

Corporate Governance Report

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NIPPON EXPRESS HOLDING, INC.

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The corporate governance of NIPPON EXPRESS HOLDING, INC. (“NXHD” or “Our company”) is described below.

I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other

Basic Information

1. Basic Policy **[UPDATED]**

A. Basic Views on Corporate Governance

In accordance with the NX GROUP’s Corporate Philosophy, we believe that it is important to establish appropriate corporate governance and a group management system in order to solve social issues through logistics, support the sustainable development of society, and achieve the ideal of the corporate group set out for 2037 in our long-term vision. Based on these ideas, we have established the following basic policy for NX GROUP governance:

In addition, with the organizational change to a company with an Audit & Supervisory Committee that took effect in March 2024, the Board of Directors delegates many important business decisions to the executive divisions, shifting to a “monitoring” model where its role is to determine important management policies and supervise the executive divisions.

With the separation of business execution and supervision, the Board of Directors has focused on supervising the executive divisions, and the monitoring function of the Board of Directors has been strengthened by having a director who is a member of the Audit & Supervisory Committee with voting and other rights at the Board of Directors.

[NX GROUP Basic Policy on Governance]

[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

[2037 Vision]

Business growth: A logistics company with a strong presence in the global market

Customers & Society: A company that contributes to achieve 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 to be active in their work, support customers and society, and feel happy

<Basic Concept Oriented Towards Realizing the Long-term Vision>

- The NX GROUP resolves social issues through logistics, and contributes to sustainable development and growth of our clients and society based on our corporate philosophy.
- We will meet stakeholders' expectations and create value together, in an aim to realize the long-term vision that depicts the ideal stance of the NX GROUP in 2037, based on our corporate philosophy.
- To realize these, we will establish corporate governance and optimally build a group governance structure, which will service as the premise for corporate governance.

<Basic Concept Oriented Towards 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"

Approaches Aimed at 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"

Approaches Aimed at Evolving 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

[Reasons for Non-compliance with Principles of the Corporate Governance Code]

Our company will implement all the principles of the Corporate Governance Code.

[Disclosure Based on Principles of the Corporate Governance Code] [UPDATED]

In addition to disclosing each principle of the Corporate Governance Code in accordance with the statutory requirements, our Company's response policies and implementation details for all 83 principles of the Basic Principles, Principles and Supplementary Principles are listed in "NX Policy and Implementations of JPX's Corporate Governance Code". These are available at the end of this document and on our company's website for "Corporate Governance."

(Japanese website) <https://www.nipponexpress-holdings.com/ja/ir/governance/>

(English website) <https://www.nipponexpress-holdings.com/en/ir/governance/>

The details of our implementations regarding the fourteen principles of disclosure, "Status of Dialogue with Shareholders and investment, etc." and "Action to Implement Management that is Conscious of Cost of Capital and Stock Price" are as follows:

[Principle 1.4 Cross-Shareholdings]

In principle, our company will reduce cross-shareholdings and will not acquire new shares from other companies. We will not accept any cross-shareholding requests for the sake of retaining loyal shareholders. However, as an exception, we may hold such shares if we decide that the action would improve our mid to long-term corporate value by increasing the number of business transactions, expanding our business scope, strengthening our relationship with business partners or promoting cooperative collaboration.

With respect to cross-shareholdings, the rationale for holding each issue is examined quantitatively every year by comparing the benefits of holding the stock with the cost of capital, and by comparing the market value of the issue with sales, etc. Next, a qualitative evaluation is conducted based on the relationship and expectations for current and future improvements in corporate value through enhanced collaboration. Then, after this comprehensive assessment, a review is conducted, and the Board of Directors verifies the details thereof. Specifically, this process involves evaluation of the following aspects:

Assessment level 1: Are the benefits of holding the shares commensurate with the cost of capital (WACC) in the capital policy?

Assessment level 2: Does it contribute to securing a certain market area, for example, by recording sales that are commensurate with the market value of its holdings?

Assessment level 3: Is it currently contributing to the enhancement of corporate value by strengthening relationships, promoting collaboration, etc.?

Assessment level 4: In terms of business strategy, can enhancement of corporate value be expected in the future, such as expansion of business transactions and business scope?

The above evaluation was conducted at our Board of Directors meeting held in February 2026 for the listed cross-shareholdings held by the entire NX Group, and the results were as follows:

Assessment Level 1: 26 issues

Assessment Level 2: 21 issues

Assessment Level 3: 6 issues

Assessment Level 4: 5 issues

Not covered under the above conditions: 1 issues

Policy for each category

For assessment levels 1 and 2, it is determined, based on the quantitative evaluation, that holding of the shares is reasonable. However, if it is confirmed through ongoing dialogue with the issuers that the disposal of these shares will not affect the benefits and sales that NX Group has been receiving, we will dispose of these shares, taking into account the financial situation and market conditions.

For assessment levels 3 and 4, it is determined, based on the qualitative evaluation, that holding of the shares is reasonable. However, our company will establish opportunities for dialogue with the issuers as appropriate, confirm the position of the shares held by NX Group, and if it can be confirmed that the relationship with an issuer will not be damaged by disposal of its shares, then this will be done, taking into account the financial situation and market conditions.

Issues that are not covered by any of the assessment levels up to 4 are those for which NXHD, after consultation with the issuer, has designated some or all of its held shares for disposal, but has been unable to complete the disposal due to funding and market conditions or other factors. We will continue to dispose those shares.

Under this policy, the current management plan calls for the sale of a total of 70 billion yen, and in FY2025, the NX Group disposed of all of its holdings of 4 specified issues and some of its holdings of 2 issues and one deemed shareholding, resulting in the raising of 22.6 billion yen in funds. As a result, as of December 31, 2025, the total amount of cross-shareholdings shares sold during current Business Plan period is 50.7 billion yen and the number of issues of listed cross-shareholdings was 50 in hand and 10 deemed as held (One of these shares is a duplicate).

Our company opposes the following actions regarding exercising voting rights on cross-shareholdings.

1. Actions which may lose the balance between holding on cross-shareholding and the purpose of cross-shareholding.
2. Actions which are judged to be detrimental to the enhancement of the medium- to long-term corporate value of the invested enterprise.

Our company will have regular meetings with the issuing companies of the shares and check our agreed upon standpoint concerning these shares. However, if we see a rapid deterioration in an issuing company's business performance or a sign of a weakening in our business relationship with a company, we will set up a meeting as soon as possible and utilize the results when deciding whether or not to approve actions.

[Principle 1.7 Related Party Transactions]

Competitive transactions by Directors, transactions between Directors and the Company, and transactions involving a conflict of interest shall be approved by the Board of Directors and the Audit and Supervisory Committee, which include Independent Outside Directors. The status of approved transactions shall be reported to the Board of Directors.

We conduct an investigation each year to see if any of our directors or executive officers engage in transactions with our company or a consolidated subsidiary. We disclose the results in our annual securities report in accordance with regulations including the "Accounting Standards for Related Party Disclosures."

[Supplementary Principle 2.4.1 Policy on ensuring diversity]

(i) Ensuring Diversity

With respect to ensuring diversity in the workforce, which forms the basis of diversity management, we are working to put them into practice, based on NX GROUP "Basic Policy on Diversity Promotion."

【NX Group "Basic Policy on Diversity Promotion"】

By promoting diversity and creating an environment where all employees respect each other's diversity and maximize the power of each employee, we will realize "self-growth and self-fulfillment for employees" and "sustainable growth and improvement of corporate value of NX GROUP."

"Respect for Diversity"

We will respect each other regardless of age, gender, sexual orientation, gender identity, nationality, disability, etc.

<Promotion of Women's Participation>

From the perspective of ensuring diversity on the Board of Directors, the NX Group will strive to increase the percentage of female members.

*As of March 27, 2026, the rate of director positions held by women was 45.5.% (5 out of 11). In addition, two female executive officers have been appointed (One of them also serves as a Director).

·Goal for the Proportion of Management Positions held by Women

Increase the proportion of management positions held by women to 10% or more by the end of FY2030. (4.76% as of December 31, 2025)

·Building a Network of Female Employees among Group Companies

To date, we have been working to increase the number of employees, especially new graduates in career-track positions, create a work environment where everyone can work comfortably, and foster career motivation among female employees. These efforts have produced some results, such as an increase in the proportion of women among employees in their 20s and the ratio of female employees who continue to work for the company. However, issues remain in raising the overall number of female employees and the proportion of management positions held by women. To address these issues, we have set targets for expanding the pool and for the proportion of management positions, which constitute the heart of the company, that are held by women.

We will continue to expand the pool through various channels, such as strengthening awareness building among candidates and recruiting personnel with experience. In addition, we will work toward achieving our goals, by identifying issues that need to be addressed as a Group and exchanging opinions on how to resolve these issues. In 2025, we held a workshop for candidates for female employee leaders selected from our group companies, and in addition to working on mindset and networking, individual career counseling was also provided after end of the workshop to support future career development.

<Appointment of Foreign Nationals to Management and Board Director positions>

Our group has 900 overseas offices in 56 countries (as of September 2025), with more than 25,000 foreign employees.

In order to accelerate business growth of our global business, we are managing our human resources by visualizing key positions that play a central role in the group's overseas management using common standards, and the proportion of foreign nationals in these positions now exceeds 40%. For this reason, we do not currently have any KPIs in place for the promotion of foreign employees to management positions. We will continue to promote the recruitment of local staff to realize our long-term vision and growth strategy. In addition, on January 1, 2026, one foreign executive officer was appointed.

In the future, we will continue to promote the localization of top management and reinforce the human resource development of top management at overseas operating companies.

*Reference: (58 out of a total of 131 posts, including positions held concurrently)

<Appointment of Experienced Personnel to Management Positions>

In order to secure diverse human resources to facilitate diversity management, eliminate biases in the makeup of the workforce, and secure professional human resources with expertise in specialized fields such as industrial logistics and new businesses, etc. In cooperation with each business unit, we will actively recruit human resources that contribute to the growth strategy of the business, aiming to secure human resources strategy and human resources that are linked to the human resources strategy of the business plan. The target number of experienced hires for FY2024 is 50.

To achieve our goals, we have set up a dedicated recruiting team, and by taking a proactive approach to women, non-Japanese, and management-level employees, for which there is a particular need to enhance recruitment, we are working to achieve our goals and increase diversity in our core human resources through the hiring of experienced personnel.

Recruitment of professional staff and personnel with experience (total for NXHD and Nippon Express)

○Professional staff (FY2025)

22 people (NXHD 9, Nippon Express 13)

*Of whom foreign nationals: 1 (0man, 1woman)

*Of whom managers: 15 (10men, 5women)

○Recruitment of personnel with experience (FY2025)

29people (NXHD2, Nippon Express27)

*Of whom foreign nationals: 5 (4men, 1woman)

*Of whom managers:3 (2men, 1woman)

(ii) Policy for developing human resources and the internal company environment to ensure diversity, and its current status

[Development of the Human Resources Policy]

The "NX Group Human Resources Policy" was established by resolution of the Board of Directors as a common foundation to address various human resources issues in the Group and globally, and to maintain consistency in the Group's human resources strategy. In doing so, we aim to clarify "the profile of the human resources we seek" and "the Company's commitments," thereby securing human resources and increasing corporate value. The "Company's commitments" states that the Company is dedicated to diversity, providing a place where diverse human resources can work together to create new value, and where all members of the company can work with a sense of unity.

<Work Style Reform>

In the Japan Region, the NX Group has set KPIs as Human Resource Strategy of "NX Group Business Plan 2028" to ensure diversity within the company, such as the proportion of women in management positions, the uptake rate of annual paid leave, the rate of male employees taking childcare leave, and the employment of people with disabilities.

The above four indicators are on an upward trend, and in addition to continuing to work on them, we will also collect qualitative information through questionnaires and similar means.

[KPIs in NX Group Business Plan 2028]

Proportion of women in management positions: FY2028 8%

Annual paid leave uptake: FY2028 80%

Rate of male employees taking childcare leave: FY2028 70%

Rate of people with disabilities among employees: FY2028 2.7%

<Internal Working Environment Development Policy>

The NX Group believes that a strong sense of belonging, a strong ability to contribute, and the realization of an environment in which employees can demonstrate their abilities will lead to growth and corporate value through increased productivity. To become a company where a diverse range of employees can play an active role while feeling happy and creating new value, we will strive to promote diversity management and to improve employee engagement to raise levels of employee satisfaction.

<Human Resource Development Policy>

The NX Group will enhance its corporate value by proactively investing in its employees through education, based on the following pillars of human resource development: (1) Cultivating self-reliant employees, (2) Passing on logistics-related technologies and generating knowledge and expertise, and (3) Fostering a corporate culture that nurtures people and encourages them to learn on their own.

Specific initiatives are described in the Sustainability Report.

