



BUSINESS REPORT

NIPPON EXPRESS HOLDINGS, INC.

For the Interim Term | From January 1, 2026 to June 30, 2026



We Find the Way

Securities Code No. 9147



I would like to take this opportunity to thank our shareholders for their continued support and understanding. I hereby provide a business overview of the NX Group for the first six months of its 5th term (from January to June 2026).

Satoshi Horikiri President and Representative Director
Nippon Express Holdings, Inc.

During the six months ended June 30, 2026, the global economy continued its gradual recovery overall, although weakness was seen in some countries and regions. On the other hand, uncertainty over the outlook increased further due to soaring energy prices caused by the worsening situation in the Middle East and supply chain disruptions stemming from supply constraints.

Amid these economic conditions, in the logistics industry, although international logistics saw some disruptions in air and ocean transportation against the backdrop of the worsening situation in the Middle East, which affected transportation routes and lead times, cargo movement remained firm, particularly for shipments from Asia, and was generally steady. In domestic logistics, although cargo movement improved due to a recovery in consumer spending and capital expenditures, upward pressure on logistics costs, including rising personnel expenses and crude oil prices, remained strong, and conditions continued to be challenging.

The Company will need to continue to pay close attention to the impacts on the supply chain resulting from instability in the international situation, as well as changes in the logistics environment, including increases in various costs.

Amid these significant changes in the business environment, for the fiscal year under review, which is the middle year of the five-year business plan “NX Group Business Plan 2028: Dynamic Growth 2.0-Accelerating Sustainable Growth-” that started in January 2024, the NX Group has worked on various measures set out in the business plan with an even greater sense of speed and execution capability toward realizing its long-term vision to become a logistics company with a strong presence in the global market. Among these measures, we have positioned “Initiatives to Improve Corporate Value” as our most important issue and focused on their execution, while also striving to enhance earning capabilities through cost control by implementing structural reforms and reducing indirect costs.

Initiatives to Improve Corporate Value

In February 2025, we updated our “Initiatives to Improve Corporate Value,” and have focused on initiatives to increase ROE (return on equity), including shifting to high-profit businesses, replacing assets, optimizing the capital structure, and utilizing appropriate financial leverage.

We plan to expand sales of low-profit real estate to approximately ¥50.0 billion in FY2026, while share buybacks of up to ¥50.0 billion will be conducted in the same fiscal year. In addition, we determined that, in order to further increase our share price and corporate value and expand the equity spread, it is necessary to both “scale up” and “accelerate” our existing initiatives. Accordingly, in August 2026, we decided on the “Update on Initiatives to Improve Corporate Value Vol.2” and further expanded our measures for 2027 and beyond.

As a growth investment through M&A, in April 2026 we decided to acquire Metro Supply Chain Group, which is one of the largest logistics companies in Canada and provides 3PL services to a wide range of industries. We believe that this acquisition will not only address the important issues of “access to non-Japanese customers in North America” and “establishment of a business foundation in growth regions,” but also strengthen our resilience to changes in the external environment through the optimization of our global business portfolio by increasing the share of sales from the Americas and the reduction

of earnings volatility by increasing the share of the logistics business, which is expected to generate stable earnings.

We have also continued to reorganize our businesses in Japan based on our business portfolio strategy. As part of these efforts, we determined that continuing the businesses under the best owners with specialized expertise would contribute to enhancing the Group's corporate value, and decided to transfer the shares of several Group companies engaged in the real estate business, etc.

Accelerating Growth in the Global Market

We have positioned the provision of end-to-end solutions originating from account management at the core of our growth strategy for the global business, formed dedicated sales teams for major Japanese and non-Japanese accounts, and worked to expand the areas in which we provide solutions. We have also accelerated initiatives combining our organic growth strategy with M&A (inorganic strategy). At cargo-partner, we have promoted the creation of procurement and sales synergies and streamlining of sites, while at Simon Hegele, we have promoted the horizontal deployment of specialized know-how and cross-selling.

