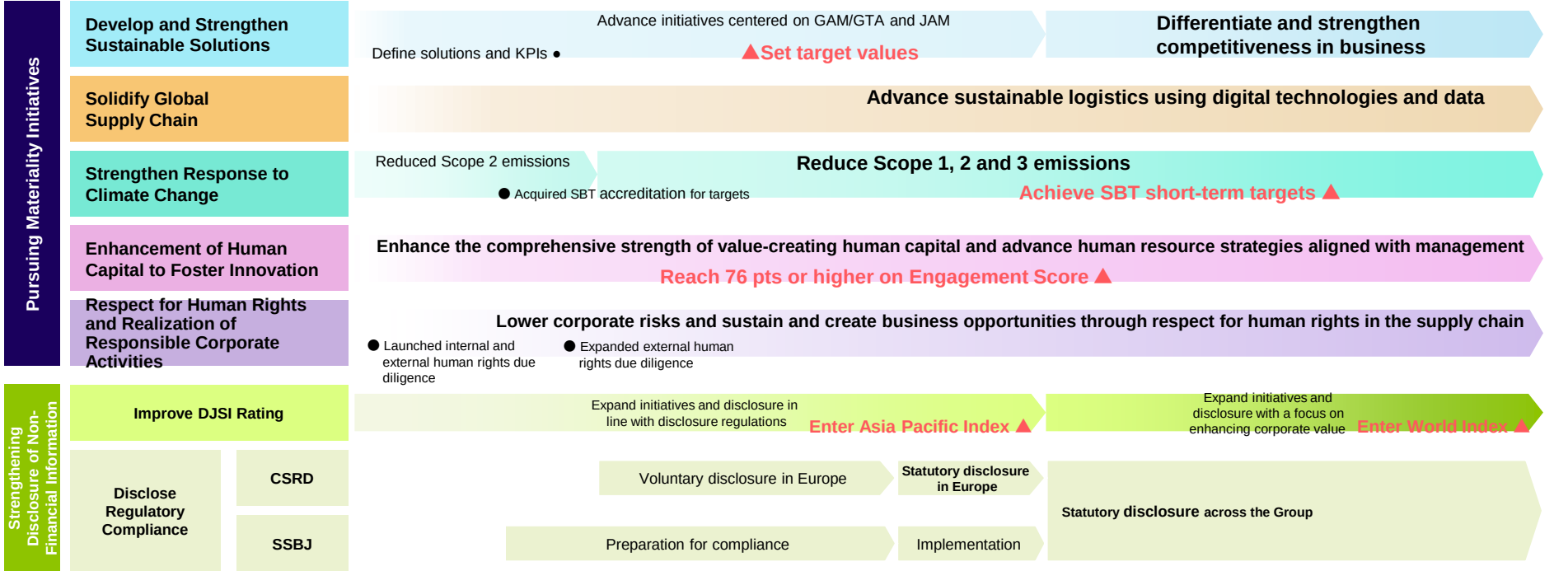


Use disclosure regulations and ESG ratings as benchmarks to deepen sustainability management, aiming to enter the World Index by 2033 and the Asia Pacific Index as early as possible by 2028

Long-Term Sustainability Management Roadmap



Achieve Long-Term Vision ■
A logistics company with a strong presence in the global market



Improve ROE and PER by addressing disclosure regulations and sustainability issues (e.g., climate change and human rights) while strengthening human capital, advancing business digital transformation, and providing solutions to customer issues



