

# Progress in Initiatives to Improve Corporate Value

Fiscal Year Ending December 2025

NIPPON EXPRESS HOLDINGS, INC.

February 13, 2026

## Strengthening Our Approaches to Improve Corporate Value (February 2025 Updated)

### Gearing Up to Achieve Our Long-Term Vision

Gearing up to a whole new level to become a logistics company with a strong presence in the global market

### FY2026 Interim Targets

Raise PBR above 1.0 and achieve ROE of 8%, which is greater than the cost of shareholders' equity

### Strengthen Balance Sheet Management Revise Capital Policies

- Sell off low-profit assets, real estate, etc.
- Optimize capital structure through share buybacks

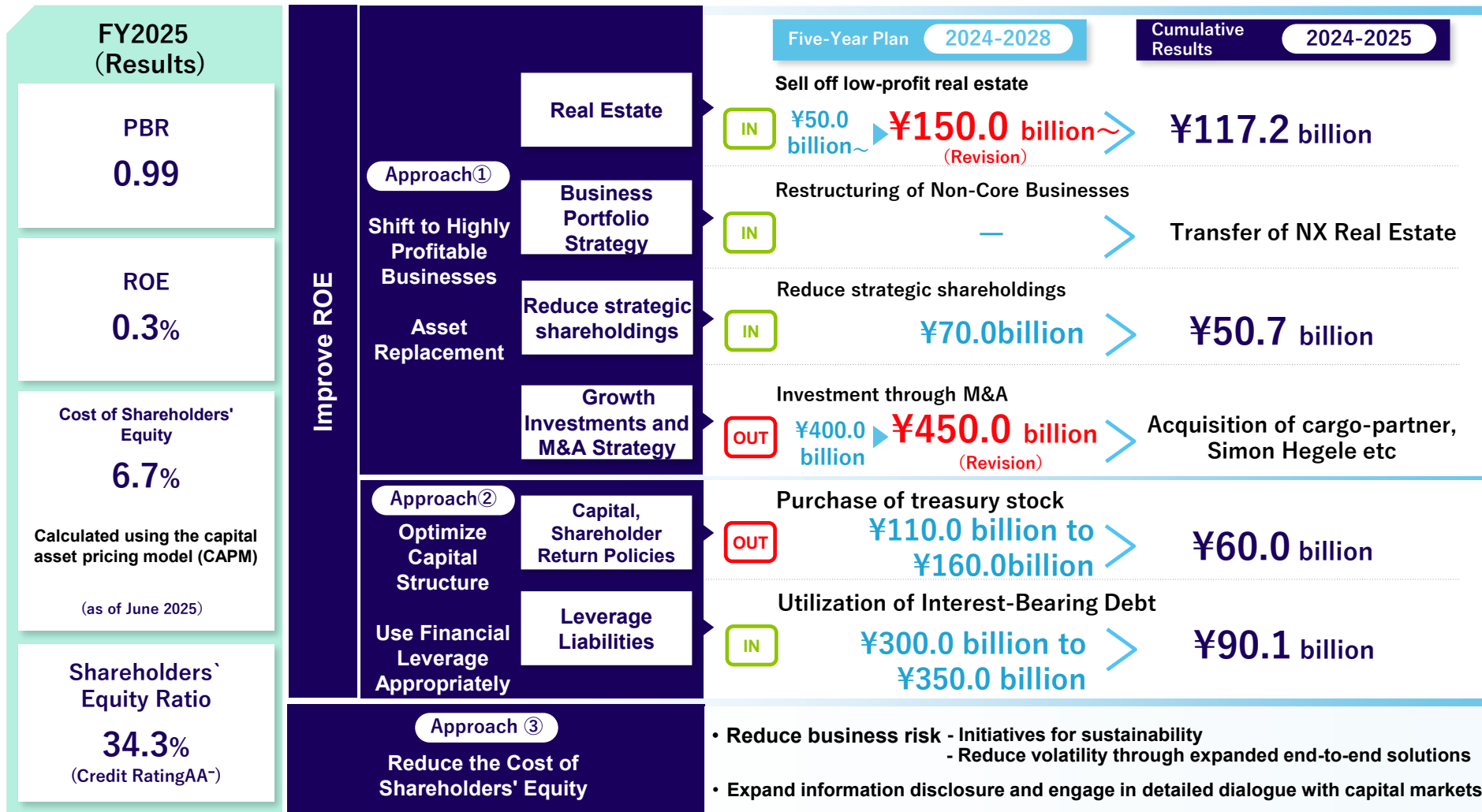
### Strengthen Business Portfolio Management