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

[Principle 2.6 Roles of Corporate Pension Funds as Asset Owners]

In order to support our employees' asset formation and reduce management risk of corporate pension funds, Nippon Express Co., Ltd, the group's main subsidiary, adopted a defined contribution pension system in 2007.

In order to teach our employees how to increase their assets, we are working to educate them in how to properly do this. As a part of new employee education, we implement fixed contribution pension seminars and teach basic knowledge on the systems used to start asset management and relevant precautions.

We conduct investment educational seminars once a year for our pension fund beneficiaries and teach employees the importance of long-term investments, continuous investments and diversified investments, depending on their individual future plans. In order to make this more effective and realistic, we review the educational content based on the monitoring results of operation status in cooperation with the operation management institution. In addition, we form a committee with the labor union to reflect the opinions and requests of the members.

In selecting investment products, we consider not only the potential for the highest possible returns and the lowest possible trust fees for our employees, but also the following factors with respect to the investment trusts: (1) a sufficient net asset balance, (2) a stable return over a certain period of time, (3) the degree of linkage to the benchmark for passive products, and (4) the balance of risk and return for active products. After that, we monitor the performance of the products on an annual basis based on the reports from the managing institutions.

In addition, as a company that has introduced a matching contribution plan, we have reminded enrollees of the features of both plans in response to the legal approval of parallel enrollment in iDeCo and matching contribution plans from October 2022.

In addition, we verify the evaluation of the management organization, which is required to be conducted once every five years, in a committee meeting with the labor union representing enrollees, and report the results to the relevant government agencies.

[Principle 3.1 Full Disclosure]

(i) Since the establishment of NX GROUP, the group has supported the development of society by connecting people, companies, and communities through logistics. In order to fulfill this unchanging mission and create a prosperous future, we will continue to take on the challenge of creating new value from logistics, and to live up to the trust placed in us by our customers and society. These aspirations have been put into words and embodied in the "NX GROUP Corporate Philosophy." The "NX GROUP Corporate Philosophy" describes what we should be doing including goals our corporate group should achieve, what we value, and how we contribute to society. In order to exemplify our corporate philosophy, we established the "NX GROUP Charter of Conduct"-which defines the direction of day-to-day behaviors of all employees including our determination to uphold "Safety, Compliance and Quality" and the "NX GROUP Corporate Message" - known as "We Find the Way" - which defines the value and attitude we provide to our customers and society as a company. The charter and the message are the values our corporate group cherishes. These values will be inherited by our company, which was established as a result of the transition to a holding company structure, and we will continue to uphold them as the common values of the group.

In addition, based on our Corporate Philosophy, Charter of Conduct and Corporate Message, we have established a long-term vision for what we want to become as a corporate group. The current long-term vision articulates the "2037 Vision," which is our

vision for the kind of Group we want to be in 2037, which marks the 100th anniversary of our founding. The vision for the group in 2037 is to be "a logistics company with a strong presence in the global market," and as a precondition for achieving this vision, it also articulates an ideal profile of the Group for our customers, society, shareholders, and employees. We have published the "NX Group Business Plan," a management strategy and specific action plan to achieve this vision.

In order to realize our long-term vision, we consider the preservation of the global environment, the contribution of a diverse range of employees, and improvement of capital efficiency through the establishment of corporate governance to be important issues that will lead to the development of society, the sustainable growth of our group, and the enhancement of our corporate value. The key themes of the business plan include a sustainability management strategy that addresses Key Issues (Materiality) such as climate change and human rights, human capital management that focuses on the success of a diverse range of personnel and employee engagement, and initiatives to improve corporate value that focus on improving profitability and capital efficiency, as well as strengthening dialogue with investors. In undertaking these initiatives, the Group will work together on KPIs such as CO2 emission reductions, employee engagement scores, and the return on equity (ROE) to be an important management indicator and aim to achieve 10% or more in FY2028, the final year of the business plan, given that the cost of capital for shareholders is over 8%. In addition, we will work to ensure that the PBR, which is currently around one, remains above one.

All of these are available on our company's website, Sustainability Report, and Integrated Report.

<The NX GROUP Corporate Philosophy>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/about/philosophy/>

(English Website) <https://www.nipponexpress-holdings.com/en/about/philosophy/>

<The NX GROUP Charter of Conduct>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/about/philosophy/charter.html>

(English Website) <https://www.nipponexpress-holdings.com/en/about/philosophy/charter.html>

<The NX GROUP Corporate Message>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/about/philosophy/message.html>

(English Website) <https://www.nipponexpress-holdings.com/en/about/philosophy/message.html>

As with the corporate philosophy, we uphold the long-term vision and business plan, and work as a group to realize them.

Our long-term visions and business plans are available on our websites:

<Website "Business Plan">

(Japanese Website) <http://nx-hd.dev.s3-website-ap-northeast-1.amazonaws.com/ja/ir/management/plan/>

(English Website) <http://nx-hd.dev.s3-website-ap-northeast-1.amazonaws.com/en/ir/management/plan/>

As for Cost of Capital Conscious Management, we have disclosed in Feb 2025 as "Initiatives to Improve Corporate Value -Action to Implement Management that is Conscious of Cost of Capital and Stock Price".

Please refer to our website in addition to the following.

(Japanese Website) <https://xml.irpocket.com/C9147/2025/corpvalue0214jp2.pdf>

(English Website) <https://xml.irpocket.com/C9147/2025/corpvalue0214en.pdf>

(ii) Basic views and guidelines on corporate governance based on each of the principles of the code;

Regarding basic views and guidelines on corporate governance, please refer the section of this report, "I. Basic Views on Corporate Governance, Capital Structure, Corporate Profile and Other Basic Information -1. Basic Policy".

(iii) Board policies and procedures in determining the remuneration of senior management and directors;

Regarding board policies and procedures in determining the remuneration of senior management and directors, please refer the section of this report, "II. Organization -1. Organizational Structure and Operation- Disclosure of Policies for Determining Compensation and Methods of Calculation"

(iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of director candidates

Members of our Board of Directors are appointed and dismissed in such a way as to ensure that the composition of the board as a whole is balanced in terms of knowledge, experience, and ability by utilizing a directors skills matrix established in line with

business strategies such as increasing the ratio of overseas sales and promoting ESG management.

Regarding the selection of candidates for directors (excluding those who are members of the Audit & Supervisory Committee), after consulting with the voluntary Remuneration and Nomination Advisory Committee (chaired by an independent outside director, with three of the four members being independent outside directors), and taking into account opinions expressed by the Audit & Supervisory Committee, the Board of Directors adopts a resolution based on a multifaceted perspective, past performance and evaluation, as well as their personality and insight.

Regarding the selection of candidates for directors who are members of the Audit & Supervisory Committee, after consulting the Remuneration and Nomination Advisory Committee and obtaining the consent of the Audit & Supervisory Board, the Board of Directors adopts a resolution based on a multifaceted perspective, taking into consideration the high level of knowledge in finance, accounting, and law that is deemed necessary to conduct an audit, in addition to the above criteria.

With regard to candidates for independent outside directors, our company appoints individuals who are outstanding in terms of both character and insight, have experience in corporate management, high levels of expertise and academic knowledge in areas such as finance, accounting, legal affairs, and ESG, and are capable of supervising the management of company from a multifaceted perspective.

(v) Explanations of the individual appointments, dismissals, and nominations of senior management and candidates for directors and auditors when the Board of Directors appoints and dismisses senior management and nominates candidates for directors based on (iv) above.

The Company will include the backgrounds and reasons for the selection of director candidates, including a skills matrix, in the "Notice of the Ordinary General Meeting of Shareholders" and disclose this information on its website. In addition, in the event of dismissal, the reasons for dismissal will also be included in the "Notice of the Ordinary General Meeting of Shareholders." Personal history and reasons for the selection of each candidate for director positions is stated in the "Convening Notice of the Annual Shareholder Meeting" including the Skill matrix for our Board of Directors is posted on our websites:

<Website "Shareholders Meetings">

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/event/general-meeting/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/event/meetings/>

[Supplementary Principle 3.1.3 Disclosure of information on sustainability initiatives]

<Promoting Sustainability Management>

The "NX Group Business Plan 2028" sets the promotion of sustainability management as one of our company's important basic strategic policies, and efforts are underway to this end.

As a framework for promoting sustainability management, we have established a Sustainability Promotion Division and a Sustainability Promotion Committee. The Sustainability Promotion Committee, chaired by the President and consisting of the directors in charge of the Company and 12 major Group companies, discusses important policies and specific measures relating to sustainability on a cross-divisional basis.

In the midst of changing international trends and social conditions, such as growing demands for a sustainable society, the Sustainability Promotion Committee examined and discussed key issues (materiality) to be addressed from the two perspectives of stakeholders and our business at a meeting held in FY2023, and the Board of Directors meeting held afterward adopted a resolution on five key issues (materiality).

By addressing these key issues through our business activities as part of the sustainability management strategic outline in the "NX Group Business Plan 2028," we aim to achieve sustainable social development and enhancement of our corporate value.

Going forward, key policies and other matters discussed by the Sustainability Promotion Committee will be submitted to the Board of Directors for their decision, and progress will be reported on a regular basis. In addition, we will disclose the results of our efforts to resolve these Key Issues (materiality) in the Integrated Report and other documents.

[Key Issues (Materiality)]

- Develop and strengthen sustainable solutions (main initiatives: strengthen materiality solutions, strengthen decarbonized logistics solutions, etc.)

- Solidify global supply chain (main initiatives: improvement of IT infrastructure and security level, promotion of DX to increase efficiency, quality, and profitability of logistics)
- Strengthen response to climate change (main initiatives: reduce CO2 emissions associated with fossil fuel use, reduce electricity use, expand introduction of renewable energy, etc.)
- Enhancement of human capacity to foster innovation (main initiatives: securing and developing excellent human resources, enhancing well-being, etc.)
- Respect for human rights and responsible corporate activities (main initiatives: ensuring safety and security, respect for human rights, etc.)

Oure Group's sustainability policy and vision are posted on our websites:

<Website "Sustainability">

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

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

<Initiatives Regarding Human Capital, etc.>

With respect to human capital, in the belief that employees being able to demonstrate their full potential will lead to growth for the Group, we place the highest priority on investing in and focusing on employees, who are the source of value for our business, and by giving due consideration to their wellbeing, we aim to further reinforce the foundation for value creation.

The "NX Group's Human Resources Policy" was established by resolution of the Board of Directors as a common foundation to address various human resources issues in the Group and globally, and to maintain consistency in the Group's human resources strategy.

In doing so, we aim to clarify "the profile of the human resources we seek" and "the Company's commitments," thereby securing human resources and increasing corporate value.

The "Company's commitments" states that the Company is dedicated to diversity, providing a place where diverse human resources can work together to create new value, and where all members of the company can work with a sense of unity, based on "NX GROUP Basic Policy on Diversity Promotion and which drives initiatives.

[NX GROUP Basic Policy on Diversity Promotion]

By promoting diversity and creating an environment where all employees respect each other's diversity and maximize the power of each employee, we will realize "self growth and self fulfillment for employees" and "sustainable growth and improvement of corporate value of NX GROUP".

"Respect for Diversity"

We will respect each other regardless of age, gender, sexual orientation, gender identity, nationality, disability, etc.

The NX Group believes that a strong sense of belonging, a strong ability to contribute, and an environment in which employees can demonstrate their abilities will create sustainable growth and corporate value through increased productivity, we have conducted NX Engagement survey of our major subsidiaries, including those overseas, since FY2023.

This is being implemented throughout the Company with the aim of creating a workplace where all can play an active role. With the results broken down by attributes such as job level, company history, age group, and gender, allowing for quantitative evaluation of diversity status, as well as results for each organizational unit and combine with its analyzes, the survey aims to provide problem solving that will lead to behavioral changes on the part of every employee, so as to realize the business plan and improve engagement while conducting analysis and providing feedback.

Through these efforts, in addition to social values such as employee happiness and the creation of fair and stable employment and business opportunities, we aim to enhance our corporate value in the following ways:

- Acquiring, and strengthening human resources
- Promoting diversity of human resources and innovation to support value creation
- Retaining human resources and reducing the risk of attrition
- Reducing health and safety risks

In addressing materialities of the sustainability management, we recognize the importance of strategically creating value by utilizing non financial capital such as human capital and intangible assets, and going forward, we will enhance the explanation of investments in non financial capital to realize our long term vision with the achievement of the KPIs set as our basic goal.

<Initiatives of climate change issues>

Solving environmental issues is essential for realizing a sustainable society, and we believe it is one of the most important issues for our group. The Sustainability Policy and Vision formulated in January 2023 clearly state that we will contribute to the realization of a carbon neutral society and the preservation of the global environment by engaging in businesses that help reduce the environmental impact of our company and our customers. In addition, to contribute to the realization of a carbon neutral society by 2050, as set forth by the Japanese government, we have set new medium and long term goals for the Group for 2030 and 2050.

