



NEX

NIPPON EXPRESS

We Find the Way

BUSINESS REPORT

NIPPON EXPRESS HOLDINGS, INC.

For the Interim Term | From January 1, 2025 to June 30, 2025

NEX NIPPON
EXPRESS

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 4th term (from January to June 2025).

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

During the six months ended June 30, 2025, the global economy exhibited steady growth, particularly in emerging countries, as well as trends of recovery in personal consumption and capital expenditure in certain countries and regions. At the same time, wariness of an economic recession intensified rapidly due to uncertainty surrounding the United States' tariff policy and the deteriorating situation in the Middle East.

Under these economic circumstances, in the logistics industry, international logistics saw steady trends in cargo movement overall for both ocean and air cargo transportation. However, supply chain trends, notably the signs of regressing demand believed to be the impact of the United States' tariff policy that are starting to manifest themselves, continued to be extremely difficult to forecast. The logistics sector in Japan exhibited trends of recovery in personal consumption and capital expenditure, but cargo movement remained weak overall. Additionally, this sector still needed to respond to pressure from rising

logistics costs, including the rising cost of cargo transportation due to persistently high fuel prices and inflation.

Going forward, the impact of the United States' tariff policy on supply chains, together with trends in geopolitical risk, will continue to require close monitoring.

In the midst of such a dramatically shifting business environment, with the aim of realizing its long-term vision of becoming a logistics company with a strong presence in the global market, the NX Group has pursued initiatives to accelerate business growth and improve profitability, partially revised its "Initiatives to Improve Corporate Value" and tackled the reinforcement of balance sheet management and the reinforcement of efforts to promote business portfolio management. Moreover, it will do so without significantly deviating from the direction set forth in the NX Group Business Plan 2028: Dynamic Growth 2.0—Accelerating Sustainable Growth, which has entered its second year.

Accelerate Growth in the Global Market

In accelerating growth in the global market, having positioned "global account management" as the core of our sales strategy, we tackled the expansion of target customers and advancement of activity levels on an organizational basis. To address the individual needs of each customer ascertained through these activities, we provided total logistics solutions centered on ocean and air forwarding services and warehousing and, in doing so, tackled the resolution of customer-side issues.

Additionally, with a view to dynamic business growth through M&As, we pushed forward with the reinforcement of the purchasing power of our forwarding business as well as with cross-selling and base development as part of our PMI with cargo-partner. This February saw the completion of our acquisition of Simon Hegele, which is largely based in Germany and provides logistics services for the likes of medical equipment. In the healthcare industry sector, which constitutes a priority industry of ours, we will proceed to establish a global industry platform through a fusion with the NX Group's global network.

Rebuild Businesses in Japan

In rebuilding our businesses in Japan, we worked to expand end-to-end solutions with account management as their starting point as well as to monetize warehouse facilities and other advance investment

projects in the pharmaceutical and semiconductor industries, which we position as priority industries. Simultaneously, we pursued the likes of rate revisions and improvements to business productivity.

Over time, Nippon Express conducted business administration based on six regional blocks. In the Kanto-Koshinetsu, Chubu and Kansai (from Tokyo to Nagoya to Osaka) regions, we realigned our organization into an operations-focused and customer-focused business unit with the aim of expanding domains of business with our customers. In the Hokkaido-Tohoku and Chugoku-Shikoku-Kyushu regions, we delegated authority in order to increase management flexibility. We then introduced an in-house company system with the above two regional groups established as the “East Company” and “West Company,” respectively. By shifting from a regimental management structure to a new one tailored to regional characteristics, we will accelerate the optimal and efficient reallocation of business resources to improve profitability and capital efficiency.

Sustainability Management Promotion

Under our current business plan, we have positioned sustainability management as one of the pillars of our business policy, and have promoted initiatives aimed at the resolution of materialities (critical issues) with the aim of striking a balance between improving corporate value and realizing our Sustainability Vision.