- Develop evaluation criteria for businesses
- Shift to growth businesses and liquidate low-profit and non-core businesses

Strengthen balance sheet management and review capital policy at levels more advanced than ever before. Strengthen business portfolio management for measures to improve ROE further, and gear up the growth strategy initiatives incorporated into our business plan

# Summary of Initiatives

## Sale of low-yield real estate and acquisition of treasury stock carried out according to plan



**Improved Corporate Value**

Expand Equity Spread

ROE Improvement X PER Improvement

↓

PBR to exceed 1.0

- Reduce business risk - Initiatives for sustainability
- Reduce volatility through expanded end-to-end solutions
- Expand information disclosure and engage in detailed dialogue with capital markets

# Analysis and Assessment of the Current Situation

**Current ROE Is Still Lower Than Our Perceived Cost of Shareholders' Equity  
Equity Spread Must Widen to Improve PBR**

**PBR**  
Price Book-Value Ratio

PBR ratio at the end of 2025 was slightly below 1.0; however, the figure has improved over last year as stock prices have risen

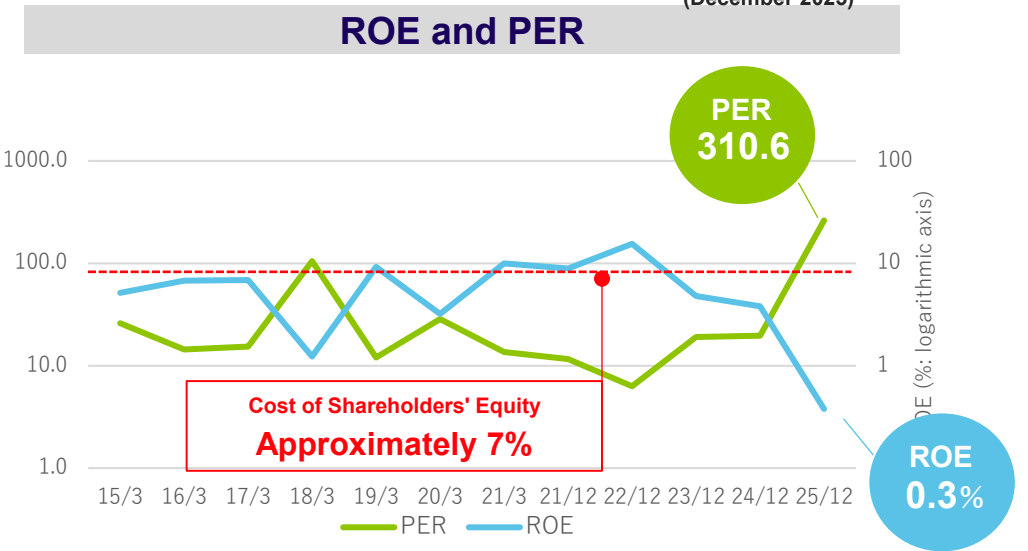
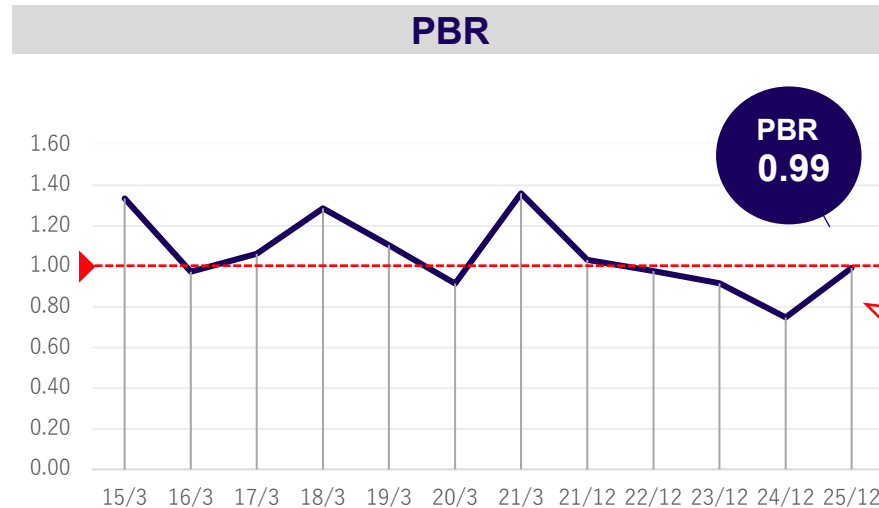
**ROE**  
Ratio of Profit to Equity  
Attributable to Owners of