To achieve these medium and long term goals, we will expand information disclosure in line with the TCFD framework, which we announced our endorsement of in May 2022, promote efforts toward SBT certification (commitment letter to be submitted in May 2023), and promote measures to reduce CO2 emissions, including the introduction of environmentally friendly vehicles.

● Long term targets toward global warming prevention

- 2030 Target

Reduce NX GROUP Scope 1 and 2 CO₂ emissions by 50%.(compared with 2013)

Scope 1, 2

Aim to reduce NX Group-wide CO₂ emissions by 50%* compared to 2013 levels.

* This corresponds to a 42% reduction in Scope 1 and 2 emissions by 2030 compared to 2020 levels.

Scope 3

Aim to reduce NX Group-wide Scope 3 (Category 4) emissions by 25% compared to 2022 levels.

Aim to reduce Scope 3 (Category 11) emissions from sold fossil fuel products by 42% compared to 2022 levels.

- 2050 Target

Scopes 1, 2 and 3

Contribute to the creation of Scope 1,2, and 3 carbon-neutral societies as NX Group as whole a corporate group.

● Targets toward the establishment of a recycle based society

-We set a target to reduce our discharged industrial waste amount per sale by 1% each consecutive year until 2030.

-We set the final target emissions value for our company for 2030.

*Nippon Express non consolidated targets

We publish information regarding long

term target, each year's activities in our website, the Integrated Report and Sustainability Databook.

Environmental initiatives, including medium and long term targets for reducing CO₂ emissions, are posted on our website :

(Japanese Website) <https://www.nipponexpress holdings.com/ja/sustainability/value/environment/>

(English Website) <https://www.nipponexpress holdings.com/en/sustainability/value/environment/>

Our Integrated Reports are available on our websites:

(Japanese Website) <https://www.nipponexpress holdings.com/ja/ir/library/annual/>

(English Website) <https://www.nipponexpress holdings.com/en/ir/library/annual/>

Our Sustainability Databook are available on our websites:

(Japanese Website) <https://www.nipponexpress holdings.com/ja/sustainability/report/>

(English Website) <https://www.nipponexpress holdings.com/en/sustainability/report/>

[Supplementary Principle 4.1.1 Scope of Matters to be Delegated to the Management]

Our board receives proposals for important management policies and important matters stipulated by the Companies Act from directors based on the criteria for discussion at the Board of Directors meetings established by the Board of Directors, as well as proposals from executive officers responsible for business execution based on discussions at management meetings. The Board of Directors then decides on the implementation of the proposals based on deliberation by directors, including independent outside

directors and directors who are Audit and Supervisory Committee members. With the adoption of the organizational structure for an Audit & Supervisory Committee, many decisions on important business execution matters are proactively delegated to executive directors, while individual business execution matters are delegated to the corporate officers in charge of implementation as much as possible. The majority of our Board of Directors is made up of independent outside directors, and taking into account discussions based on their various insights, we strive not only to achieve accurate and prompt decision-making, but also to strengthen the board's supervisory function based on objective perspectives.

Furthermore, in the "Evaluation of the Effectiveness of the Board of Directors" conducted last year, it was confirmed that authority has been significantly delegated to the executive departments, that agenda items at the Board of Directors meetings have been organized, that the relationship between the executive departments and the outside directors is sound, and that various aspects of corporate activities, including efforts to increase corporate value, are being discussed.

[Principle 4.9 Independence Standards and Qualifications for Independent Directors]

Taking into consideration the requirement for outside directors stipulated in the Companies Act and the criteria set by securities exchanges, our company has established our own standards; and we appoint outside directors in accordance with these standards.

When the following items do not apply to an outside director candidate, we consider that they have the appropriate independence.

1. An individual who is an executive officer* of our company or our group company or has been one ten years before the selection;
2. An individual who is a shareholder or a representative of a shareholder who owns 10% or more of the total voting rights of our company shares;
3. An individual who is the executive officer of a business partner of our group company with more than 2% of our consolidated sales;
4. An individual who has received more than 10 million yen per business year from our company as remuneration as a consultant, a lawyer or a public accountant;
5. An individual who works at the auditing firm that is an accounting auditor of our company; or
6. An individual who belongs to one of the groups which received an average of 10 million yen of donations during the last three business years from our company or our group company.

*An "executive officer" signifies an executive director, an executive officer or an employee.

When appointing independent outside directors, we strive to select candidates who can be expected to make effective proposals to the Board of Directors regarding the company's management policies and management improvements.

[Supplementary Principle 4.10.1 Use of Optional Approach]

The company's Board of Directors consists of five internal directors (one of whom is a director and an Audit & Supervisory Committee Member) and six independent outside directors (three of whom are Audit & Supervisory Committee Members), a total of 10 members, with independent outside directors making up a majority.

To ensure transparency and fairness, we have established a Remuneration and Nomination Advisory Committee, a discretionary advisory body to the Board of Directors that is chaired by an independent outside director, with three of the four members being independent outside directors. The Board of Directors adopts resolutions on agenda items relating to director appointments, skill matrix, president succession plans, compensation policy and structure, etc., with the greatest regard for the committee's reports.

It has been determined that the Remuneration and Nomination Advisory Committee shall "consist of three or more members who are directors, the majority of whom shall be independent outside directors." Its members are lawyers, corporate executives, and other individuals with a wide range of perspectives, thereby enhancing the committee's independence and objectivity.

Furthermore, the effectiveness of the Remuneration and Nomination Advisory Committee was confirmed to be functioning effectively in the "Evaluation of the Effectiveness of the Board of Directors" conducted last year.

[Supplementary Principle 4.11.1 Policies on the Board of Directors as a Whole and Appointment Procedures]

Our Company's Board of Directors is structured to maintain a balance of knowledge, experience, and abilities among the Board of Directors skills matrix established in line with the Board of Director's business strategies, such as increasing the ratio of overseas

sales of NX GROUP and promoting ESG management.

When we select director candidates (excluding Directors who are Audit and Supervisory Committee Members), we have appointed seven Directors, including three independent outside directors, based on their diverse perspectives, including whether or not they have the necessary experience and specialized knowledge as Directors, evaluation of the status of achievement of the business plan in the businesses and areas for which the candidates have been in charge, and character and insight.

For the appointment of Directors who are Audit and Supervisory Committee Members, we have appointed four members, including three independent external Directors, based on their experience, knowledge, personalities and insights considered necessary to conduct audits of financial, accounting, legal and other matters from a variety of perspectives as Audit and Supervisory Committee Member, and other matters.

Furthermore, we select independent outside directors who are lawyers, academics, and corporate executives. We appoint individuals of excellent character and insight who have diverse perspectives, such as legal or accounting expertise and academic experience, or who have management experience as representatives of other companies or organizations.

For the details of skills matrix, please refer the attachment.

[Supplementary Principle 4.11.2 Concurrent Positions of Directors and Audit & Supervisory Board Members at Other Companies]

Our company annually discloses the status of our outside directors holding additional posts through the Convening Notices of General Shareholder Meetings, Annual Securities Reports and Corporate Governance Reports.

Our board regularly checks whether or not our executive directors are serving as officers at other companies. Currently, there is no interlocking position which may limit the directors from fulfilling their roles and responsibilities. No full-time Audit & Supervisory Committee Member is serving as officers at other companies, so they can concentrate solely on their roles within our company.

[Supplementary Principle 4.11.3 Analysis and Assessment of the Effectiveness of Board of Directors as a Whole]

In addition to reports from each director on the status of the execution of their duties, an external institution is appointed to conduct an annual survey of directors, including those from outside our company, on the effectiveness of the Board of Directors as a whole, including the Remuneration and Nomination Advisory Committee, and collect their opinions. The results of analysis and evaluation of the survey are discussed and reviewed by the Board of Directors.

A questionnaire survey conducted by an external organization on the effectiveness of the Board of Directors included the following items, and based on the results of the survey, it was determined that the effectiveness of the Board of Directors as a whole has been maintained (Most recently, in December 2025, the survey was conducted for all Directors).

(Questionnaire items: (1) composition and operation of the board of directors, (2) management and business strategies, (3) corporate ethics and risk management, (4) performance monitoring and management evaluation, (5) dialogue with shareholders, etc., (6) free responses for each major item)

The issues identified through the questionnaire in the recent effectiveness evaluation leading to the relevant evaluation, and improvements to address these issues, we have been working to improve the effectiveness of the Board of Directors, with a focus on strengthening the monitoring function, by reconsidering the ideal form of the Board of Directors in conjunction with the transfer of authority to the executive department following the transition to a company with an audit and supervisory committee, and by expanding and regularly holding discussions on important strategies such as sustainability, DX, and human resource strategies, and by making decisions with an awareness of capital costs and using the “matters for deliberation” to make decisions on such important management issues, after sufficient discussion.

Furthermore, efforts have been made to improve the effectiveness of the Board of Directors by providing opportunities for collaboration with and training for outside directors, such as holding Liaison Meetings for Independent Outside Directors and “Outside Directors’ Seminars.”

Furthermore, the following points were evaluated as particularly effective in the most recent survey conducted in December 2025:

- (1) The relationship between internal and outside directors is healthy, and discussions are being held on various aspects of corporate activities, including efforts to improve corporate value.
- (2) Taking into consideration the results of the Board of Directors Effectiveness Evaluation Survey, the company has a clear intention to improve areas that need improvement, and is sincerely working to make improvements.

(3) There is the intention of incorporating the opinions, expectations, and concerns of shareholders into management, the Company receives opinions from shareholders through the disclosure of investor relations information, etc., and to share an outline of such opinions at the Board of Directors meeting, thereby ensuring that dialogue with shareholders is carried out appropriately.

As described above, the “relationship between the management team and outside directors”, the “response to issues for which understanding is gained through effective evaluations, and the “interaction with shareholders” were all evaluated as effective.

The issues identified through the questionnaire are as follows.

- (1) There is a need for further reporting on the details of deliberations on successor planning to the Board of Directors.
- (2) There is a need for more reporting and further discussions on respective strategies for personnel, DX and sustainability.
- (3) Further substantiation of provision of information necessary for deliberations on important strategies, etc.

As improvements to these issues, we will implement the following improvements, etc., and work towards improving the effectiveness of the Board of Directors and strengthening its supervisory functions.

- (1) Further reporting on successor planning to the Board of Directors will be made in a timely manner, by providing information as needed, primarily at periodical reports given at the meetings of the Board of Directors.
- (2) Regarding further discussion on respective strategies of personnel, DX and sustainability will be conducted at the Board of Directors' meetings by expanding opportunities for reporting and by implementing site tours and the like.
- (3) Regarding further enhancement on the provision of information necessary for deliberations on important strategies, we will work to expand opportunities and information necessary for discussions by enhancing the process leading up to decisions using items for deliberation, etc., and by enhancing the provision of information related to discussions and deliberations on the executive side, such as by sharing management meeting materials and meeting minutes.

For an overview of the effectiveness evaluation survey, please also refer to “Corporate Governance Report” issued by our Company.

Our company's Corporate Governance Report is available on our websites:

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/governance/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/governance/>

[Supplementary Principle 4.14.2 Training Policy]

Our company provides opportunities for seminars and social gatherings for directors to deepen their understanding of our company's business challenges and acquire the necessary knowledge of corporate governance, financial affairs and laws. The company bears the expenses of these.

In addition to internal orientation sessions upon appointment and as necessary, we have a system in place to help newly appointed directors to acquire the necessary expertise for their roles and responsibilities, providing opportunities them to enhance their expertise, particularly with respect to corporate governance, such as external seminars and other training tailored to their needs.

We also provide opportunities for seminars, exchange meetings, and other events where, after their appointment, outside directors can acquire essential knowledge on the company's management issues, finance, legal compliance, etc., as appropriate. We expect our Audit & Supervisory Committee Members to acquire wide knowledge through attending various meetings of the Japan Audit & Supervisory Board Members Association as its members and seminars held by the Japan Industrial Management & Accounting Institute.

For our outside directors, we provide opportunities to acquire knowledge concerning our company's business operations through participating in various internal events and site visits.

In addition, in order to seek management judgment from an independent perspective, we also hold monthly “Outside Directors’ Seminars,” in which executive officers and executives give presentations on the operational challenges facing the company as well as the management visions, goals, and challenges of the divisions under their jurisdiction, providing an opportunity for outside officers to develop an understanding of these topics.

For our executive officers and the candidates for our company's senior managers who are candidates for Representative Director, we provide external training courses, such as a Master of Business Management, so that they can acquire knowledge necessary for executive managers including global business management, financial literacy, business strategies and governance. We consider the above trainings a good method for training successors of top management.