While advancing initiatives for business growth in the global market, we have also focused on restoring profitability through structural reforms and rationalization in order to respond to changes in the earnings structure of our overseas business.

Rebuilding Businesses in Japan

As an initiative to rebuild our business in Japan, we have advanced business growth measures centered on strengthening the logistics business, including strengthening sales to key accounts through a dedicated account structure, introducing automated equipment, and promoting human resource development, while also continuing our efforts to improve profitability and capital efficiency.

In our initiatives to improve profitability, in addition to revising rates in response to rising personnel and outsourcing expenses, we have promoted the reduction of indirect department expenses and the utilization of company strengths. For initiatives to improve capital efficiency, we have proceeded with the reorganization of sub-agent operations at Nippon Express and promoted improvements in profitability and capital efficiency at each in-house company, using ROIC as a management indicator.

Promoting Sustainability Management

We have positioned sustainability management as an important strategy, integrated with our business activities, for achieving both improvement of our corporate value and creation of social value, and have continued to promote initiatives to address material issues.

With respect to "Develop and strengthen sustainable solutions," which is one of these material issues, we have classified and organized the sustainability issues in customers' supply chains into six categories and linked them to the NX Group's existing services and products, establishing a common framework for proposal activities to customers. Through environmentally friendly logistics and advanced services, we have also continued to develop and strengthen solutions that contribute to the realization of a sustainable society.

As a result, for the consolidated financial results for the first six months of the 5th term, the Group posted revenue of ¥1,356.6 billion, operating profit of ¥44.7 billion, and profit attributable to owners of parent of ¥24.2 billion.

Note that regarding our interim dividend for the current fiscal year, at the meeting of our Board of Directors held on August 7, 2026, we resolved a dividend of ¥50 per common stock and a payment start date of September 7 this year.

For economic trends in the second half of the current fiscal year, there continue to be persistent downside risks to the economy, including the advancement of protectionist policies primarily in the United States, rising energy and logistics costs associated with the normalization of geopolitical risks, and the risk of supply chain fragmentation. The outlook surrounding both the global and Japanese economies is therefore predicted to remain uncertain.

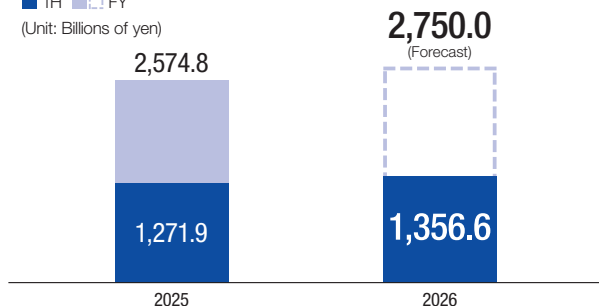
In such a business environment, through the expanded provision of sustainable solutions that contribute to the resolution of social issues faced by its customers and the logistics industry globally, the NX Group will strive for further enhancement of corporate value toward realizing its long-term vision of becoming a logistics company with a strong presence in the global market, and thereby meet the expectations of all shareholders. We would be grateful for your continued understanding and support.

September 2026

Revenue

¥1,356.6 billion
Up 6.7% YoY

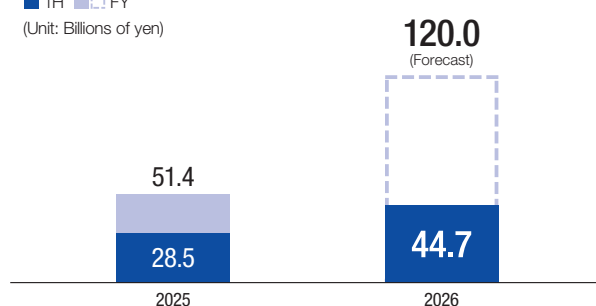
■ 1H ■ FY
(Unit: Billions of yen)



Operating profit

¥44.7 billion
Up 56.7% YoY

■ 1H ■ FY
(Unit: Billions of yen)



Japan (Logistics)



The Americas (Logistics)



Europe (Logistics)



East Asia (Logistics)