Share buybacks reduced equity capital; however, levels remained low due to the decline in profit for the year

**PER**  
Price-Earnings Ratio

We estimate our stepped-up efforts to improve corporate value have been reflected in the market's expectations for growth

\*Prime Market, Land Transportation Avg.: 13.6 (December 2025)



## Future Initiatives

# Toward an ROE of 8%, Which is Above the Cost of Shareholders' Equity

### Three Approaches to Improving Corporate Value

- Shift to highly profitable businesses and replace assets
- Optimize capital structure and the use financial leverage appropriately
- Reduce the cost of shareholders' equity

### Strengthening Earning Power (Raising Profit Levels)

- Reduce costs through structural reform and control costs by cutting overhead expenses
- Accelerate organic and inorganic strategies as provided in our business plan

#### Focus point

Accelerate the expansion of end-to-end solutions, beginning with account management

#### Driver

Speed up the strengthening of our customer base and global network

#### Strategy

Build a business portfolio that contributes to our business plan by using funds from the sale of low-profit assets and other sources for M&A ⇒ Integrate organic and inorganic strategies

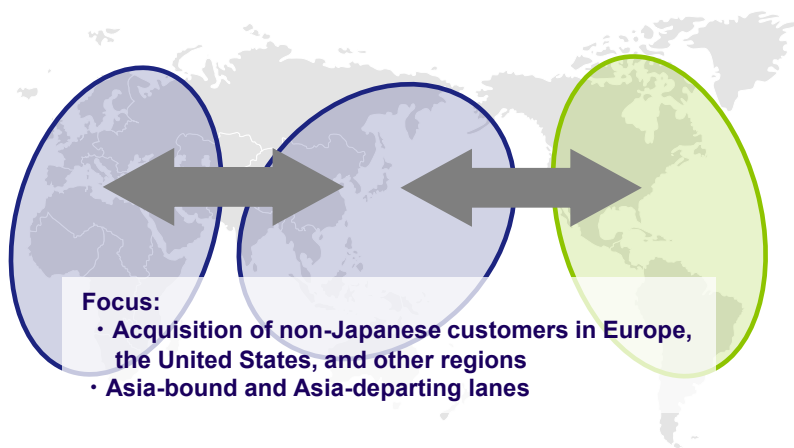
#### Goal

Create a virtuous cycle of increasing profits, investments in further growth, and stronger shareholder returns

## Future Policy and Direction of M&A

### Realizing Dynamic Business Strategies

- ✓ Secure a non-Japanese customer base
- ✓ Increase forwarding volume
- ✓ Strengthen functions for priority industries



#### Direction of Future M&A

##### Extend Global Reach

- Gain access to non-Japanese customers in North America, etc., and secure logistics functions. (Contract logistics company)
- Strengthen Asia-bound and Asia-departing lanes ( Freight forwarder)

##### Enhance Functions

- Strengthen functions for priority industries (Semiconductors, etc.)
- Establish a business foundation in unexplored growth regions or growth regions requiring local base expansion