To “develop and strengthen sustainable solutions,” which we define as one of these materialities (critical issues), we moved forward with the provision of Sea & Rail and other decarbonized logistics. To “solidify global supply chains,” another critical issue, we reduced work time through the promotion of DX and pushed forward with the reinforcement of DX human capital. Also, to “enhance human capital to foster innovation,” we engaged in various measures that link to the reinforcement of human and intellectual capital, such as improving our engagement score.

Initiatives to Improve Corporate Value

Under our initiatives to improve our corporate value, in light of the fact that our PBR (Price-to-Book Ratio) has remained at 1.0x, we partially revised our plan with the belief that we needed to shift our initiatives and transformation into a higher gear at a level different than our preexisting one. With that revision, we set “realizing an ROE of 8% or greater” as an interim target during our business plan term, and

decided to work on bolstering our balance sheet management, including a revision of our asset holding strategies; revisiting our capital policy; and reinforcing efforts to promote business portfolio management.

For our main initiatives for this fiscal year, in addition to moving forward with an examination of sales of low-profit real estate and other assets, we will proceed with a revision of our business portfolio that includes a shift to growth businesses and the restructuring of low-profit and non-core businesses. For our shareholder returns policy in 2025, we made the decision to buy back shares worth up to ¥50.0 billion in conjunction with our initial plan, and introduced a minimum annual dividend of ¥100 per share.

As a result, for the consolidated financial results of the 4th term, the Group posted revenue of ¥1,271.9 billion, operating profit of ¥28.7 billion, and profit attributable to owners of parent of ¥8.6 billion.

Note that regarding our interim dividend for the current fiscal year, at the meeting of our Board of Directors held on August 8, 2025, we resolved a dividend of ¥50 per common stock and a payment start date of September 8 this year.

For economic trends in the second half of the current fiscal year, there continues to be downside risks that include heightened uncertainty surrounding the United States’ tariff and other various policies, surging resource prices due to the further deterioration of the situation in the Middle East, and an accompanying resurgence in inflation worldwide. The outlook surrounding both the Japanese and global economy is therefore predicted to remain uncertain.

In such an economic environment, the NX Group is committed to expanding its logistics services in the global market by providing solutions that contribute to the resolution of social issues faced by its customers and the logistics industry. As we look towards realizing our long-term vision of becoming a logistics company with a strong presence in that global market, we will continue striving for greater corporate value, working to meet the expectations of our shareholders. We sincerely appreciate your continued understanding and support.

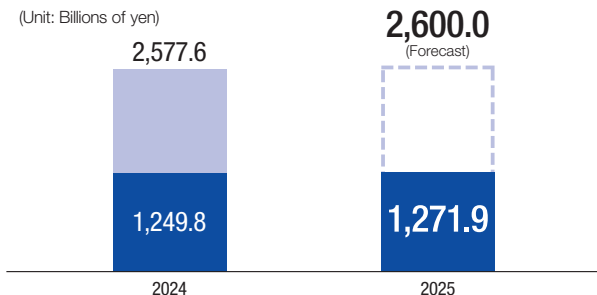
September 2025

Revenue

¥1,271.9 billion

Up 1.8% YoY

■ 1H □ FY
(Unit: Billions of yen)

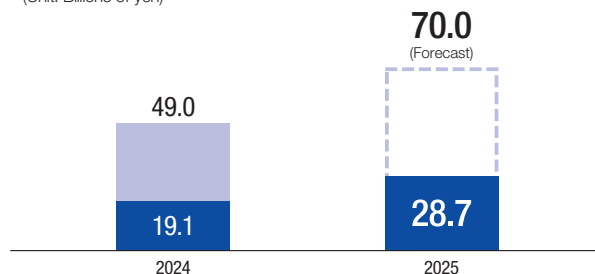


Operating profit

¥28.7 billion

Up 50.7% YoY

■ 1H □ FY
(Unit: Billions of yen)



Japan
(Logistics)



The Americas
(Logistics)



Europe
(Logistics)