Revenue

¥643.4 billion
Up 2.8% YoY

Revenue

¥70.4 billion
Up 1.7% YoY

Revenue

¥301.1 billion
Up 20.6% YoY

Revenue

¥93.5 billion
Up 16.0% YoY

Segment profit

¥27.8 billion
Up 44.3% YoY

Segment profit

¥2.0 billion
Down 41.0% YoY

Segment profit

¥4.1 billion
Up 17.8% YoY

Segment profit

¥2.6 billion
Down 0.5% YoY

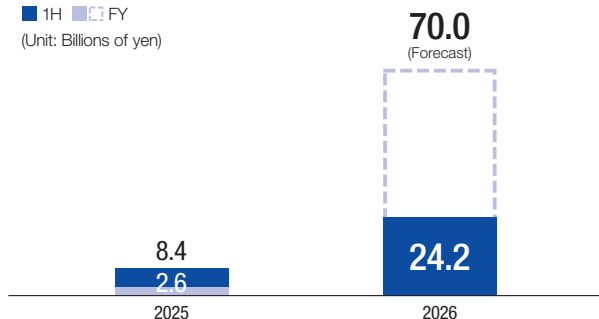
(Note) In the previous fiscal year, the Company finalized the provisional accounting treatment for business combinations, and the figures for the first half of the fiscal year ended December 31, 2025 have been adjusted to reflect this finalized accounting treatment.

Profit attributable to owners of parent

¥24.2 billion

Up 186.8% YoY

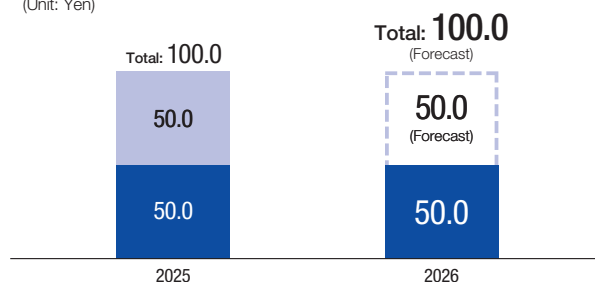
■ 1H ■ FY
(Unit: Billions of yen)



Interim dividend

¥50.0

■ Interim ■ Year-end
(Unit: Yen)



South Asia & Oceania (Logistics)



Security Transportation



Heavy Haulage & Construction



Logistics Support



Revenue

¥97.1 billion

Up 31.6% YoY

Segment profit

¥4.2 billion

Up 116.2% YoY

Revenue

¥35.1 billion

Up 2.0% YoY

Segment profit

¥1.4 billion

Up 3.6% YoY

Revenue

¥28.0 billion

Up 13.1% YoY

Segment profit

¥3.7 billion

Up 62.7% YoY

Revenue

¥208.6 billion

Down 7.2% YoY

Segment profit

¥9.4 billion

Up 26.6% YoY

NX Group in Numbers*

Establishment



Number of countries and regions of operation



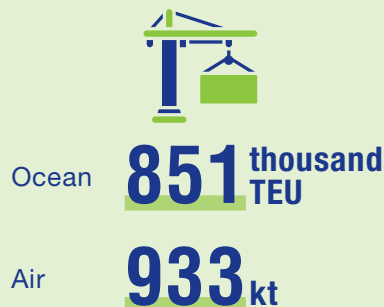
Number of Group companies



Number of employees (number of overseas employees)



Forwarding volume



Forwarder ranking



Warehousing space (Japan/overseas)



* As of December 2025

Position in the Global Market

The NX Group's substantial customer base has enabled it to build a strong track record in the global market. The logistics industry is becoming more international as the economy becomes more globalized. In global rankings, major logistics companies, primarily from developed countries, that have established international logistics networks rank highly. Against the backdrop of the growth of 3PL and international express delivery services, we believe that cross-border restructuring of the logistics industry will continue to intensify.

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

* 2025 annual average TTM Converted at 1 USD = 149.71 JPY.

Source: Prepared by the Company with reference to Armstrong & Associates, Inc. A&A's Top 25 Global Freight Forwarders List 2026.