#### ~ Lessons Learned From Past Acquisitions ~

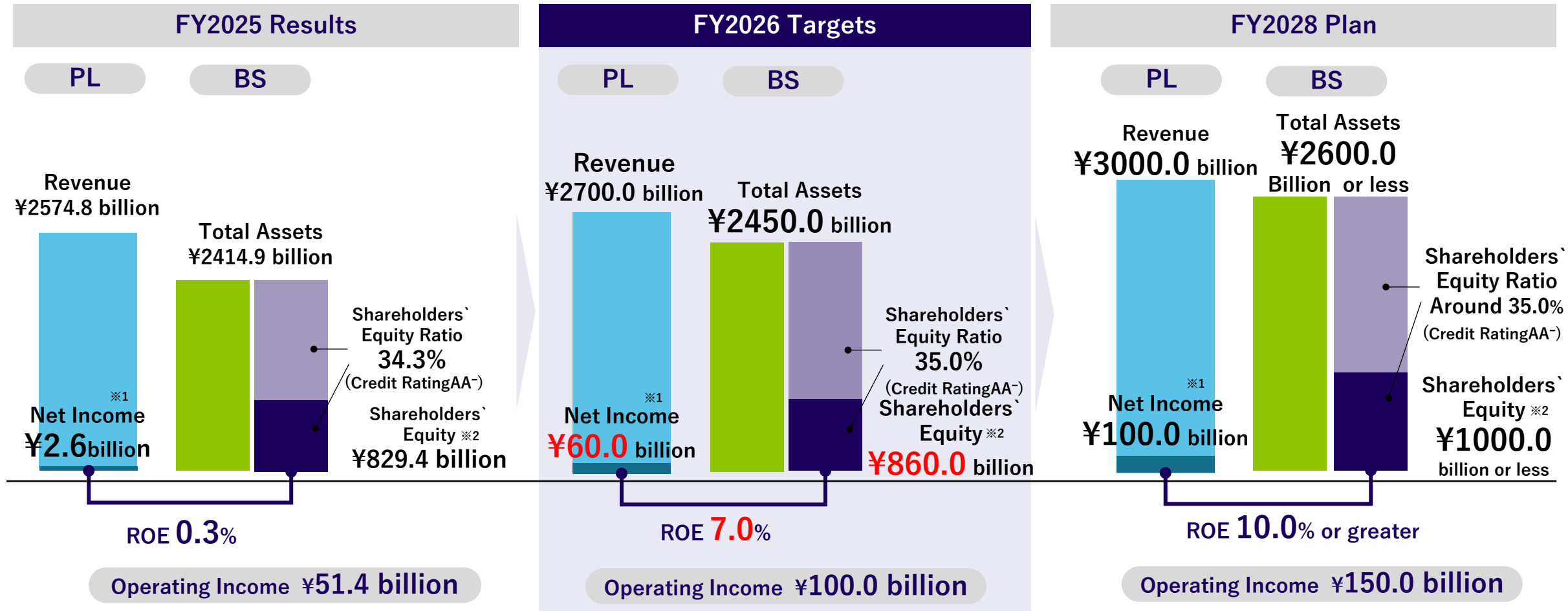
Reaffirmed the nature of and gained insights from M&A and PMI through the acquisition of freight forwarder and contract logistics companies based on business plan strategy.

▶ Identified the areas and functions we must strengthen as a global enterprise, using these insights to update and increase the detail of our M&A strategy.

We also redefined key points in due diligence and endeavored to update our approach.

# Balance Sheet Management

Reduced capital adequacy ratio through share buybacks, etc.; revised 2026 target based on 2025 results