East Asia
(Logistics)



Revenue

¥625.9 billion

Up 2.2% YoY

Revenue

¥69.2 billion

Down 11.7% YoY

Revenue

¥249.7 billion

Up 5.2% YoY

Revenue

¥80.6 billion

Down 1.4% YoY

Segment profit

¥19.2 billion

Up 23.8% YoY

Segment profit

¥3.4 billion

Up 29.9% YoY

Segment profit

¥3.6 billion

Down 27.0% YoY

Segment profit

¥2.7 billion

Up 97.9% YoY

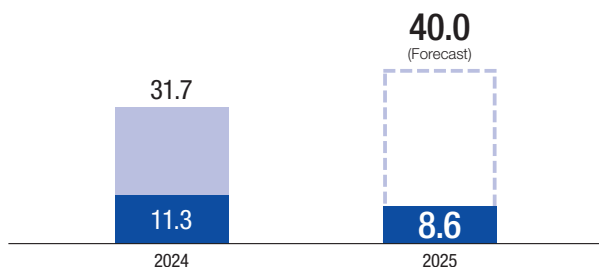
(Note) The Company implemented a 3-for-1 stock split of its common stock effective January 1, 2025. For the fiscal year ended December 31, 2024, dividends are calculated assuming that the stock split was implemented before the record date for the relevant dividend.

Profit attributable to owners of parent

¥8.6 billion

Down 24.2% YoY

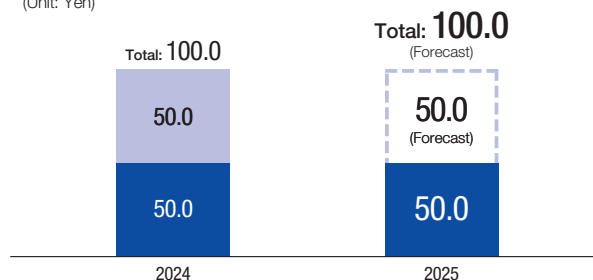
■ 1H ■ FY
(Unit: Billions of yen)



Interim dividend

¥50.0

■ Interim ■ Year-end
(Unit: Yen)



South Asia & Oceania (Logistics)



Security Transportation



Heavy Haulage & Construction



Logistics Support



Revenue

¥73.8 billion
Up 2.0% YoY

Revenue

¥34.4 billion
Down 0.2% YoY

Revenue

¥24.8 billion
Up 8.6% YoY

Revenue

¥224.7 billion
Up 8.9% YoY

Segment profit

¥1.9 billion
Down 3.2% YoY

Segment profit

¥1.4 billion
Down 17.1% YoY

Segment profit

¥2.3 billion
Up 41.8% YoY

Segment profit

¥7.4 billion
Up 41.6% YoY

Strengths of the NX Group

We have become the increasing choice of numerous customers due to our ability to transport anything, anywhere, using every means of transportation in the best possible manner.

And what has made this possible are the transportation modes, networks, 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. The 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.

Vehicles*1

Japan **23,911**

Overseas **8,508**

Cargo handling and Construction Vehicles*1

Japan **8,251**

Overseas **1,489**

Warehousing Space

Japan (Nippon Express Co., Ltd.)

4.10 million m²

Overseas Warehousing Space

4.45 million m²

Forwarding Volume (January 2024 to December 2024)

Ocean **899,000** TEU / Air **921,000** t

(TEU: Twenty-foot Equivalent Unit, equal to the volume of one twenty-foot shipping container)