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 logos, 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).



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 logos, 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.

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*

* 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 CO2 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

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

- Access to non-Japanese customers in North America and elsewhere and acquiring logistics functions (Logistics Business)
- Strengthening lanes to and from Asia (forwarding companies)

Enhancement of functions

- 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.



Features

- **A 3PL company** based in Canada **with 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 cargo-partner and Simon Hegele, we will reliably realize synergies and ensure sustainable improvement in corporate value.

NX Group publishes NX Group Sustainability Report 2026 and NX Group Integrated Report 2026

Nippon Express Holdings, Inc. (President: Satoshi Horikiri) published the NX Group Sustainability Report 2026 and NX Group Integrated Report 2026 on June 30, 2026 and July 13, 2026, respectively, on its website.

The NX Group places sustainability at the core of its management to realize its long-term vision of becoming a logistics company with a strong presence in the global market. The NX Group Sustainability Report 2026 aims to comprehensively disclose the NX Group’s sustainability activities to its stakeholders, thereby contributing to the enhancement of corporate value.

Key points of the NX Group Sustainability Report 2026

- 1 Clarification of the sustainability management strategy and value creation process
- 2 Expansion of specific measures such as sustainable solutions and a human rights risk map
- 3 Early disclosure of FY2025 CO2 emissions results (for which third-party certification has been obtained)
- 4 Disclosure of the status of compliance with external evaluation indicators

In addition, under the theme of “increasing the certainty of realizing the long-term vision through the integration of important strategies and strong execution capabilities,” the NX Group Integrated Report 2026 mainly explains the following matters.

- Initiatives to link asset sales to business model transformation and profit growth
- Acceleration of the provision of end-to-end solutions through the integration of strategies that build on strengths in Asia
- Sustainable enhancement of corporate value through the integration of sustainability management and business activities

Furthermore, while taking into account the progress and issues of the current business plan, “NX Group Business Plan 2028: Dynamic Growth 2.0-Accelerating Sustainable Growth-,” and the “Update on Initiatives to Improve Corporate Value” announced in February 2025, the report provides a detailed explanation of how the Group will accelerate growth through the evolution and integration of strategies.

The NX Group will continue to pursue sustainable value creation while placing importance on communication with its stakeholders in order to remain an organization that is needed and trusted by society.

URL

1 NX Group Sustainability Report 2026	2 NIPPON EXPRESS HOLDINGS Sustainability Page	3 NX Group Integrated Report 2026
Japanese https://www.nipponexpress-holdings.com/ja/sustainability/report/ 	Japanese https://www.nipponexpress-holdings.com/ja/sustainability/ 	Japanese https://www.nipponexpress-holdings.com/ja/ir/library/annual/ 
English https://www.nipponexpress-holdings.com/en/sustainability/report/ 	English https://www.nipponexpress-holdings.com/en/sustainability/ 	English https://www.nipponexpress-holdings.com/en/ir/library/annual/ 

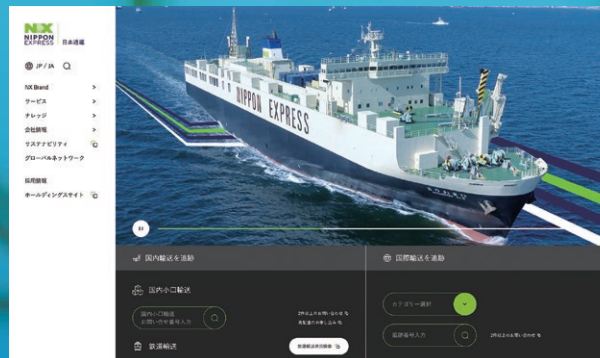
CORPORATION

We launched Nippon Express Holdings' official website. We provide the latest news and investor relations information.
<https://www.nipponexpress-holdings.com/en/>