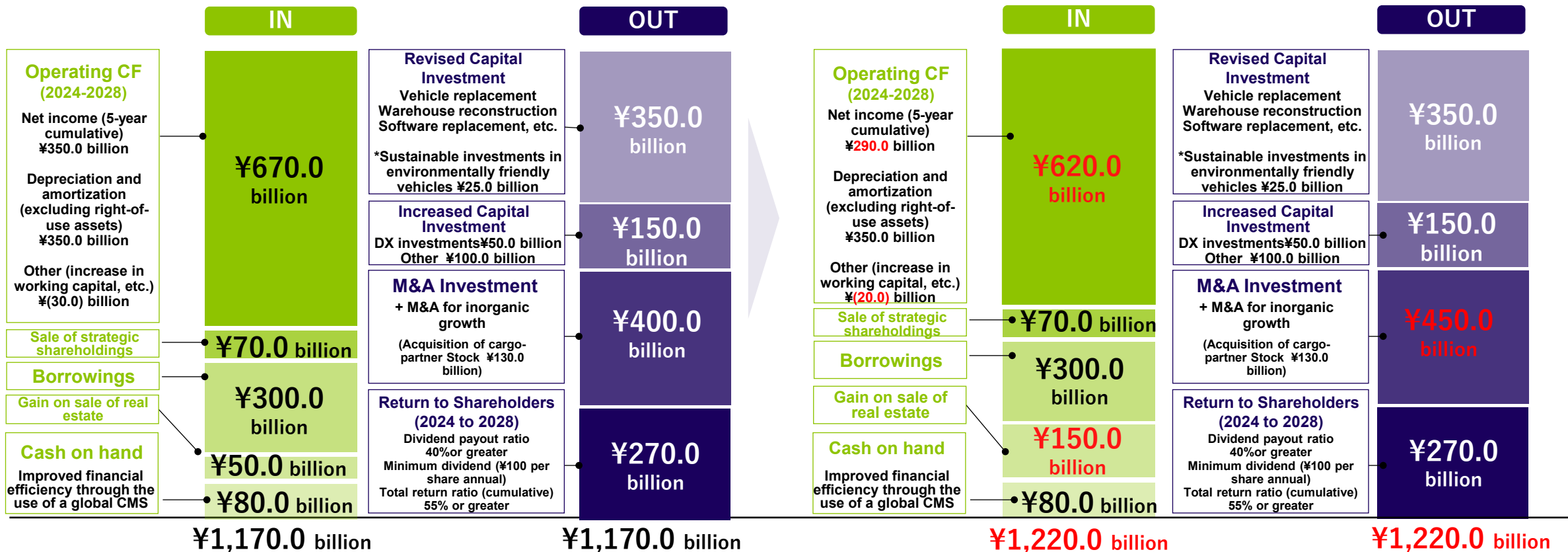
\*1: Net income: Profit attributable to owners of parent \*2: Shareholders' equity: Total equity attributable to owners of parent

# Cash Allocation (2024-2028 Cumulative)

We have partially revised the composition of cash inflows and cash outflows to reflect real estate sales results and other factors.

## February 2025 Update

## Revisions



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Reference

# Business Portfolio Management

We have continuously implemented restructuring of low-profitability and non-core businesses and strengthened operations through spin-offs.