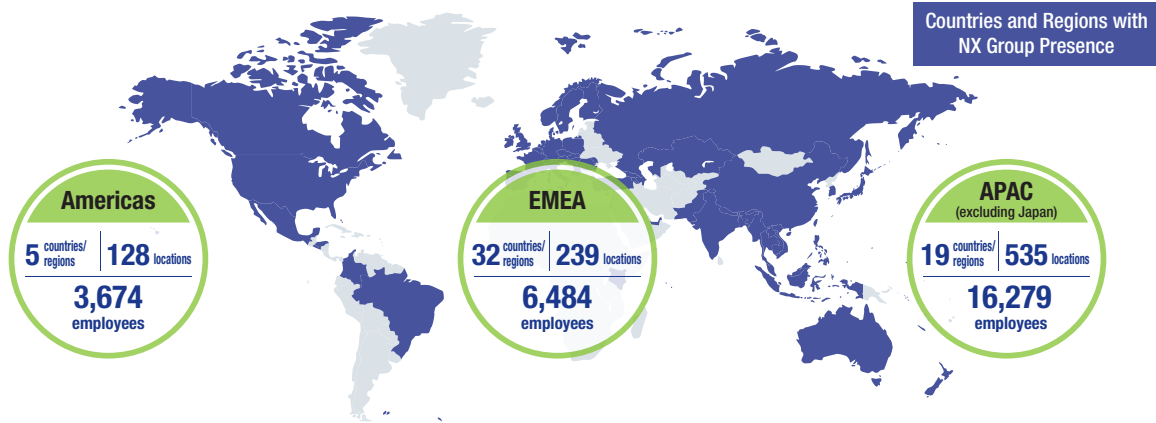
*1 The numbers of vehicles, as well as cargo handling and construction vehicles in Japan are the sums of vehicles owned by Nippon Express Co., Ltd. and NX Cash Logistics Co., Ltd. as of December 31, 2024 and those owned by other affiliated companies as of December 31, 2023. The numbers of vehicles, as well as cargo handling and construction vehicles overseas are the numbers of vehicles owned as of December 31, 2023.

Strength

2

Global Network

The NX Group operates in 56 countries/regions, including countries/regions in the Americas, EMEA and APAC, with 903 locations worldwide



Strength

3

Strong Front-Line Capabilities

How will my precious cargo be handled? This is the single most important question when customers choose a transportation service. The 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 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 **76,000** logistics experts*²

Knowledge of the characteristics of each industry

*² "Logistic experts" mean employees.

Critical Capital Utilization and Reinforcement

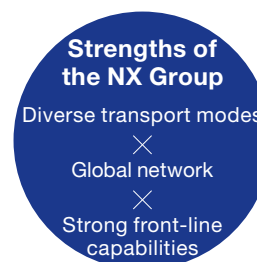
The NX Group utilizes its key capital, the source of our value creation, to address material issues and reinforce our capital through business activities. We believe that reinforced capital returns will contribute to the NX Group's strengths: diverse transport modes, global network, and strong front-line capabilities.

Value creation through capital utilization		
INPUT		
Capital by Category	Capital in Relation to Value	Inputs
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.	<ul style="list-style-type: none"> • Energy consumption (crude oil equivalent): 31,404 kL • Water consumption (Group companies in Japan): 1,003,000 m³
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.	<ul style="list-style-type: none"> • 56 overseas countries/regions, 389 cities, 903 locations, 196 companies • Warehouse area: Approx. 8.55 million m² • Vehicle fleet: 32,419 vehicles • Cargo handling and construction vehicles: 9,740 vehicles • Inland Navigation Vessels (The Himawari, one of the largest RORO ships in Japan): 3 vessels
Intellectual Capital 	The sophistication and diversification of quality and value are supported by diverse transportation and storage knowhow 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.	<ul style="list-style-type: none"> • Diverse transport/storage know-how • Supply chain-related industry knowledge
Human Capital 	The source of our value creation and competitiveness is our diverse human resource 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.	<ul style="list-style-type: none"> • Number of employees (consolidated): 76,389 • Japan: 49,951 • Overseas: 26,438
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.	<ul style="list-style-type: none"> • Trusted by society after more than 80 years of history since founding • Number of customers (Japan): approx. 38,000 companies • Supplier base that supports transportation domestically and internationally
Financial Capital 	A strong and disciplined financial base is the basis for sustainable growth.	<ul style="list-style-type: none"> • Assets: ¥2,297.1 billion • Equity attributable to owners of parent: 37.2%