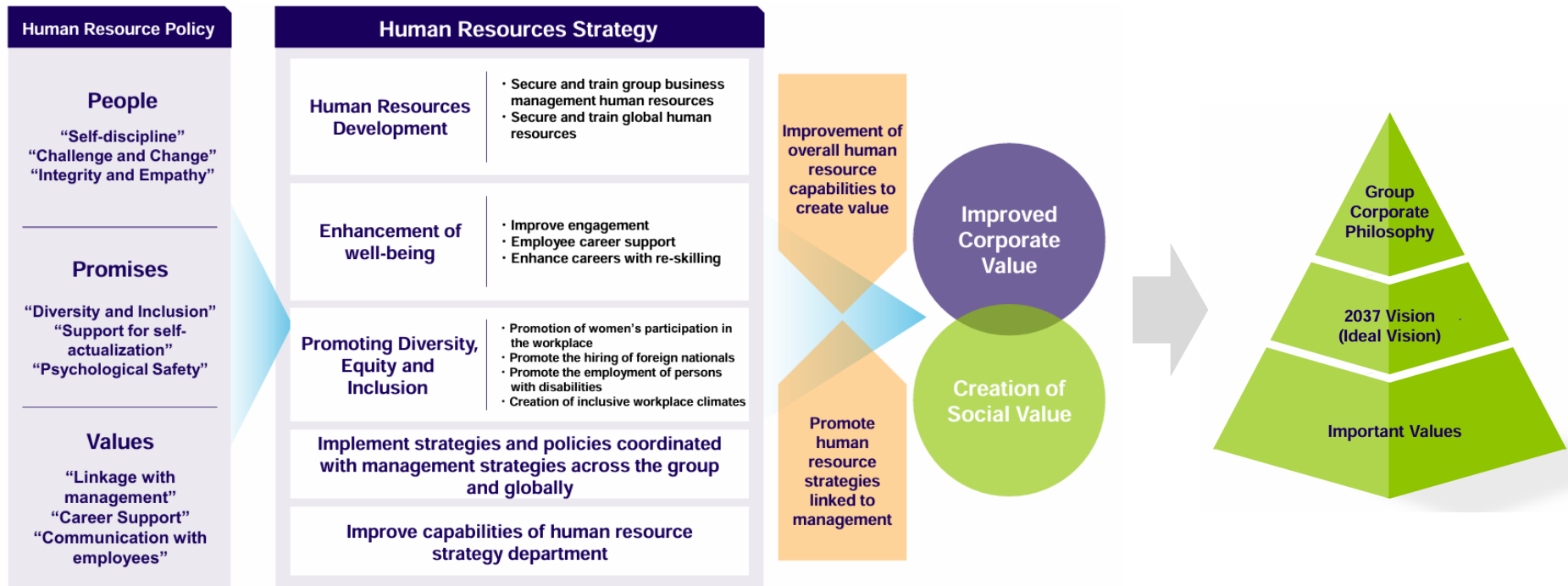
We Find the Way

IR Day2025 Session 3 「Promotion of Human Capital Management」

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

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

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



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

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

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

Initiatives at Nippon Express

Important Strategies in Business Plan 2028

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

Focus Areas for Human Resource

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

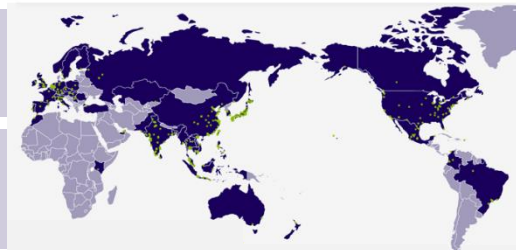
HR Measures for Reinforcement

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

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



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



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

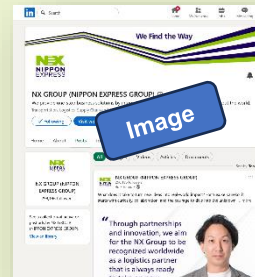
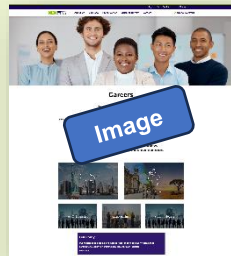
Driving the Human Resource Strategy From a Global Perspective

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



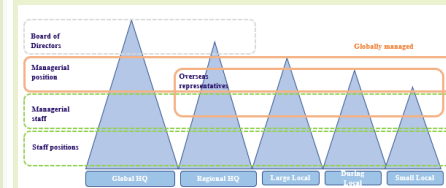
Strengthening Recruitment Capabilities

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



Utilizing Global Management Human Resource

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



NX Group Career Support Policy Formulated in January 2025

Supporting Career Autonomy

Fostering career autonomy
for individual employees

Awareness and understanding

Structured career counseling
linked to training

Career consultation desk

Information on related systems
and case studies

Make Own Career with NX

Each individual employees has different career preferences.

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



Supporting Career Achievement

Helping employees
achieve their career goals

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

- Job postings
- Overseas business trainees
- Domestic business trainees

**Opportunities for learning
(education)**

**Diverse and flexible work
styles**

Issues Identified Through Engagement Surveys

Talent management

Performance management

Customer orientation

Challenge-taking mindset

Compensation and benefits

Initiatives to Enhance Engagement

Dialogue between management and employees

- Town hall meetings

Creating inclusive workplaces

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

Advancing Group unity

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

Career support

- Support for career autonomy
- Support for career achievement



Town hall meeting



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

Featured overseas subsidiaries and employees in the Group newsletter



NX Core Engagement Score Targets and Results



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



No information contained in this document is intended to solicit purchase or sale of the Company's shares.

Views, forecasts, and other forward looking statements contained in this document are based on the Company's assumptions, judgments and beliefs in light of the information currently available to it. Information is not guaranteed and is subject to change without prior notice.

Please note that neither the Company nor the providers of information are liable for any damage resulting from the use of the information contained in this document.