## Major Business Reorganizations, Etc.

Previous Business Plan

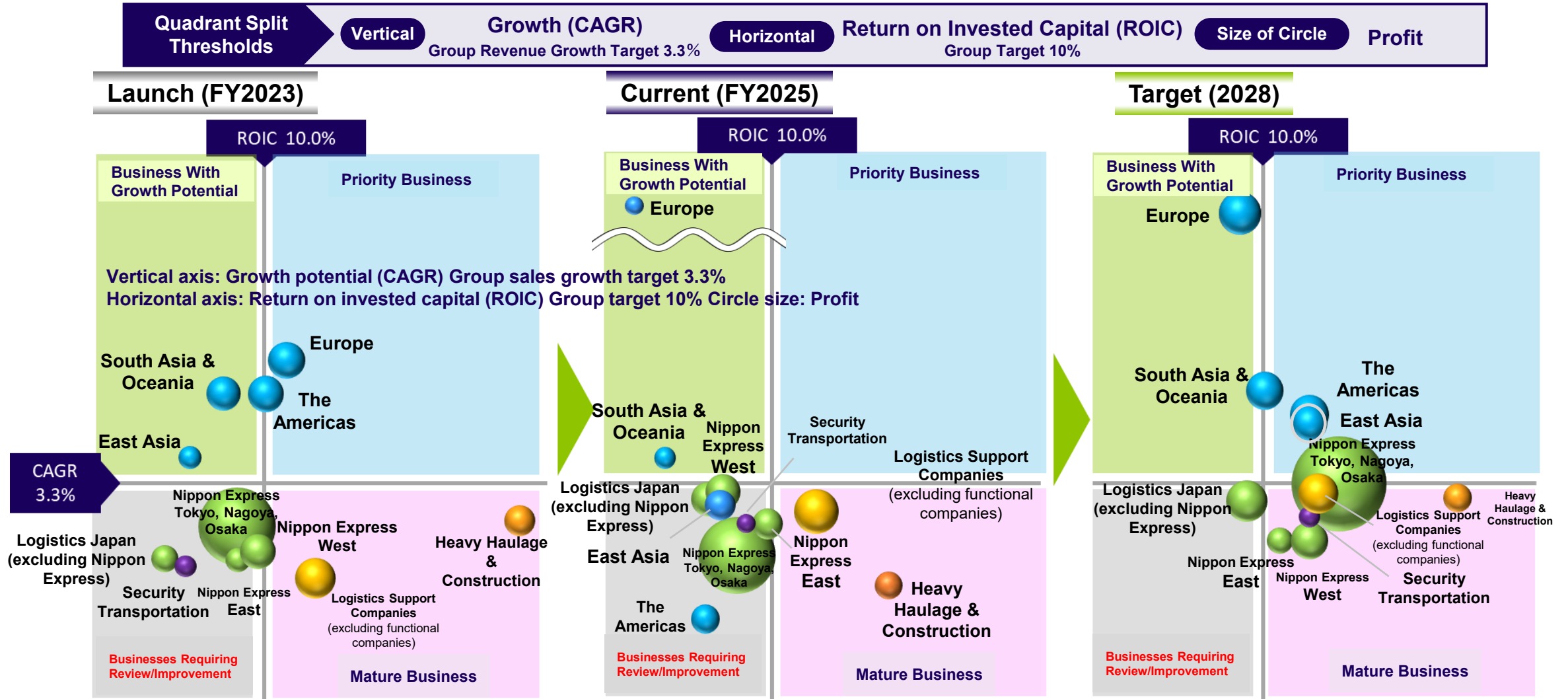
Current Business Plan

Period	Summary	Description
April 2021	Spin off of NX Shoji leasing business	Spun off the relevant business of Nittsu Shoji (now NX Shoji; established as a joint venture with Tokyo Century Corporation)
July 2021	Travel business liquidation	Liquidated Nittsu Travel
August 2021	Transfer of driving school business	Transferred Nittsu Driving School
January 2023	Spin off of security transportation business	Spun off security transportation business (established NX Cash Logistics)
January 2023	Reorganization of logistics finance business within the group	Transferred the relevant NX Capital business to NX Shoji
April 2023	Realignment of real estate business within the group	Transferred part of the NX Real Estate business to NX Shoji
January 2025	Spin off of the Heavy Haulage & Construction business	Spun off the Nippon Express Heavy Haulage & Construction business (established as NX Engineering)
January 2025	Nippon Express transition to an in-house company system	Established East Company (Hokkaido · Tohoku) , West Company (Chugoku, Shikoku, and Kyushu)
January 2025	Integration of special combined delivery business	Integrated the Nippon Express special combined delivery business in question and NX Transport with Meitetsu Transport (now Meitetsu NX Transport)
2023 to 2025	Integration and liquidation of Nippon Express branch operating companies	Consolidated or liquidated 71 branch locations
April 2026 (tentative)	Transfer of NX Nihonkai Soko	
June 2026 (tentative)	Transfer of Osaka Warehouse	
November 2026 (tentative)	Transfer of NX Real Estate	

Reference

# Business Portfolio Management

## Launch of Each Business (2023), Current Locations (2025), and Targets (2028)



Reference Materials

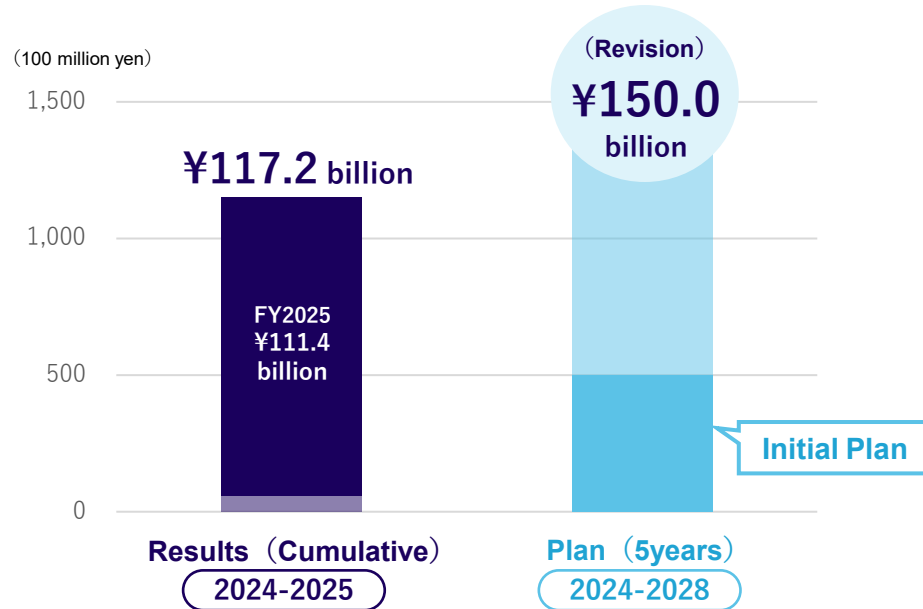
# Real Estate Sales · Reduction of Strategic Shareholdings