[Principle 5.1 Policy for Constructive Dialogue with Shareholders]

For dialogues with shareholders and investors, the Investor Relations Promotion Group of the Corporate Planning Division within the Corporate Strategy Headquarters, which is managed by our top managers, responds to requests. Giving consideration to topics and dates, our top managers, the officers in charge and/or senior managers (including corporate officers) attend the meetings.

In terms of how dialogues are conducted, we hold one-on-one base meetings in Japan and overseas as well as each quarter's financial results briefings is held via web conference, with the main speaker for the first and third quarters being the Executive Officer in charge of finance, and the second and fourth quarters being explained by President. We also hold site visits, business result presentations, an Investor Day (IR Day) where each Executive Officer and General Manager gives a briefing, and small meetings, attending outside directors, as necessary. We attend small meetings and Investor Relations Conferences held by securities firms in order to create opportunities for dialogues with shareholders and investors.

Opinions and requests received from shareholders and investors through dialogue are reported semiannually at board meetings by the officer in charge of investor relations. To outside Directors, we will provide an opportunity to gain a deeper understanding of the opinions of shareholders and investments through Board of Directors and to have a forum for discussion at Board of Directors, which will lead to an opportunity to place greater emphasis on market participants. To the senior management of the company, the senior management of our main subsidiary Nippon Express Co., Ltd. (including executive officers and division managers of the head office, etc.), and presidents of regional headquarters of overseas operating companies, we share the content of questions raised with investors and others at closing results briefings via emails as necessary. We also send feedback to relevant internal divisions quarterly and incorporate successful initiatives into our corporate activities.

Inside our company, the Investor Relations Promotion Group serves as the administrative office for information disclosure. The group establishes, implements and amends the Disclosure Policy with cooperation from other divisions such as the Corporate Communication Division, the Secretarial Division, the Accounting Division, the Financial Planning Division and the Corporate Planning Division. The group also discusses the appropriateness of information disclosure activities with these divisions. The results are then reported to the board for it to make a final decision. In accordance with the Disclosure Policy determined by the board, a senior manager or other officer nominated as the individual responsible discloses the information.

The board obtains the progress of our information disclosure activities through reports by the director in charge of the Corporate Planning Division and also checks the appropriateness of the policy.

Our company's Disclosure Policy is available on our websites:

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/disclosure/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/disclosure/>

The policy regarding the establishment of systems and initiatives to promote constructive dialogue with shareholders is described in Supplementary Principle 5.1.2.

[Action to Implement Management that is Conscious of Cost of Capital and Stock Price] [Updated on March 27, 2026]

[UPDATED]

In accordance with the "NX Group Business Plan ~2028 Dynamic Growth 2.0 'Accelerating Sustainable Growth'" the NX Group will implement "Initiatives to Improve Corporate Value." In order to improve corporate value (increase PBR), we have set a medium-term goal of achieving ROE (Return on Equity) of 10% or more. This will involve improving ROE above the cost of capital (about 8%) through the steady implementation of various measures set out in the business plan and enhancing the PER (Price to Earnings Ratio) by raising expectations of sustained future growth.

In February 2025, given that our PBR remained below one, we reviewed our initiatives, recognizing that achieving our long-term vision will require efforts and transformation on a different level than in the past, as well as an acceleration of reforms. In addition to setting an interim target for FY2026, the review will address strengthening BS management and capital policy, including a review of asset holding strategies, as well as enhancing the promotion of business portfolio management.

In terms of the broad framework of this initiative, we aim to secure and further expand the equity spread by taking a three-pronged approach.

- (1) Shift to highly profitable businesses and replacement of assets
- (2) Shift to highly profitable businesses and replacement of assets
- (3) Reducing cost of equity

The status of these initiatives in 2025 was disclosed along with the materials for the financial results briefing held on February 13, 2026, and has been posted on our website.

For details, please refer to our disclosed materials.

Initiatives to Improve Corporate Value

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/management/improvement/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/management/improvement/>

Progress in Initiatives to Improve Corporate Value Fiscal Year Ending December 2025

(Japanese Website) <https://pdf.irpocket.com/C9147/YpwX/n7KE/FbD2.pdf>

(English Website) <https://pdf.irpocket.com/C9147/YpwX/n7KE/w908.pdf>

2. Capital Structure

Ratio of Foreign Shareholders	Over 30%
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Principal Shareholders **[UPDATED]**

Name	Number of shares (Thousand shares)	Holdings (%)
The Master Trust Bank of Japan, Ltd. (Trust Account)	35,630	14.7
Asahi Mutual Life Insurance Company	16,805	6.9
Custody Bank of Japan, Ltd. (Trust Account)	13,114	5.4
NX Holding Association	11,633	4.8
Sompo Japan Insurance Inc.	6,665	2.7
UBS AG LONDON A/C IPB SEGREGATED CLIENT ACCOUNT (Standing proxy: Citibank, N.A., Tokyo Branch)	6,552	2.7
BNP PARIBAS NEW YORK BRANCH - PRIME BROK ERAGE CLEARANCE ACCOUNT (Standing Proxy: The Hongkong and Shanghai Banking Corporation Limited, Tokyo Branch)	6,162	2.5
JPMorgan Securities Japan Co., Ltd.	4,364	1.8
Mizuho Trust & Banking Co., Ltd. as trustee for Retirement Benefit 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

(Standing Proxy: Mizuho Bank, Ltd., Settlement Sales Department)		
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Majority Shareholder (excluding the parent company)	None
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Parent Company	None
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Supplemental Information **[UPDATED]**

- Information on "Principal Shareholders" shown above is based on the status as of December 31, 2025.
- The number of shares owned by the trust banks includes the number of shares related to the trust business.
- By the end of December 2025, the following Large Shareholding Reports (Change Reports) have been submitted :
In a Large Shareholding Report (Change of Status Report), which was being made available for public inspection as of September 19, 2025, it is stated that Sumitomo Mitsui Trust Asset Management Co., Ltd. and its joint holders hold the following shares as of September 15, 2025. However, since our Company could not confirm the actual number of shares owned as of the fiscal year-end, such shares are not included in Status of Principal Shareholders described above.

The content of the Large Shareholding Report (Change of Status Report) is as follows:

Name	Address	Number of Shares (Thousand shares)	Holdings (%)
Sumitomo Mitsui Trust Asset Management Co., Ltd.	1-1-1 Shibakoen, Minato-ku, Tokyo 105-0011	6,156	2.4
Amova Asset Management Co., Ltd.	9-7-1 Akasaka, Minato-ku, Tokyo	4,854	1.9
Tortal	-	11,010	4.2

In a Large Shareholding Report (Change of Status Report), which was being made available for public inspection as of November 10, 2025, it is stated that Nomura Securities Co., Ltd. and its joint holders hold the following shares as of October 31, 2025. However, since our Company could not confirm the actual number of shares owned as of the fiscal year-end, such shares are not included in Status of Principal Shareholders described above.

The content of the Large Shareholding Report (Change of Status Report) is as follows:

Name	Address	Number of Shares (Thousand shares)	Holdings (%)
Nomura Securities Co., Ltd.	1-13-1 Nihombashi, Chuo-ku, Tokyo, Japan	661	0.3
Nomura Holdings, Inc.	1-13-1 Nihombashi, Chuo-ku, Tokyo, Japan	0	0.0
NOMURA INTERNATIONAL PLC	1 Angel Lane, London EC4R 3AB, United Kingdom	312	0.1
Nomura Asset Management Co., Ltd.	2-2-1 Toyosu, Koto-ku, Tokyo, Japan	16,377	6.3
Total	-	17,350	6.7

3. Corporate Attributes

Listed Stock Exchanges and Section	Tokyo / First Section
Fiscal Year End	March
Industry Type	Land Transportation

Yoko Kudo	CPA												
Chie Ikegawa	From other company												

(*1)

○: This person is currently or was recently placed in this category.

△: This person was previously placed in this category.

●: A relative of this person is currently or was recently placed in this category.

▲: A relative of this person was previously placed in this category.

- a. An operating officer of our company or its subsidiary
- b. An operating officer or non-executive Director of the parent company of our company
- c. An operating officer of a fellow subsidiary of our company
- d. An entity or an operating officer thereof that our company is a primary trading partner of
- e. An entity or an operating officer thereof that is a primary trading partner of our company
- f. A consultant, professional accountant or lawyer receiving a large sum of money or other properties other than Director compensation from our company
- g. A major shareholder of our company (if such a major shareholder is a corporation, an operating officer of the corporation)
- h. An operating officer of a trading partner of our company (not placed in the categories d, e or f) (Applies only to the said person)
- i. An operating officer of an entity with which our company has a reciprocal outside officer appointment (Applies only to the said person)
- j. An operating officer of an entity which our company makes donations to (Applies only to the said person)
- k. Other

Relationship with our Company (2) **[UPDATED]**

Name	Member of Audit & Supervisory Committee	Designation as Independent Director	Additional Information	Reasons of Appointment
Yojiro Shiba		○	Mr. Shiba previously served as an executive at Mizuho Bank, Ltd., a main transaction bank of our Company	Mr. Yojiro Shiba possesses outstanding character and insight, a wealth of experience and many years in corporate management, and broad knowledge cultivated through responding to a wide range of customer needs. Accordingly, we believe he is suitable to serve in a position as an outside director. Mr. Shiba has previously served as an executive at Mizuho Bank, Ltd., a main transaction bank of our Company, through March 2005. However, he retired from said bank 21 years ago and maintains no special relationships that impact company decision-making. Given the preceding, we have determined there is no risk of conflict of interest with general shareholders and no issues related to independence. Therefore, we have designated Mr. Shiba as an independent director.
Yumiko Ito		○	None.	Ms. Yumiko Ito is a person of outstanding character and insight, and as an attorney, has held important positions such as legal officer in several companies with diverse backgrounds. She is currently active as an attorney, mainly assisting companies with contractual matters, litigations, and disputes. As an Outside Director of several companies, she not only provides advice as a legal expert, but also contributes to improving corporate value from various perspectives by offering her opinions from the perspective of a shareholder, making her an ideal person for an outside director. In addition, none of the conditions that are

				deemed by the Tokyo Stock Exchange to present a risk of a conflict of interest with general shareholders apply to her. Given the preceding, we have determined there is no risk of conflict of interest with general shareholders and no issues related to independence. Therefore, we have designated Ms. Ito as an independent director.
Tsukiko Tsukahara		○	None.	<p>Ms. Tsukiko Tsukahara possesses outstanding character and insight, as well as a wealth of knowledge and experience in the field of diversity and inclusion, including women's empowerment. She contributes to the enhancement of corporate value from various perspectives.</p> <p>In addition to advisory and consulting activities that leverage her consulting experience, she plays a central role in diversity and inclusion organizations in Japan and abroad. Therefore, she is suitable for serving as an outside director. Ms. Tsukahara is not subject to any matters considered to be a conflict of interest with general shareholders as established by the Tokyo Stock Exchange. Given the preceding, we have determined there is no risk of conflict of interest with general shareholders and no issues related to independence. Therefore, we have designated Ms. Tsukahara as an independent director</p>
Ryuji Masuno	○	○	None.	<p>Mr. Ryuji Masuno possesses outstanding character and insight, as well as a high level of legal knowledge as an attorney. Having held key positions in motor transportation including forwarding business, public relations, international relations, and other responsibilities at the Ministry of Transport (now the Ministry of Land, Infrastructure, Transport and Tourism), Mr. Masuno is highly knowledgeable about the logistics industry.</p> <p>In his previous position as chairman of the Japan Trucking Association, Mr. Masuno contributed to the sound development of the trucking business, having pursued solutions to issues facing the motor transportation industry. As the NX Group strengthens governance functions to enhance corporate value, we have determined that Mr. Masuno is capable conducting auditing and supervisory functions, etc., based on his expertise and wealth of experience. Therefore, we have appointed him as an outside director and member of the Audit and Supervisory Committee.</p> <p>Mr. Masuno is not subject to any matters considered to be a conflict of interest with general shareholders as established by the Tokyo Stock Exchange. Given the preceding, we have determined there is no risk of conflict of interest with general shareholders and no issues related to independence. Therefore, we have designated Mr. Masuno as an independent director.</p>
Yoko Kudo	○	○	None.	<p>Ms. Yoko Kudo possesses outstanding character and insight, and is a Certified Public Accountant licensed in the State of California. As a specialist in auditing, financial</p>