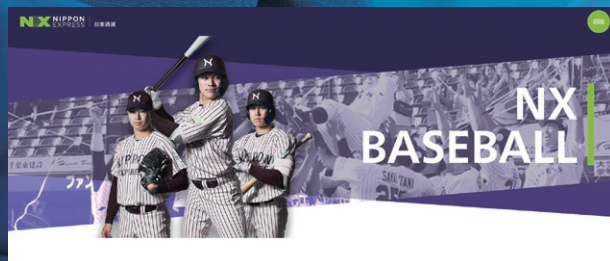
CORPORATION

We provide a wide range of information, including a description of Nippon Express' business and services and the latest news.
<https://www.nipponexpress.com/>



SPORTS

We introduce the activities of sports clubs supported by Nippon Express as an effort to spread, promote, and internationalize various sports.
<https://www.nipponexpress.com/jp/ja/site/sports/> (in Japanese)

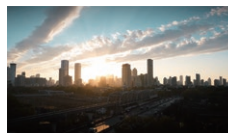


TVCM

We communicate various initiatives pursued by the NX Group to a wide audience through television commercials and television programs currently on air.
<https://www.nipponexpress-holdings.com/en/about/video/>



NX Group TVCM



Corporate "Moving India Forward"



Professional Golfer Erika Hara
 "Perfect Synchronization"

Our LinkedIn Page



We send various information to business users around the world, mainly focused on businesses conducted by NX Group companies overseas.
<https://www.linkedin.com/company/nippon-express-group/>



Our YouTube Channel

Information and videos about Nippon Express, including television commercials, corporate activities, and history, are available on YouTube.
<https://www.youtube.com/channel/UCatNmOs5hJzVWMfQeUnaQ>



Directors, Officers, and Directors who are Audit and Supervisory Committee Members of Nippon Express Holdings, Inc. (As of June 30, 2026)



Back row, from left to right

① Outside Director

Yoko Kudo

Audit and Supervisory Committee Member

② Director

Takashi Nakamoto

Audit and Supervisory Committee Member

③ Outside Director

Tsukiko Tsukahara

④ Outside Director

Ryuji Masuno

Audit and Supervisory Committee Member

⑤ Outside Director

Chie Ikegawa

Audit and Supervisory Committee Member

Front row, from left to right

⑥ Outside Director

Yumiko Ito

⑦ Director and Executive Officer

Sachiko Abe

In charge of Internal Auditing Division

⑧ President and Representative Director
President and Chief Executive Officer

Satoshi Horikiri

CEO

⑨ Chairman and Representative Director

Mitsuru Saito

Chairman of the Board of Directors

⑩ Director and Managing Executive Officer

Mamoru Akaishi

In charge of Corporate Planning Division, and General Manager, Corporate Planning Division

⑪ Outside Director

Yojiro Shiba

Executive Officers

Senior Managing Executive Officer

Hideshi Otsuki
Tatsuya Akama
Satoshi Otsuji

Managing Executive Officer

Shinichi Kakiyama **Takeshi Kunitani**
Sumitoshi Matsuo

Executive Officer

Atsushi Tempaku	Katsuhito Kobayashi	Yasuhiro Okanishi
Takeshi Sakamoto	Hiroko Kishida	Koichiro Kamegawa
Kazuoki Oguro	Yuichi Ikeda	Arnaldo Vivoli



* Director Shiba, Director Ito, Director Tsukahara, Director Masuno, Director Kudo, and Director Ikegawa are part-time Directors.

Profile (As of June 30, 2026)

Company name: Nippon Express Holdings, Inc.

Headquarters: Kanda-Izumicho 2, Chiyoda-ku, Tokyo 101-0024
<https://www.nipponexpress-holdings.com/en/>

Formal establishment: January 4, 2022

Share capital: ¥70,175 million

Details of operation: Management of group companies engaged in road freight transportation and related operations

Status of the Company's Shares (As of June 30, 2026)

Number of shares: Total number of shares authorized 950,000,000 shares
to be issued