Enhanced

Strengthen capital through materiality initiatives and business activities

ACTIVITY	INTERNAL OUTCOME
Priority Issues	Major Internal Outcomes
Strengthen our response to climate change <ul style="list-style-type: none"> ■ Reduction of our own CO₂ emissions (Scope 1, 2, 3); development and strengthening of sustainable solutions ■ Development and deployment of CO₂ reduction products and services 	<ul style="list-style-type: none"> ● Increase in contribution to reducing customers' CO₂ emissions ● Reduction of CO₂ emissions
Accelerate global business growth <ul style="list-style-type: none"> ■ Expansion of our location network through M&A Solidify global supply chains <ul style="list-style-type: none"> ■ Improvement of efficiency, quality, profitability through digitization of operations ■ Strengthen logistics solution offerings ■ Even more stable supply of services through strengthening of bases against disasters, etc. 	<ul style="list-style-type: none"> ● Expansion of our global location network ● Reinforcement of operational capabilities through improved productivity (other than humans)
Solidify global supply chains <ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ● Accumulation of data in data utilization platforms ● Accumulation of expertise in safe, high-quality transportation and operations
Enhance human capital to foster innovation <ul style="list-style-type: none"> ■ 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 human resources, DX human resources, and more ■ Strengthening digital skills through digitalization of current operations Respect human rights and engage in responsible corporate activities <ul style="list-style-type: none"> ■ Thoroughgoing safety/quality/compliance through the pervasiveness of our philosophy and "We Find the Way" mindset ■ Human rights initiatives ■ Group governance to ensure NX quality 	<ul style="list-style-type: none"> ● A solid human resources and organizational culture in pursuit of quality ● Diverse human resources ● Fostering and acquisition of DX human resources ● Streamlining and labor saving of on-site operations ● Retention and enhancement of human resources
Accelerate global business growth <ul style="list-style-type: none"> ■ Expand our customer and supplier bases through M&A Respect human rights and engage in responsible corporate activities <ul style="list-style-type: none"> ■ 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 	<ul style="list-style-type: none"> ● Improve the stability of End to End business service infrastructure ● Improve customer loyalty based on trust toward quality and business continuity as foundation ● Eliminate compliance violations
Replace assets <ul style="list-style-type: none"> ■ Generate cash for M&A and lead to innovation by optimizing the business portfolio ■ Strengthen financial governance by promoting pervasive ROIC management 	<ul style="list-style-type: none"> ● Capital efficiency



capital returns

NX Group publishes NX Group Integrated Report 2025 and NX Group Sustainability Report 2025

The Company published NX Group Integrated Report 2025 and NX Group Sustainability Report 2025 on Monday, June 30, on our website.

The NX Group Integrated Report 2025 describes the Company's business initiatives from three main perspectives shown below, focusing on accelerating our efforts and reforming at an entirely new level to realize our long-term vision of becoming a logistics company with a strong presence in the global market.

- **Strengthen approaches for enhancing corporate value**
- **Accelerate business growth and improve profitability for enhancing earning capabilities**
- **Sustainably enhance corporate value through integration of sustainability management and business activities**

The report also details the status of initiatives on the new management plan, NX Group Business Plan 2028: Dynamic Growth 2.0—Accelerating Sustainable Growth,

launched on January 1, 2024, and the progress under the new NX Group system based on the transition to a company with an audit and supervisory committee as of March 31, 2024, as well as challenges for the future.

The Sustainability Report 2025 is a renamed version of last year's Sustainability Data Book, providing more comprehensive coverage. This report details how the NX Group has tackled material issues through businesses for addressing social challenges, bringing an enriched life to future generations, and aiming to improve corporate value. The report also summarizes the NX Group's sustainability initiatives from four perspectives outlined in our sustainability vision: Social Value, Environmental Value, Economic Value, and Governance. In addition, we have redesigned the sustainability page on our website to provide information in an easier-to-understand manner.