				<p>accounting, and internal control, she has participated in various large-scale corporate restructuring and M&A projects, and has advanced professional expertise in multiple accounting standards. In addition, she has led initiatives promoting women's empowerment, DE&I, and work style reforms. Based on the above, we have determined that, with her deep knowledge of financial accounting, she will be able to provide audits and oversight in support of our company's growth strategy in the global market, including M&A. Accordingly, we have nominated Ms. Kudo as a candidate for Outside Director and member of the Audit and Supervisory Committee. Furthermore, Ms. Kudo is not subject to any matters considered to be a conflict of interest with general shareholders as established by the Tokyo Stock Exchange.</p> <p>Given the preceding, we have determined there is no risk of conflict of interest with general shareholders and no issues related to independence. Therefore, we have designated Ms. Kudo as an Independent Director.</p>
Chie Ikegawa	○	○	None.	<p>Ms. Chie Ikegawa possesses outstanding character and insight, and has extensive experience in management and financial administration, corporate planning, and internal control, having worked for 30 years in the finance departments of foreign-affiliated companies across diverse industries and having served as CFO at multiple companies. Since 2019, Ms. Ikegawa has also been active as an advisor introducing FP&A functions to Japanese companies, and has supported the promotion of women's empowerment at several companies as an outside director. We have determined that, based on her deep expertise in management administration, Ms. Ikegawa will be able to provide audits and oversight with respect to enhancing our company's corporate value, including its financial strategy. Therefore, we have nominated her as a candidate for Outside Director and member of Audit and Supervisory Committee. Furthermore, Ms. Ikegawa is not subject to any matters considered to be a conflict of interest with general shareholders as established by the Tokyo Stock Exchange.</p> <p>Given the preceding, we have determined there is no risk of conflict of interest with general shareholders and no issues related to independence. Therefore, we have designated Ms. Ikegawa as an Independent Director.</p>

Audit & Supervisory Committee

Composition of Committee, and Attributes of Chairperson of the Committee

	All Members (persons)	Full-time members (persons)	Internal Directors (persons)	Outside Directors (persons)	Committee Chair
Audit & Supervisory Committee	4	1	1	3	Internal Director

Appointment of Directors and/or Staff to Support the Audit & Supervisory Committee	Appointed
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Matters Concerning Independence of Said Directors and/or Staffs from Executive Directors and Officers

Our company has established the "Audit & Supervisory Committee Staff" to assist the Audit & Supervisory Committee in its duties. The staffs have been selected from the members of Internal Auditing Division, a division of internal audit of our company, but full-time staff members have been appointed, who perform his/her duties under the direction and orders of the Audit & Supervisory Committee and its members. In addition, the regulation stipulates that personnel matters of the Audit & Supervisory Committee Staff, etc. shall be made with the prior consent of the Audit & Supervisory Committee.

Collaboration between Audit & Supervisory Committee, Accounting Auditors, and Audit Division **[UPDATED]**

Our company maintains a three-way audit collaboration between the committee member Audit Committee, the Accounting Auditor, and Internal Auditing Division, the internal audit department of our company.

The Accounting Auditor, with the Audit & Supervisory Committee serving as the point of contact, sets up opportunities such as "Management Discussion Meeting" with the president and other management and business execution divisions to hear how management issues are being addressed. In addition, regular monthly meetings are held for the full-time Audit & Supervisory Committee member and the head of the Internal Auditing Division to report the status and results of accounting audits and exchange opinions in order to promote mutual cooperation.

Furthermore, the audit policy and audit plan of the Internal Auditing Division are subject to the resolution of the Audit & Supervisory Committee to ensure coordination of audits and to clarify that audits are under the operational direction of the Audit & Supervisory Committee in addition to the management direction and order authority by the President.

Discretionary Committee

Discretionary Committee Equivalent to the Nomination Committee or Compensation Committee	In Place
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Establishment of Discretionary Committee, Composition of Committee, and Attributes of Head (Chairperson) of the Committee

	Nam of Committee	Members (persons)	Full-time members (persons)	Internal Directors (persons)	Outside Directors (persons)	Outside Experts (persons)	Others (persons)	Committee Chair
Committee Equivalent to the Nomination Committee	Compensation and Nomination Advisory Committee	4	0	1	3	0	0	Outside Director
Committee Equivalent to the Compensation Committee	Compensation and Nomination Advisory Committee	4	0	1	3	0	0	Outside Director

Additional Information **[UPDATED]**

In order to obtain the opinions of independent outside Directors concerning important matters such as the compensation and nomination of Officers, our company has established a fair and transparent discretionary Compensation and Nomination Advisory Committee - chaired by an independent outside Director and with three out of four committee members as independent outside directors—as an advisory body to the Board of Directors. The Board of Directors makes decisions based on the opinions of the committee members to the maximum extent possible.

The committee members are appointed via resolutions of the Board of Directors, and the committee functions as both the Nomination Committee and the Compensation Committee.

In these meetings, the committee members deliberated on matters related to the appointment of directors and executive officers, including candidates for directors and executive officers, as well as resolutions related to establishment of a skills matrix for the composition of the Board of Directors, the CEO succession plan, and the compensation policy and compensation structure, in response to consultation from the President, and submitted reports to board of directors based on their decisions (Nine meetings were held in the fiscal year ended December 31, 2025, and the average attendance rate of those who were committee members during the relevant period was 100%.)

The chairperson and the members as of March 27, 2026 are as follows:

<Chairperson>

Director: Yojiro Shiba (Independent Outside Director)

<Members>

Director: Mitsuru Saito (Chairman and Representative Director)

Director: Yumiko Ito (Independent Outside Director)

Director: Tsukiko Tsukahara (Independent Outside Director)

Independent Directors **[UPDATED]**

Number of Independent Directors	6
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Other Matters Regarding Independent Directors

All Outside Directors who satisfy the qualifications for independent director are designated independent directors.

[Independence Criteria for Independent Outside Directors]

Taking into consideration the requirement for outside directors stipulated in the Companies Act and the criteria set by securities exchanges, our company has established our own standards; and we appoint outside directors in accordance with these standards.

When the following items do not apply to an outside director candidate, we consider that they have the appropriate independence:

1. An individual who is an executive officer* of our company or our group company or has been one ten years before the selection;
2. An individual who is a shareholder or a representative of a shareholder who owns 10% or more of the total voting rights of our company shares;
3. An individual who is the executive officer of a business partner of our group company with more than 2% of our consolidated sales;
4. An individual who has received more than 10 million yen per business year from our company as remuneration as a consultant, a lawyer or a public accountant;
5. An individual who works at the auditing firm that is an accounting auditor of our company; or
6. An individual who belongs to one of the groups which received an average of 10 million yen of donations during the last three business years from our company or our group company.

*An "executive officer" signifies an executive director, an executive officer or an employee.

When appointing independent outside directors, we strive to select candidates who can be expected to make effective proposals to the Board of Directors regarding the company's management policies and management improvements.

[Outside Directors' Status of Combined Offices]

- Director Yumiko Ito concurrently serves as Representative of Ito Law Office and Outside Director of Kobe Steel, Ltd.. There is no special interests between our Company and the above companies where she concurrently serves.
- Director Tsukiko Tsukahara concurrently serves as Representative of Kaleidist K.K.. There is no special interests between our Company and the above company where she concurrently serves.
- Director Ms. Yoko Kudo concurrently serves as an outside Audit and Supervisory Committee member of SoftBank Corp. and Outside Director (Audit and Supervisory Committee Member) of KPP Group Holdings Co., Ltd. There are no special relationships between the above-mentioned companies and our company.
- Director Ms. Chie Ikegawa concurrently serves as Representative Director of Strat Consulting Co., Ltd., Outside Director (Audit and Supervisory Committee Member) of Loop Inc., and Outside Director of Ministop Co., Ltd. There are no special relationships between the above-mentioned companies and our company.

And our company discloses the status of our outside directors holding additional posts through the Convening Notices of General Shareholder Meetings and annual Securities Reports.

Incentives

Incentives for Board Members	Introduction of Performance-based Stock Compensation Plan
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Additional Information

We have introduced stock options as part of director compensation. In addition, we have introduced a performance-based stock compensation plan. At the 2nd Ordinary General Meeting of Shareholders held on March 28, 2024, a resolution was passed to partially revise the amount and details of the performance-based stock compensation plan for directors and executive officers (excluding outside directors, part-time directors, directors who are members of the Audit & Supervisory Committee, and persons residing outside Japan) in order to foster a stronger mindset of contributing to the Company's performance and corporate value over the medium to long term. Please refer to "Disclosure of Policies for Determining Compensation and Methods of Calculation" in this report for the method by which share grants under these systems are calculated.

[Reference: Outline of Performance-based Stock Compensation Plan]

This plan is a stock compensation system that is linked to the medium to long-term performance of our company using the Executive Compensation BIP (Board Incentive Plan) Trust (hereinafter the "BIP Trust"). The BIP Trust is an executive incentive plan based on US Performance Share Plans and Restricted Stock Plans, and is a system which grants benefits (hereinafter "grants etc.") to Officers, etc. in the form of company stock or the cash equivalent of our company stock price based on business performance, etc.

In addition, NIPPON EXPRESS HOLDINGS was established on January 4, 2022, and has inherited the status of the BIP Trust Contract from Nippon Express Co., Ltd. The details of the inherited BIP trust contract are as follows:

[Content of the trust agreement]

(1) Type of trust	Monetary trust other than a specified solely-administered monetary trust (third-party beneficiary trust with beneficiaries yet to exist)
(2) Purpose of trust	To provide incentives to the Officers of our company
(3) Entruster	Our company (NIPPON EXPRESS HOLDINGS)
(4) Trustee	Mitsubishi UFJ Trust and Banking Corporation (Joint Trustee: The Master Trust Bank of Japan, Ltd.)
(5) Beneficiaries	Directors and officers who satisfy the beneficiary requirements
(6) Trust administrator	Third party having no conflict of interest with our company (certified public accountant)

(7) Initial Date of trust Agreement	August 1, 2016 (To be changed to May 2024 to extend the trust period)
(8) Trust term	September 2016 to May 2029 (Extended until May 2029 due to an amendment to the trust agreement in May 2024)
(9) Commencement of the plan	September 2016
(10) Exercise of voting Rights	Voting rights will not be exercised
(11) Class of shares to be acquired	Common stock of our company
(12) Upper limit of trust Money	1.2 billion yen (including trust fees and trust expenses)
(13) Time of acquisition of shares	May 20, 2024 - May 31, 2024
(14) Method of acquisition of shares	Buying from the market
(15) Rights holder	Our company (NIPPON EXPRESS HOLDINGS)
(16) Residual assets	Our company, as the rights holder, may receive residual assets within the scope of the reserve for trust expenses after deducting funds to acquire our shares from trust money.

[Total number of shares to be acquired by Directors, etc.]

Maximum 420,000 shares (Trust period: five years, Total of the Company's portion and the subject Subsidiary's portion)

(Note) On January 1, 2025, a 3-for-1 stock split of common shares was conducted, and the number of shares shown above is the number of shares after the stock split.

[Individuals Eligible for Beneficial Interest and Other Interests]

Directors, etc. who meet the requirements.

Recipients of Stock Options	-
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Additional Information

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Compensation for Board Members

Disclosure of Individual Compensation for Directors	Selected Directors
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Additional Information **[UPDATED]**

Total Amount of Compensation, etc. breakdown for Directors are being made available for public inspection in Business Report and Securities Report which are available on our website. And for directors who receive 100 million yen or more in compensation, the amount is disclosed in the Securities Report.

A. The Total Amounts of Compensation, etc. for Directors for the fiscal year ending December 31, 2025 (January 1, 2025, to December 31, 2025) are as follows:

Classification	Total Compensation (Million Yen)	Total amount of remuneration, etc. by type (Million Yen)			Number of people to be covered (People)	
		Basic compensation	Performance-based remuneration			Other
			Bonuses	Share-based remuneration		
Directors (Exclude Audit & Supervisory Committee members) (Exclude Outside directors)	400	256	99	26	19	4
Audit & Supervisory Committee member (Exclude Outside directors)	34	33	-	-	1	1
Outside directors	100	100	-	-	-	6

(Notes)

- The total amount of monetary remuneration payable to Directors (excluding Directors who are Audit and Supervisory Committee Members) has been resolved at the 2nd Annual General Meeting of Shareholders held on March 28, 2024 to be within ¥1.0 billion per year (of which the amount for Outside Directors shall be within ¥100 million per year). The number of Directors (excluding Directors who are Audit and Supervisory Committee Members) as of the conclusion of such General Meeting of Shareholders was seven (7), including three (3) Outside Directors.
- Of the remuneration for Directors (excluding Outside Directors and Directors who are Audit and Supervisory Committee Members), the stock-based compensation is provided under a performance-linked stock compensation plan. The amount of the above stock compensation represents the provision recorded for the current fiscal year in accordance with such plan and differs from the actual amount to be paid.
- The total amount of remuneration for Directors who are Audit and Supervisory Committee Members has been resolved at the 2nd Annual General Meeting of Shareholders held on March 28, 2024 to be within ¥200 million per year. The number of Directors who are Audit and Supervisory Committee Members as of the conclusion of such General Meeting of Shareholders was four (4), including three (3) Outside Directors.
- "Other" represents, among other things, the portion of housing expenses for company-provided residences borne by our company for its officers.