Total number of shares issued 243,000,000 shares

Number of shareholders: 56,915 persons

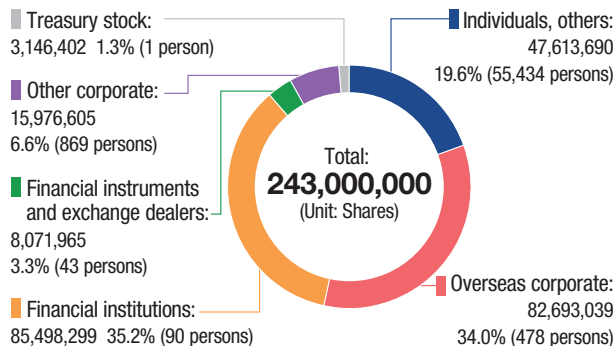
Major Shareholders

Name of shareholder	Number of shares held (Thousands of shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Account in Trust)	32,160	13.4
Asahi Mutual Life Insurance Company	16,805	7.0
NX Employees' Shareholding Association	11,010	4.6
Custody Bank of Japan, Ltd. (Account in Trust)	10,728	4.5
BNP PARIBAS NEW YORK BRANCH - PRIME BROKERAGE CLEARANCE ACCOUNT	9,257	3.9

* Shareholding ratios are calculated by excluding 3,146 thousand treasury shares.

Distribution of Shares by Type of Shareholder

< Number of shares and percentage >



Guide for System to Request Repurchase or Additional Purchase of Shares Constituting Less Than One Share Unit

Request for repurchase

Under the system, holding of less than 100 shares can be sold to the Company at market price.

(Example) If 60 shares are held, they cannot be sold on the market, but the Company will repurchase them at market price.



Request for additional purchase

Under the system, shareholders can purchase the number of shares needed to make up 100 shares (one share unit) from the Company at market price.

(Example) If 60 shares are held, an additional 40 shares can be purchased to make 100 shares.



Contacts for various procedures

1) Shares held in a securities company account ▶

The securities company with which you have an account

2) Shares held in a special account ▶

Mitsubishi UFJ Trust and Banking Corporation

(*Please contact the address below.)

1-1, Nikkocho, Fuchu-shi, Tokyo

Mitsubishi UFJ Trust and Banking Corporation

Corporate Agency Division

Tel. 0120-232-711

<https://www.tr.mufg.jp/daikou/> (in Japanese)

Information on all procedures related to shares is also available on the Company website.

<https://www.nipponexpress-holdings.com/ja/ir/stock-info/procedure/> (in Japanese)

Nippon Express Procedures related to shares

Search



Procedures for Requesting Paper-Based Delivery

If you wish to receive the general meeting of shareholders materials by mail, please submit a “Request for Paper-Based Delivery” to your securities company or the shareholder registry administrator. If the procedure is not completed by December 31, 2026, requests for the current fiscal year will not be accepted, so please complete the process as soon as possible.

* Shareholders who have previously submitted a Request for Paper-Based Delivery will continue to receive the general meeting of shareholders materials in printed form.

Memo for Shareholders

Fiscal Year:	From January 1 to December 31 of each year
Ordinary General Meeting of Shareholders:	March of each year
Dates of Record:	December 31 for ordinary general meeting of shareholders December 31 for year-end dividend June 30 for interim dividend
Share Trade Unit:	100 shares
Stock Exchange:	Tokyo
Securities Code Number:	9147
Stock Abbreviation:	NXHD

Administrator of Shareholder Registry/Account Managing Institution of Special Account:	Mitsubishi UFJ Trust and Banking Corporation
Contact:	Mitsubishi UFJ Trust and Banking Corporation Corporate Agency Division 1-1, Nikkocho, Fuchu-shi, Tokyo Tel. 0120-232-711 Mailing Address: Shin-Tokyo Post Office Box No. 29, 137-8081 Mitsubishi UFJ Trust and Banking Corporation Corporate Agency Division
Method of Announcement:	Electronic Announcement If the Company is unable to make electronic announcement due to an accident or any other compelling circumstance, it will make an alternative announcement on the Nihon Keizai Shimbun circulated in Tokyo. URL for electronic announcement https://www.nipponexpress-holdings.com/en/