URL

1. NX Group Integrated Report 2025

Japanese <https://www.nipponexpress-holdings.com/ja/ir/library/annual/>

English <https://www.nipponexpress-holdings.com/en/ir/library/annual/>

Japanese



English



2. NX Group Sustainability Report 2025

Japanese <https://www.nipponexpress-holdings.com/ja/sustainability/report/>

English <https://www.nipponexpress-holdings.com/en/sustainability/report/>

Japanese



English



3. NIPPON EXPRESS HOLDINGS, INC. Sustainability page

Japanese <https://www.nipponexpress-holdings.com/ja/sustainability/>

English <https://www.nipponexpress-holdings.com/en/sustainability/>

Japanese



English



NIPPON EXPRESS HOLDINGS receives SBT certification for its CO₂ emission reduction targets



NIPPON EXPRESS HOLDINGS, INC. (President: Satoshi Horikiri), has had its CO₂ emission reduction targets for 2030 certified by the SBT Initiative (“SBTi”)^{*1} as near-term Science-Based Targets (“SBTs”).

SBTs are corporate greenhouse gas (GHG) emission reduction targets consistent with the Paris Agreement’s goal of limiting global warming to within 1.5°C above pre-industrial temperatures, and SBTi is an international organization that reviews and certifies the scientific validity of these goals.

To realize its long-term vision of becoming a “logistics company with a strong presence in the global market,” the NX Group has positioned a more robust response to climate change as one of its material issues and it has been working to reduce CO₂ emissions in its businesses as well as creating products and services that help customers

reduce their own CO₂ emissions. In May 2023 the Group submitted a letter of commitment to the SBT Initiative (SBTi)^{*2} to obtain certification, after which the Group’s efforts to set and achieve goals consistent with the 1.5°C target were positively assessed and certified.

NIPPON EXPRESS HOLDINGS greenhouse gas (GHG) emission reduction targets certified by SBTi

● Scope 1, Scope 2^{(*)3}

NIPPON EXPRESS HOLDINGS commits to reducing absolute scope 1 and 2 GHG emissions 42% by 2030 from a 2020 base year

● Scope 3^{(*)4}

NIPPON EXPRESS HOLDINGS also commits to reducing absolute scope 3 GHG emissions from upstream transportation and distribution 25% by 2030 from a 2022 base year^{(*)5}

NIPPON EXPRESS HOLDINGS further commits to reducing absolute scope 3 GHG emissions from use of sold products for sold fossil fuels 42% within the same timeframe^{(*)6}

The Scope 1 and Scope 2 reduction targets certified by SBTi are equivalent to the previously stated 2030 reduction target of “cutting the NX Group’s overall in-house CO₂ emissions by 50% from 2013 levels”.

The NX Group will continue practicing sustainability management from a long-term perspective and contributing to better lives for people and sustainable development for societies by addressing climate change through its businesses.

*1: The SBT Initiative (SBTi) is a joint initiative of the Carbon Disclosure Project (CDP), the United Nations Global Compact (UNGC), the World Resources Institute (WRI), and the World Wide Fund for Nature (WWF) that encourages companies to set science-based greenhouse gas emission reduction targets in order to achieve the Paris Agreement targets.

*2: <https://www.nipponexpress-holdings.com/en/press/2023/16-May-23-1.html>

*3: Scope 1 refers to direct greenhouse gas emissions from in-house fuel use, etc., and Scope 2 refers to indirect greenhouse gas emissions from purchased electricity and heat.

*4: Scope 3 refers to indirect emissions other than Scope 1 and Scope 2.

*5: Category 4 refers to emissions from upstream transport and distribution, and covers consigned forwarding by the NX Group. Emissions associated with consigned forwarding have been re-classified from Category 1 to Category 4 following refinements of the Scope 3 calculation method and revisions to the coverage of calculation.