B. Amounts of compensation for individual officers (limited to those whose total amount of consolidated remuneration is 100 million yen or more) for the fiscal year ending December 31, 2025 (January 1, 2025 to December 31, 2025) are as follows:

Mitsuru Saito, Director

Total compensation: 166 million yen of which the basic compensation was 93 million yen, the company performance-based compensation was 55 million yen (Breakdown/ Bonuses: 43 million yen/The performance and share-based remuneration: 12 million yen) and other compensation was 18 million yen

Satoshi Horikiri, Director

Total compensation: 149 million yen of which the basic compensation was 93 million yen, the company performance-based compensation was 55 million yen (Breakdown/ Bonuses: 43million yen/The performance and share-based remuneration: 12 million yen) and other compensation was 1 million yen

(Notes)

- The above information is limited to those whose total amount of consolidated remuneration is 100 million yen or more.
- At the 2nd Ordinary General Meeting of Shareholders held on March 28, 2024, it was resolved that the total amount of monetary remuneration paid to Directors (excluding Directors who are members of the Audit & Supervisory Committee) out of Compensation, etc. would not exceed 1 billion yen per year (of which an amount not exceeding 100 million yen per year for outside Directors).
Because FY2023 was the final year of the previous medium-term business plan, shares were issued under the plan. However, the above amounts are the amounts recorded for the current fiscal year and do not include amounts reserved and reversed in and before the previous fiscal year, and thus differ from the actual amounts paid.

3. Stock-based compensation is provided under a performance-linked stock compensation plan; however, the amount of the above-mentioned stock compensation represents the provision recorded for the current fiscal year in accordance with such plan and differs from the actual amount to be paid.
4. Other compensation includes company housing expenses, etc. paid by our Company to the officers.

C. Details of the Resolution of the General Meeting of Shareholders regarding Remuneration for Officers

At the 2nd Ordinary General Meeting of Shareholders held on March 28, 2024, it was resolved that the maximum amount of remuneration for directors (excluding directors who are members of the Audit & Supervisory Committee) shall be 1 billion yen per year (including 100 million yen per year for outside directors, excluding employee salaries for directors who serve concurrently as employees).

In addition, at the same Ordinary General Meeting of Shareholders, a resolution was passed to partially revise the amount and details of the performance-based stock compensation plan for directors and executive officers (excluding outside directors, part-time directors, directors who are members of the Audit & Supervisory Committee, and persons residing outside Japan) , separately from the above limits on remuneration, with the aim of fostering a stronger mindset of contributing to our company’s performance and corporate value over the medium to long term. For details, please refer to [Incentives] in this report. The number of directors (excluding directors who are members of the Audit & Supervisory Committee) as of the conclusion of the said Ordinary Meeting of Shareholders is seven (including three outside directors).

At the 2nd Ordinary General Meeting of Shareholders held on March 28, 2024, it was resolved that the maximum amount of remuneration for Directors who are members of the Audit & Supervisory Committee shall be 200 million yen per year. The number of directors who are members of the Audit & Supervisory Committee as of the conclusion of the said Ordinary Meeting of Shareholders is four (including three outside directors).

Existence of Policies for Determining the Amount or Method of Calculating Compensation for Directors and Audit & Supervisory Board Members	Yes
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[UPDATED]

Disclosure of Policies for Determining Compensation and Methods of Calculation

- A. Policy for Determining the Amount of Remuneration, etc. of Directors (excluding Directors who are Audit & Supervisory Committee Members) or the Method of Calculation thereof

At a Board of Directors meeting held on November 17, 2025, the Company resolved to “Revise the Compensation Determination Process.”

While the Board of Directors has the authority to determine the policy regarding the amount of compensation and other benefits for directors (excluding directors who are members of the Audit & Supervisory Committee) and the method for calculating such amounts, when making such resolutions, the Company consults with a voluntary Remuneration and Nomination Advisory Committee—chaired by an independent outside director and composed of three out of four committee members who are independent outside directors—to obtain their opinions on important matters concerning executive compensation. The Company then acts upon the committee’s recommendations.

(Regarding executive compensation)

Our company has established the Remuneration and Nomination Advisory Committee as an advisory body to the Board of Directors for the purpose of strengthening the independence, objectivity, and accountability of the Board of Directors’ functions related to the nomination and remuneration of Directors (excluding Directors who are members of the Audit & Supervisory Committee).

The remuneration of Directors (excluding Directors who are Audit and Supervisory Committee Members) and Executive Officers shall be determined by the Board of Directors after the Remuneration and Nomination Advisory Committee deliberates and reports on the system and details based on the following policy. The determination of the amount of compensation for each individual shall be delegated to the Representative Director by resolution of the Board of Directors.

(Directors’ Remuneration Policy)

- a. Basic policy

1. Ensure that remuneration levels are commensurate with the size of roles and responsibilities so that talented people who put the corporate philosophy into practice can be retained.
2. Design the remuneration system to motivate and encourage contribution to sustainable growth over the medium to long term and sustainable enhancement of corporate value.
3. The remuneration system shall be fair, reasonable and easily explainable to all stakeholders.

b. Remuneration structure

1. Remuneration shall consist of base remuneration, which is fixed, and performance-linked remuneration, which varies according to the degree to which targets have been achieved. Remuneration shall be structured appropriately for the proportion of remuneration linked to short- and medium- to long-term business performance respectively and also to reflect contributions to sustainable corporate growth, sustainable enhancement of corporate value, and the degree to which targets have been achieved.
2. Remuneration for outside directors shall consist of basic remuneration based on their roles and independent status.

c. Basic remuneration

The amount of base remuneration shall be determined by taking into consideration industry standards based on surveys of external specialist institutions and also dependent on their roles.

d. Performance-based compensation

1. Short-term performance-linked remuneration shall be paid in the form of a bonus indexed to targets set for a single fiscal year.
2. Remuneration linked to medium- and long-term performance shall be paid in the form of share-based remuneration linked to the degree to which the medium-term business plan has been fulfilled and to increases in corporate value (share value).

(Determining Directors' Remuneration)

a. Basis(fixed) remuneration

1. Remuneration (monthly amount) for each individual will be determined according to their role, based on the standard amount for their position.
2. Fixed remuneration shall be paid on a monthly basis.

b. Bonuses

1. Bonuses will be determined for each individual, as appropriate for their role, based on an evaluation that takes into account performance in a single fiscal year, the results of ESG management initiatives, and the overall contribution to the enhancement of corporate value.
2. Bonuses shall be paid at the close of the ordinary general meeting of shareholders relating to the fiscal year ending within one year after appointment.

c. Performance-based stock compensation

1. The degree to which the business plan has been achieved for each fiscal year during the medium-term business plan period, in terms of financial and non-financial indicators, and the degree to which the business plan has been achieved for the final year of the medium-term business plan period will be evaluated in accordance with the Group and the individual's role. The shares to be granted 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-linked remuneration in shares shall be paid in accordance with the conditions and timing stipulated in the Regulations on Granting of Shares, etc.

The remuneration of our company's Directors (excluding Directors who are Audit and Supervisory Committee Members) consists of base remuneration and performance-based remuneration. The performance-based remuneration is paid according to the results and performance based on the expected duties. The composition ratio of remuneration is set appropriately to the ratio of remuneration linked to short-term and medium - to long-term performance, and it reflects the degree of sustainable corporate growth, contribution to sustainable improvement of corporate value, and achievement of targets.

In addition, by setting the ratio of performance-linked remuneration to be higher for higher positions, it is designed to require higher performance and performance responsibilities for higher positions. Bonuses and stock-based compensation, which are performance-linked compensation, are allocated according to a standard amount set by position.

Regarding the performance-based remuneration in shares, the Regulations on Granting of Shares, etc. stipulate a "Malus Clawback Clause." This means that in the event of any conduct by a recipient that is deemed inappropriate in light of the purpose of the

scheme, the company may demand that the recipient forfeit all or part of the right to receive company shares, etc. under the scheme or return a monetary amount equivalent to all or part of the value of the company shares, etc. granted.

B. Indicators for performance-based remuneration, reasons for selecting such indicators, and method for determining the amount of performance-based remuneration

As for the indicator related to performance-based remuneration, the bonus as short-term performance-based remuneration shall be determined through quantitative and qualitative evaluation based on the single-year performance according to the role played, the results of ESG management initiatives, and the overall contribution to the improvement of corporate value. For performance-based stock compensation as medium - to long-term performance-linked compensation, indicators include consolidated revenue, consolidated business income, consolidated ROE, as well as non-financial indicators such as the amount of reduction in CO2 emissions and the engagement survey score.

Performance-based stock compensation has the purpose of providing incentives based on the degree of achievement of Business Plan goal. Since these indicators are set as management objectives for Performance-based stock compensation.

Performance-based stock compensation is basically managed in terms of points, with 1 point = 1 share of the Company's stock. Each year, the number obtained by dividing the amount of stock compensation for each position by the plan's base stock price is granted as the base points to the plan's eligible persons. The period subject to evaluation is the same fiscal business year as our business plan (five business years from FY2024 to FY2028), and performance evaluation indicators are set according to the business plan and evaluated for each fiscal business year. The range of increase/decrease corresponding to the achievement of performance targets, etc., is from 0% to 150%, with 100% being the standard corresponding to achieving the performance targets set as the standards for the annual performance evaluation and the mid-term performance evaluation as a whole. After the end of the period covered by the business plan, the same number of shares as the number of points determined will be delivered. As for the details of the share delivery, the number of our company's shares corresponding to half of the points held by the Eligible Persons (fractional shares are rounded down) will be delivered, and the number of our company's shares corresponding to the remaining points will be sold for use in paying income tax, etc., and the remaining amount after tax payment will be paid to the eligible persons.

The actual performance of the indices related to performance-based stock compensation for the fiscal year ending December 31, 2025, was 95.36% for consolidated net sales, 62.83% for consolidated operating income, and 3.00% for consolidated ROE, compared to the target figures throughout the period subject to evaluation.

C. Matters concerning the delegation of authority regarding the determination of remuneration, etc. for individual Directors (excluding Directors who are Audit and Supervisory Committee Members)

Based on the above policy, the Board of Directors has resolved to delegate the determination of the specific content of remuneration for individual Directors (excluding Directors who are Audit and Supervisory Committee Members) to the Representative Director.

The authority to be delegated is to determine the amount of basic remuneration for each Director and the evaluation and allocation of bonuses in accordance with the standards for setting remuneration for Directors, which are deliberated and established in advance by the Remuneration and Nomination Advisory Committee, within the remuneration framework determined by resolution of the General Meeting of Shareholders.

The reason for delegating these authorities is that the President was the most suitable person to evaluate the business of each director while keeping an overview of the performance of our company as a whole.

In FY2025, at the Board of Directors meeting held on March 28, 2025, it was resolved that Satoshi Horikiri, President, would be entrusted with the determination of the specific content of individual compensation amounts.

Support System for Outside Directors [UPDATED]

The Secretarial Division as a secretariat of the Board of Directors, and other divisions, depend on the agenda, explains about our company's situation to outside directors appropriately. The Internal Auditing Division, in charge of internal auditing, provides the necessary job-related communication information that the occasion demands in order to support the duties of directors who are outside Audit & Supervisory Committee Members.

Status of Former President and Representative Director, etc.

The Total Number of Senior Advisors, Consultants, etc., Who Are Former President and Representative Director, etc.	0
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Other Matters **[UPDATED]**

Our company does not have a system of advisors, counselors, etc. appointed by former Representative Director President, etc.

Kenji Watanabe, formerly of our Chairman and Representative Director, is an advisor to Nippon Express, which is our subsidiary. A summary of duties, etc., is as follows:

Duties: External activities for industry associations, etc.

Type of work and conditions: Part-time, with compensation

Date of retirement of President, etc.: March 28, 2024 (date of retirement from our company's Board of Director)

Term of office: Unspecified

The Nippon Express Advisor will utilize his experience and expertise in the management and sales of Nippon Express to engage in outside activities in industry associations and other organizations that are beneficial to the development of Nippon Express and the logistics industry, and will not have any authority to influence management decisions or be involved in any management decision-making.

2. Matters Regarding Functions of Execution of Duties, Auditing and Supervision, Appointment, Decisions on Compensation, etc. (Overview of Current Corporate governance) **[UPDATED]**

(i) Overview of the Implementation of Corporate Governance

Following the resolution of the 2nd Ordinary General Meeting of Shareholders held on March 28, 2024, our company transitioned from a Company with a Board of Company Auditors to a Company with an Audit & Supervisory Committee in order to accelerate decision-making, focus on strategic discussions, and strengthen oversight functions. In addition to the Board of Directors and the Audit & Supervisory Committee, our company has established a discretionary Remuneration and Nomination Advisory Committee as an advisory body to the Board of Directors to obtain the opinions of independent outside directors on important matters related to remuneration and nomination of officers. Moreover, in addition to ensuring prompt decision-making and execution of duties by delegating a part of the decision-making process regarding important business execution to the President and introducing an executive officer system, the supervisory function of the Board of Directors has been strengthened by separating supervision and execution.