## Real Estate Sales

Sale of large warehouse completed;  
plan revised upward

### Major Achievements

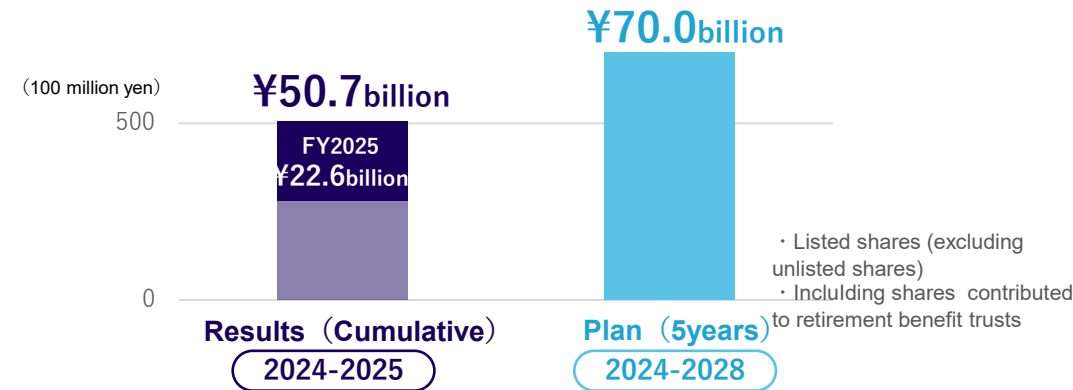
Sale of Tokyo C-NX Approximately ¥100.0 billion (2025)



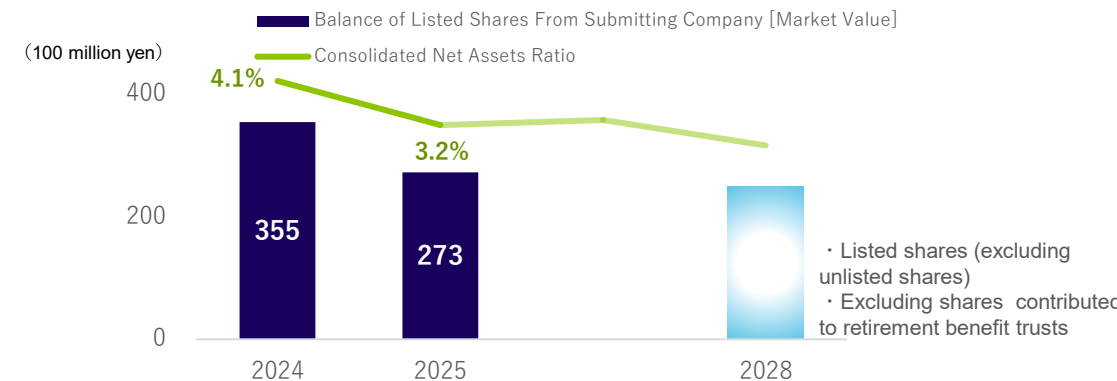
## Reduction of Strategic Shareholdings

The sale proceeded, and the consolidated net asset ratio declined to 3.2%.