*6: Category 11 refers to emissions from the use of sold products, and has been newly included following revisions to the Scope 3 calculation method and coverage. The NX Group’s Category 11 emissions from the use of sold fossil fuels were 5,530,747 t-CO₂e in FY2022.

Realizing diverse work styles through the “NX Universal Harmonious Work Warehouse” Project

On Friday, May 23, Nippon Express Holdings, Inc. (President: Satoshi Horikiri) and its Group company Nippon Express Co., Ltd. (President: Shinjiro Takezoe; hereinafter Nippon Express) administered the Universal Manners Certification Examination^{*1} at the NX Group Headquarters Building for the purpose of realizing a workplace environment that respects diversity.



Scene from the lecture

Nippon Express is currently implementing the “NX Universal Harmonious Work Warehouse” Project^{*2} with the aim of creating a workplace environment where diverse employees can maximize their potential while finding fulfillment and purpose in their work. As part of this endeavor, we promoted the acquisition of the “Universal Manners Certification.” This certification is sponsored by Mirairo Inc., which has joined the project as a partner company. Thus far, 17 and 44 individuals with involvement in the project have acquired Level 2 and Level 3 certification, respectively. Over time, efforts have been made to foster awareness of facing worker diversity and prepare for accepting that diversity.

To have as many employees as possible systematically learn about “awareness” and “action” for facing diverse individuals and to link this endeavor to the further improvement of our workplace environment, we administered the aforementioned Universal Manners

Certification Examination at the NX Group Headquarters Building. For this particular examination, after studying areas such as the characteristics of elderly and other individuals and their psychological condition, participants discussed appropriate ways of calling out to those individuals and specific methods of communicating with them through firsthand experience. Participants cited the importance of practicing what they learned for the test, and how they wanted to put it in action going forward.

The NX Group has positioned Diversity, Equity & Inclusion (DE&I) as an initiative under “respect human rights and engage in responsible corporate activities,” which constitutes one of the Group’s material issues. As we move forward, we will continue to work towards improving our corporate value and resolving social issues by invigorating our organizations through activities by diverse human capital.

^{*1} Universal Manners Certification Examination:

A certification for systematically learning and mastering the “mindset” and “actions” needed to practice universal manners. Level 3 of this certification involves learning basic ways of facing and communicating with elderly individuals and persons with disabilities. Level 2 indicates individuals who have learned practical support methods such as how to operate wheelchairs and guide visually-impaired individuals, have acquired knowledge in greater detail, and are certified to provide assistance to various individuals. The Japan Universal Manners Association grants the certification, which is sponsored and operated by Mirairo Inc. <https://universal-manners.jp/> (in Japanese only)



^{*2} Details on the “NX Universal Harmonious Work Warehouse” Project: https://www.nittsu.co.jp/logistics_solution/universal-warehouse.html (in Japanese only)