(ii) Board of Directors

The Board of Directors is responsible for ensuring our company's sustainable growth and maximizing its corporate value through the implementation of effective corporate governance, as delegated by the shareholders. In order to fulfill this responsibility, the Board of Directors deliberates and makes decisions on important management policies, management plans, and other critical matters related to overall management, deliberates and makes decisions on matters stipulated by the Companies Act to prevent loss of corporate value, and exercises a supervisory function over overall management, overseeing divisions engaged in the execution of business and ensuring transparency in management. The Board of Directors delegates a part of the decision-making process regarding business execution, except for the aforementioned important business execution decisions, to the President and other business execution divisions, as well as supervising their execution of said business operations.

The outline of the Board of Directors, etc. is as follows:

[Board of Directors]

Authority: Resolving important management policies and matters defined by laws and regulations as well as supervising business execution of duties by the business execution divisions.

Chairperson: Non-executive board director

Structure: 11 directors (as of end of March 2026)

*Breakdown: 7 Directors (excluding Directors who are Audit & Supervisory Committee Members, including 3 outside directors),
4 Directors who are an Audit & Supervisory Committee Member (including 3 outside directors)

Frequency of Meetings: Once a month and as necessary. The number of meetings of the Board of Directors in FY2025 was 19.

Director's attendance: The average attendance rate of Directors as of the end of the fiscal year under review was 93%.

<Major topics of discussion at Board of Directors meetings held in FY2025 (fiscal year ending December 2025)>

"Initiatives to Improve Corporate Value" (increase PBR); the basic policy and strategies regarding the business portfolio; review of the appropriateness of cross-shareholdings; progress of the NX Group Management Plan 2028; ROIC results for FY2024; the progress of PMI for M&A transactions; progress in the restructuring of Group businesses; periodic reports on compliance and safety management; periodic reports on systemic risk; the formulation of the desired profile of the President under the succession plan; the results of the evaluation of the effectiveness of the Board of Directors; a report on internal audit results; and the initiatives and plans of the Investor Relations Promotion Office.

•Effort to invigorate board deliberations:

In consideration of other matters to be discussed, including quarterly financial results, our company determines the annual schedule of board meetings before the beginning of each year and notifies the directors. As for proposals, since these are to be discussed at Board of Executives - the consultation organization for business execution - prior to the board meetings, executive directors and full-time Audit & Supervisory Committee Members attend the meeting and are familiar with the contents of the agenda topics before attending Board of Directors Meeting. For outside directors including outside Audit & Supervisory Committee Members, our company

strives to allocate sufficient time for question-and-answer sessions and discussions by providing briefings in advance and invigorating board deliberations.

Appropriate setting of the Board of Directors agenda:

Our Board of Directors delegates a part of important business execution, such as individual investment projects, to the Director President and focuses on constructive discussions on important management issues and management strategies that set the company's major direction, as well as setting the criteria for resolutions on matters stipulated by the Companies Act and other laws to secure the rights of shareholders and prevent loss of corporate value.

In addition, in order to enhance the supervisory function of the Board of Directors, the agenda items to be handled by the Board of Directors are systematically organized and the "Standards for Deliberation at Board of Directors" have been established. The annual plan for reporting important matters is set forth in the annual agenda plan of Board of Directors, and efforts are made to manage the Board of Directors so that appropriate information is reported by the executive divisions.

Effectiveness of the board:

The effectiveness of the Board of Directors, including the Compensation and Nomination Advisory Committee, is evaluated through a questionnaire survey conducted once a year by an external organization targeting all Directors, and opinions are gathered for the improvement of the Board of Directors. The results are analysed and evaluated, and the Board of Directors holds a discussion and reviews the results. The board then evaluates its effectiveness based on the aggregated results from the external organization. In addition, based on the issues and opinions extracted through the questionnaire, we are making improvements to improve the effectiveness of the Board of Directors.

<Reference: Effectiveness evaluation in FY2025 (for the fiscal year ending in December 2025)>

[Questionnaire by an outside institution, results of evaluation]

Time Period: December 2025

Participants: 7 Directors (excluding Directors who are Audit & Supervisory Committee Members, including 3 outside directors),
4 Directors who are an Audit & Supervisory Committee Member (including 3 outside directors); 11 in total

Evaluation method: by selecting one in five levels ("5: Effective, Appropriate" to "1: Improvement required, Inappropriate")

Evaluation items (themes): "Structure and Management of the Board of Directors," "Management and Business Strategies,"
"Corporate Philosophy and Risk Management," "Performance Monitoring and Management Evaluation," "Dialogue with shareholders etc".

Evaluation based on the answers to a total of 27 questions and comments (optional)

Evaluation results: The Board of Directors evaluated the average score per question and the comments and confirmed that the efficiency of the board is roughly assured.

Items highly evaluated:

"(1) The relationship between internal and outside directors is healthy, and various aspects of corporate activities, including initiatives to enhance corporate value, are being appropriately discussed", "(2) Based on the results of the Board effectiveness evaluation questionnaire, there is a clear commitment to addressing areas requiring improvement, and sincere efforts are being made toward such improvements", "(3) With a commitment to incorporating into management the opinions, expectations, and concerns of shareholders and other stakeholders from their perspective, our company receives such feedback through the disclosure of IR information and other means, shares an overview thereof at meetings of the Board of Directors, and conducts dialogue with shareholders and other stakeholders in an appropriate manner" etc.

Issues identified in the survey:

"(1) Further reporting to the Board of Directors on deliberations concerning the succession plan is necessary", "(2) Additional reporting and discussion regarding the human resources, DX, and sustainability strategies are required", "(3) The provision of information necessary for deliberations on important strategies needs to be further enhanced.", etc.

Status of response/improvement to issues:

"(1) With respect to providing further reports to the Board of Directors on deliberations concerning the succession plan, necessary information will be provided as appropriate, primarily through regular reporting to the Board on the progress of various initiatives under the succession plan launched in FY2024", "(2) With respect to further reporting and discussion on the human resources, DX, and sustainability strategies, necessary information will be provided as appropriate by expanding reporting opportunities at Board meetings, utilizing off-site meetings, and conducting site visits", "(3) With respect to further enhancing the provision of information

necessary for deliberations on important strategies, opportunities and information required for meaningful discussions will be expanded by enhancing the process leading up to resolutions through the effective use of matters submitted for deliberation, as well as by enriching the provision of information related to discussions and deliberations on the execution side, including the sharing of management meeting materials and minutes."

Training for Directors and etc.:

Our company provides opportunities for seminars and social gatherings for directors to deepen their understanding of our company's business challenges and to acquire the necessary knowledge of corporate governance, financial affairs and laws. We bear the expenses of these.

Upon appointment, our company conducts internal orientation sessions as necessary. In particular, to enhance their knowledge of corporate governance, our company provides training opportunities as needed, including participation in external seminars for newly appointed directors, thereby establishing a framework that enables them to acquire the knowledge required of Directors, including their roles and responsibilities.

After appointment, our company continues to provide opportunities such as seminars and exchange meetings so that Directors may continuously enhance their knowledge of our company's management issues, finance, and legal compliance. We expect Directors who are Audit & Supervisory Committee Members to acquire wide knowledge through attending various meetings of the Japan Audit & Supervisory Board Members Association as its members and seminars held by the Japan Industrial Management & Accounting Institute. For our outside directors, we provide opportunities to acquire knowledge concerning our company's business operations through participating in various events and site visits. In addition, in order to seek management judgment from an independent perspective, we also hold monthly "Outside Directors Seminar," in which executive officers and executives give presentations on the operational challenges facing our company as well as the management visions, goals, and challenges of the divisions under their jurisdiction, providing an opportunity for outside officers to develop an understanding of these topics.

For our executive officers and the candidates for our company's senior managers who are candidates for Representative Director, we provide external training courses, such as a Master of Business Management, so that they can acquire the knowledge necessary for executive managers, including global business management, financial literacy, business strategies and governance. We consider the above training a good method for training successors of top management.

(iii) Compensation and Nomination

In order to obtain the opinions of independent outside directors concerning important matters such as the compensation and nomination of directors and officers, our company has established a fair and highly transparent discretionary Compensation and Nomination Advisory Committee chaired by an independent outside Director- with three out of four committee members as independent outside directors—as an advisory body to the Board of Directors. Our board greatly respects the committee's report when making decisions.

Please also refer to "Establishment of Discretionary Committee, Composition of Committee, and Attributes of Head (Chairperson) of the Committee" in this report.

(iv) Audits

A. Audit & Supervisory Committee

The Audit & Supervisory Committee consists of one director who is a full-time Audit & Supervisory Committee member and three outside directors (part-time) who are Audit & Supervisory Committee members and has a total of four members. As a rule, The Audit & Supervisory Committee will hold regular meetings once a month and extraordinary meetings as necessary. In addition, the Company has appointed staff to assist the Audit & Supervisory Committee in its duties, thereby enhancing its audit and supervisory functions.

(Reference) During the fiscal year under review, the Audit & Supervisory Committee held a total of 17 meetings, and the attendance rate of each member was 100%. The Audit & Supervisory Committee will conduct effective audits while further strengthening cooperation with the Internal Auditing Division, our company's internal auditing unit.

(Activities of the Audit & Supervisory Committee in FY2025)

The Audit & Supervisory Committee conducts its activities throughout the year in accordance with the Audit & Supervisory Committee Regulations and the Audit & Supervisory Committee Audit Standards established by the Audit & Supervisory Committee,

as well as the audit policy, division of duties, etc. The Audit & Supervisory Committee Members attend meetings of the Board of Directors and other important meetings, express objective and fair opinions on overall management and individual matters, and audit the status of the execution of duties by Directors by investigating the legality and the status of internal controls. In addition, audits are conducted by inspecting important documents, etc. and investigating subsidiaries, etc., and the results of these audits are reported to the Audit & Supervisory Committee, thereby auditing the status of the execution of duties by business execution divisions. The Audit & Supervisory Committee Members conduct audits in accordance with the Audit & Supervisory Committee Regulations and the Audit Standards of the Audit & Supervisory Committee to determine whether the execution of duties by Directors is conducted appropriately in accordance with laws and regulations, the Articles of Incorporation, etc. The Audit & Supervisory Committee also confirms the status and results of audits by the Accounting Auditor. In addition, the Audit and Supervisory Committee Members conduct audits of NX Group companies from the perspective of consolidated management and in relation to the consolidated financial statements. In order to prevent inappropriate transactions or accounting treatment between the Company and NX Group companies, the Audit & Supervisory Committee Members cooperate and exchange information with the Audit & Supervisory Committee Members of NX Group companies, and strive to conduct efficient audits. During the fiscal year under review, we established the following priority audit items as specific audit activities, and conducted effective audits.

- Status of compliance with laws and regulations, the Articles of Incorporation, and company regulations
- Progress of "NX Group Management Plan 2028"
- Development of Management Measures and Performance
- Status of property preservation
- Status of establishment and operation of internal control system
- Status of operations of subsidiaries and affiliates (including overseas subsidiaries)

B. Internal Auditing Division

For internal auditing, our company established the Internal Auditing Division (44 employees in Japan and 20 employees in overseas regions as of the end of FY2025). According to the annual audit plan, our company conducts internal audits of our subsidiaries (both in Japan and overseas) and internal control audits related to financial reporting based on Japan's Financial Instruments and Exchange Act.

The Internal Auditing Division, in accordance with the "NX GROUP Audit Regulations," conducts internal audits to evaluate the effectiveness of risk management, control, and governance processes for the governance system that our company and its subsidiaries should establish to achieve their management objectives and sustainable growth. It also conducts independent and objective assurance and advisory activities with the aim of contributing to the proper execution of operations, enhancing management efficiency, and contributing to operational efficiency and improvement.

In internal control audit activities, we set key audit items and strive to conduct effective audit activities. The following were the key audit items for the internal audit in FY2025.

Internal audit in Japan: Business operations, receipt and placement of illegal work orders, safety promotion, credit management and evidence-based accounting, and harassment prevention efforts

Overseas internal audit: Credit and debt management, purchasing management, and outsourcing management

In internal control audits in Japan, an audit round-table meeting is held for the organization being audited to provide a forum for review after the audit inspection. After sharing the causes and risks of the issues pointed out, advice is provided for improvements to be formulated by the organization being audited, and the commitment of the organization to implement the improvement plan is confirmed. As for the issues pointed out, a follow-up audit is conducted three months after the audit to confirm the status of improvements.