### Sales of Strategic Shareholdings



### Ratio of Strategic Shareholdings to Consolidated Net Assets



Reference Materials

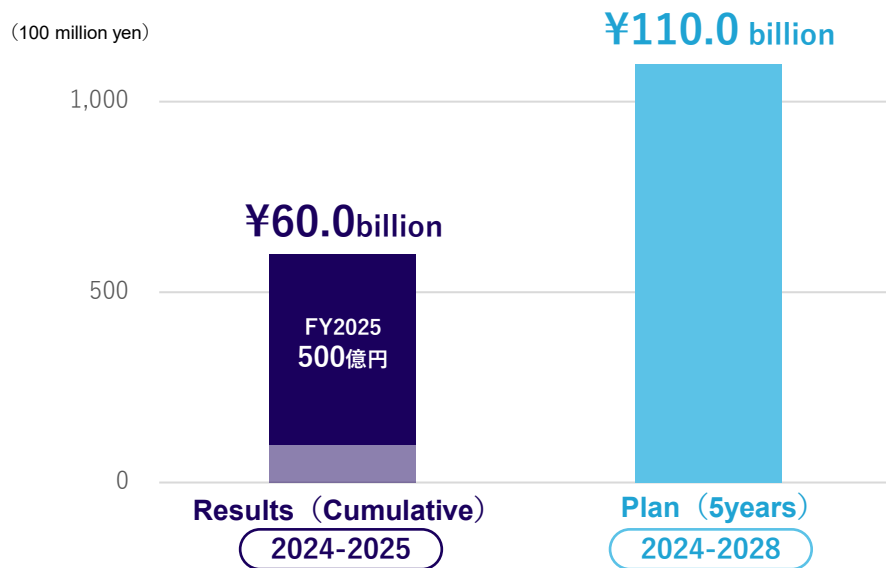
# Capital and Shareholder Return Policy

In 2025, we will implement a share buyback program of ¥50 billion. There will be no change to our dividend policy.

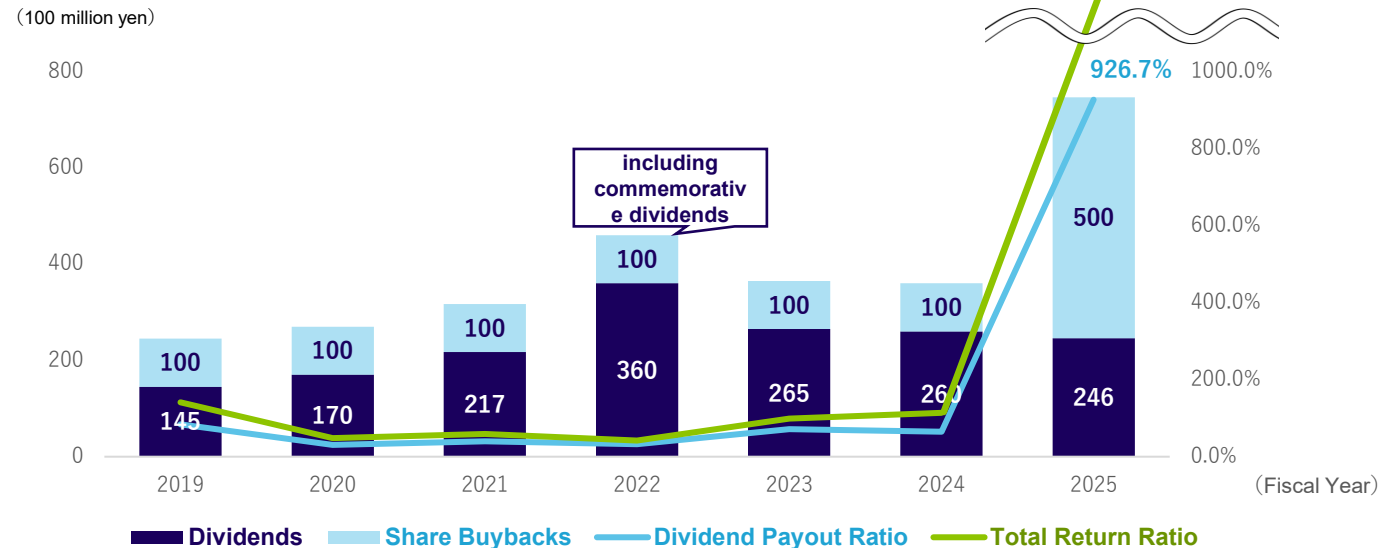
**Dividend Policy**

Dividend Payout Ratio <b>40% or greater</b>	Minimum Dividend <b>¥100</b> (Annual, Per share)	Total Return Ratio <b>55% or greater</b> (2024 to 2028, Cumulative)
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Record of share buybacks



Trend in Shareholder Returns



\*For the fiscal year ending December 2025, the figures include impairment of European goodwill, real estate sales, and share buybacks. The estimated dividend payout ratio and total return ratio excluding these items is 200.1%.



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