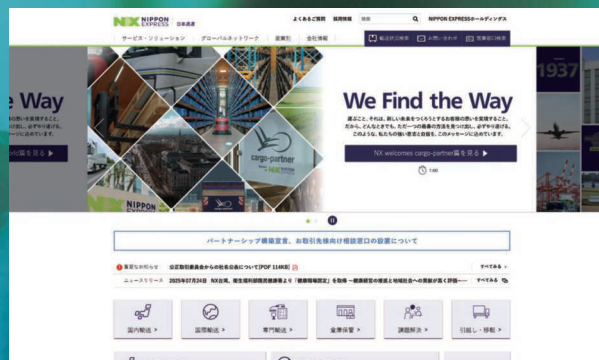
CORPORATION

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



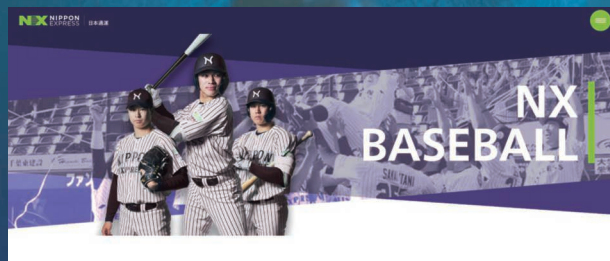
CORPORATION

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



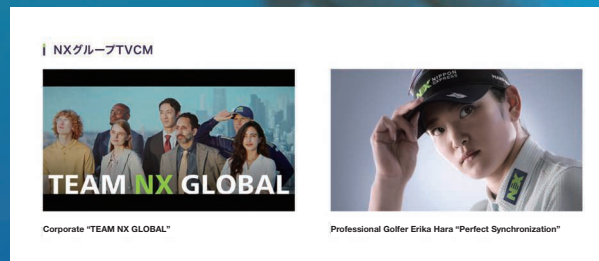
SPORTS

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



LinkedIn official account

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/>



YouTube official 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 members of the Audit and Supervisory Committee of Nippon Express Holdings, Inc. (As of June 30, 2025)



Back row, from left to right

① Outside Director

Nobuko Sanui

Member of the Audit and Supervisory Committee

② Director

Takashi Nakamoto

Member of the Audit and Supervisory Committee

③ Outside Director

Tsukiko Tsukahara

④ Outside Director

Yoshio Aoki

Member of the Audit and Supervisory Committee

⑤ Outside Director

Ryuji Masuno

Member of the Audit and Supervisory Committee

Front row, from left to right

⑥ Outside Director

Yumiko Ito

Executive Officer

Senior Managing Executive Officer

Tadahiro Furue

⑦ Director
Executive Officer

Sachiko Abe

In charge of Internal Auditing Division

Managing Executive Officer

Hideshi Otsuki
Tatsuya Akama
Shinichi Kakiyama

Executive Officer

Atsushi Tempaku
Takeshi Kunitani
Takeshi Sakamoto

⑧ President, Chief Executive Officer,
and Representative Director

Satoshi Horikiri

Chief Executive Officer

Satoshi Otsuji
Sumitoshi Matsuo

Kazuoki Oguro
Katsuhito Kobayashi
Hiroko Kishida

Yuichi Ikeda
Yasuhiro Okanishi
Koichiro Kamegawa

⑨ Chairman and Representative Director

Mitsuru Saito

Chairman of the Board of Directors

⑩ Director
Executive Officer

Mamoru Akaishi

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

⑪ Outside Director

Yojiro Shiba



* Director Shiba, Director Ito, Director Tsukahara, Director Aoki, Director Sanui, and Director Masuno are part-time Directors.

Profile (As of June 30, 2025)

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, 2025)

Number of shares: Total number of shares authorized 950,000,000 shares

Total number of shares issued 261,000,000 shares

Number of shareholders: 61,408 persons

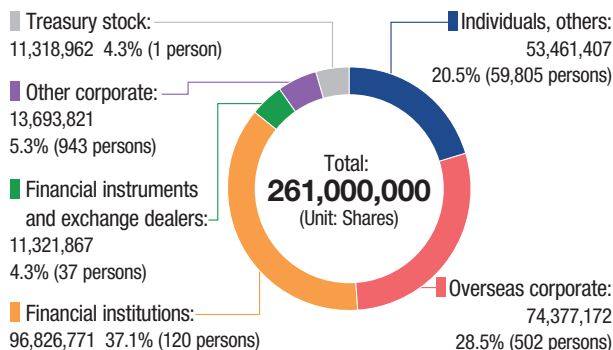
Major shareholders

Major shareholders	Number of shares held (thousand shares)	Shareholding ratio (%)
The Master Trust Bank of Japan, Ltd. (Account in Trust)	37,938	15.2
Asahi Mutual Life Insurance Company	16,805	6.7
Custody Bank of Japan, Ltd. (Account in Trust)	15,026	6.0
NX Employees' Shareholding Association	12,211	4.9
Sompo Japan Insurance Inc.	6,665	2.7

* Shareholding ratios are calculated by excluding 11,318 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

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, 2025, 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/