In addition, our company conducts J-SOX by auditing the design and operation of "internal controls regarding credibility of financial reporting," evaluating the effectiveness of internal controls, and performing procedures in accordance with the internal control reporting system (such as preparation of "internal control reports"). For overseas internal control audits, in order to conduct audits efficiently and flexibly, an auditor under the jurisdiction of our company's Internal Auditing Division has been assigned to each overseas headquarter, and the roles, functions, and reporting lines of such auditors have been reorganized.

Subsequently, recruitment of local auditors has been implemented and is currently being consolidated and expanded.

C: Accounting auditor

Deloitte Touché Tohmatsu LLC was selected as an accounting auditor. This audit firm conducts audits as an independent third party.

The firm audits our company and its consolidated subsidiaries in accordance with the audit plan and in collaboration with the Audit

& Supervisory Committee and our Internal Auditing Division.

Our company has established a highly objective auditing system by conducting Audit & Supervisory Committee audits, internal audits and audit by accounting auditors ~~accounting audits~~ in an independent and complementary fashion.

(v) Execution of Duties

The business operations execution framework consists of five divisions under the leadership of the President and Representative Director who is delegated by the Board of Directors to make important business decisions and execute duties, and a certain amount of authority is delegated to each division to allow them to quickly implement the business plan as single units. In conducting business, each group company fulfils its roles and responsibilities as delegated to them by our company as the group headquarters, and in this role, our company oversees the conduct of each group company's business. The "NX GROUP Governance Regulations" and the "Group Approval Authority Table" accompanying the regulations stipulate the group management system and matters delegated to group companies, and are reviewed as necessary to promote efficient and effective group management.

The status of various meetings related to business execution is as follows:

[Board of Executives]

Roles: An advisory body to the President, which discusses important matters related to overall management and reports on the status of Executive Officer business execution.

Chairperson: President

Structure: Vice President, Chief Managing Officers, (4 as of the date of submission), and the Executive Officer in charge of the division proposing the agenda for discussion,
Supervision by Directors, full-time Audit & Supervisory Committee Members, etc.

Main agenda: Discussions on important business execution decisions such as investment projects delegated by the Board of Directors, progress reports on important matters and other matters decided by the Board of Executives, etc.

[Board of Officers]

Roles: Discussion of policies related to overall business execution, resolution within the scope of delegation from the Board of Directors (Resolution of Representative Director), and instructions from the president and each chief managing officer

Chairperson: President

Structure: Participation of executive officers (18 as of the date of submission), representatives of group companies, etc.
Supervision by Full-time Audit & Supervisory Committee Member and attendance of group company directors, etc. as observers

Frequency: In principle, once a month except for months when the Group Management Committee is held.

Main agenda: Instructions and communications from the President and Chief Managing Officers of each division, reports on the status of business execution from each Executive Officer, etc.

[Group Management committees]

Role: To enhance inter-group cooperation and foster a sense of unity by providing instructions and communication on group business policies, and reporting on business progress from operating companies.

Chairperson: President

Composition: Executive officers, presidents of major group companies, senior management, etc.
Attendance of full-time Audit & Supervisory Committee Members for supervision, etc.

Frequency: Quarterly and as necessary (2 meetings were held in 2025)

Main agenda: Instructions on group management policies, communication of policies of each headquarter, reports from group companies on individual themes related to group management, etc.

[Summary of other executive division committees]

As committees involved with internal control, we established a Risk Management Committee, which is in charge of drawing up risk management policies and establishing the group's risk management system and held 2 times a year; a Compliance Committee, which is in charge of establishing and implementing the group's compliance system and held four times a year; a Crisis Management Committee, which is in charge of establishing a response in advance and taking action after the emergence of risks and crises and

held as needed, and a System Risk Countermeasures Committee, which is in charge of establishing a system for information system security and taking action when security incidents occur and held two times a year. Important matters discussed by each committee shall, depending on the relevant approval criteria, be submitted to the Board of Directors for approval, or reported to the board of directors on a regular basis, and the Board of Directors shall oversee these activities.

As committees involved in business strategy, we established a Sustainability Promotion Committee, which is responsible for addressing issues related to sustainability and planning group policies and held two times a year, an Investment Committee, which is responsible for discussing approaches to M&A projects and held as needed, and CVC Steering Committee, which is responsible for discussing investment intentions for selected investments in CVC funds in which the Board of Directors has made a resolution to make investments and held as needed. Important matters discussed by the Sustainability Promotion Committee shall, depending on the relevant approval criteria, be submitted to the Board of Directors for approval, or reported to the board of directors on a regular basis, with the board overseeing these activities. In addition, projects discussed by the Investment Committee are, depending on the relevant approval criteria, submitted to the Board of Directors for approval, which decides on corporate acquisitions and other matters. The progress of investment projects is regularly reported to the board of directors, and necessary discussions are held among the relevant divisions and operating companies at meetings such as those of the PMI Joint Council. The investment status in the CVC fund shall also be reported regularly to Board of Directors.

In addition, 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.

(vi) Overview of Agreements to Limit Liability

In accordance with the Articles of Incorporation, our company and outside Directors Yojiro Shiba, Yumiko Ito, and Tsukiko Tsukahara, Director & Audit & Supervisory Committee Members Takashi Nakamoto, outside Director Ryuji Masuno, Yoko Kudo, and Chie Ikegawa have entered into an agreement to limit their liability, providing that they satisfy conditions prescribed by laws. Under the agreement, the limit of liability shall be an amount stipulated by laws.

(vii) Overview of the Indemnification Agreement

In order to secure capable personnel and prevent undue hesitation in the execution of duties, our company has entered into indemnification agreements as provided for in Article 430-2, Paragraph 1 of the Articles of Incorporation with all Directors (including Directors who are Audit and Supervisory Committee Members). Pursuant to such agreements, our company shall indemnify the expenses set forth in Item 1 of said paragraph and the losses set forth in Item 2 thereof, within the scope permitted by law.

3. Reasons for Adopting Current Corporate Governance Structure

Our company is a company with an Audit & Supervisory Committee, having transitioned from a Company with a Board of Company Auditors following a resolution at the 2nd Ordinary General Meeting of Shareholders held on March 28, 2024. This decision was made for the following reasons. A company with an Audit & Supervisory Committee is an organization in which decision-making authority for many important business operations can be delegated to the President and other executive directors, thereby speeding up decision-making and allowing the Board of Directors to focus on discussions of important management issues such as sustainability management and the business portfolio to realize our group's long-term vision. In addition, by separating business execution and supervision and appointing directors who are members of the Audit & Supervisory Committee with voting rights in the Board of Directors, it allows for the strengthening of the Board of Directors' supervisory function. Meanwhile, we believe that the establishment, separate from the Audit & Supervisory Committee (which has the right to express opinions on the selection and dismissal of directors and their compensation), of a voluntary Remuneration and Nomination Advisory Committee, the majority of whose members are outside directors who are not members of the Audit & Supervisory Committee, will enable our company to achieve highly effective supervision and auditing while ensuring that the roles of remuneration/nomination and auditing are assigned separately. In terms of the overall composition of the Board of Directors, by having 6 of the 11 members (as of the date of submission) be outside directors, our company is able to incorporate the knowledge of outside experts who also speak for shareholders and other stakeholders when discussing important management policies and other matters, while at the same time properly maintaining the Board's supervisory function.

Accordingly, we have determined that this structure sufficiently ensures the objectivity and neutrality of the management oversight function, and that the composition of the Board of Directors within the current structure is appropriate.

In order to realize our vision for 2037 of becoming a “logistics company with a strong presence in the global market,” we will continue to discuss ways to globalize our management structure and improve our corporate governance with a view to increasing our corporate value.

III. Implementation of Measures

1.Measures to Revitalize Shareholders' Meetings and Facilitate Voting **[UPDATED]**

<p>Early Notification of General Meetings of Shareholders</p>	<p>Our company’s record date is December 31, as stipulated in our articles of incorporation. In accordance with laws and ordinances, announcements of the electronic provision of the “Notice of Convocation of the Ordinary General Meeting of Shareholders” and the convocation notice will be sent after a certain period of time has been secured for financial settlements to be processed and the associated accounting audits to be carried out. In addition, we will endeavor to announce the measures for electronic provision and to send out the convocation notice as soon as possible.</p>
<p>Electronic Voting Facilities</p>	<p>Our company has adopted an online voting system that enables investors to exercise their voting rights via the Internet, smartphone or cellular phone.</p>
<p>Scheduling of General Meetings of Shareholders to avoid congestion</p>	<p>Our company’s fiscal year ends in December, and an ordinary general meeting of shareholders is held in March each year.</p>
<p>Measures Including Platform for Electronic Exercising of Voting Rights to Improve Voting by Institutional Investors</p>	<p>Our company has introduced an Electronic Voting Platform called the Tosho Platform for institutional investors to vote electronically.</p>
<p>Provision of an English summary of the Convocation Notice of the General Meeting of Shareholders</p>	<p>In the interest of creating an active shareholders' meeting and to facilitate voting, an English version of the convocation notice will be made available.</p>
<p>Others</p>	<p>Both the English and Japanese versions have been posted on our company's web site.</p> <p>The URL of our company's website regarding the "Shareholders Meetings" is as follows:</p> <p>(Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/event/general-meeting/ (English Website) https://www.nipponexpress-holdings.com/en/ir/event/meetings/</p> <p>In addition, by providing live streaming of general shareholder meetings (hybrid-participation virtual general shareholder meetings), shareholders who are unable to attend the meetings are able to view them from their homes.</p> <p>As part of the support provided to shareholders with disabilities, our company implements measures such as ensuring barrier-free access, providing guidance to the venue, offering written communication support at the reception desk, and arranging sign language interpretation services. Furthermore, real-time Japanese and English subtitles are displayed on the live-streamed video, thereby enhancing accessibility to information for the exercise of voting rights.</p>

2.IR Activities **[UPDATED]**

	Supplementary explanation	Explanation in Person by Representative
Establishment and Announcement of Disclosure Policy	<p>Respecting the principles of the "Fair Disclosure Rules" set forth in the Financial Instruments and Exchange Act, our company has established and posted the disclosure policy on its website for the purpose of enriching communication, and maintaining and improving relationships of mutual trust, through timely and appropriate disclosure of fair and highly transparent information, as well as through dialogue with stakeholders including shareholders and investors.</p> <p>Our company's Disclosure Policy is available on our websites: (Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/disclosure/ (English Website) https://www.nipponexpress-holdings.com/en/ir/disclosure/</p>	-
Regular Meeting for Private Investors	<p>1. Briefing for individual investors Our company participates in meetings held by securities firms and reports our business operations and achievements to private investors. 【Meetings held in FY2025】 In FY2025, IR seminars for individual investors was held online (held on May 26 and December 25, 2025).</p>	No
Regular IR Meetings for Financial Analysts and Institutional Investors	<p>Our company holds various briefings for securities analysts and institutional investments as follows:</p> <p>1. Financial results briefing Every six months, on the day of the announcement of the company's yearly and half-yearly financial results, we hold a financial results briefing where the President, Chief Managing Officers and other executives explain the details of the results and answers questions. (live streaming in Japanese and English) When the financial results for the first and third quarters are settled, the officer in charge of finance explains the details and respond to questions at online meetings, etc. The contents of and main questions and answers at the above quarterly Results Meetings are posted on our website. On-demand videos of the annual and semi-annual financial results briefing are also available in English as well as Japanese audio. (Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/event/data-room/ (English Website) https://www.nipponexpress-holdings.com/en/ir/event/presentations/</p> <p>2. Small meeting and IR conferences sponsored by securities firms A small meeting between analysts/institutional investors and our President and other executives are held as appropriate.</p>	Yes

	<p>【Meetings held in FY2025】 May 4, 2025: Held in face-to-face format with 6 participants</p> <p>We have been holding small meetings once a year with outside directors as the main speakers December 16, 2025: Held in hybrid format with 19 participants</p> <p>We will also actively participate in conferences sponsored by securities firms, viewing them primarily as opportunities to meet with foreign investors.</p> <p>【Major participation in FY2025】 First half of 2025: Participation in 6 events (US) 7 events (Hong Kong, Singapore) Second half of 2025: Participation in 6 events (UK)</p> <p>3. Investor Day “IR-Day” Business briefings and investor days (IR Day) are held as appropriate for analysts and institutional investment investors, where Representative Director President and each Executive Officer and General Manager explain the Company's initiatives by business and other themes.</p> <p>【Results of IR-Day held in FY2025】 Regarding the initiatives in the business plan to achieve the long-term vision, a meeting was held in a hybrid format on September 22, 2025. The topics included acceleration of business growth in the global market, restructuring of the Japanese business, and sustainability management and HR strategies.</p> <p>Materials for IR Day and other briefings related to our management policy and business strategy are available on our website under "Investor Day." (Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/event/policy-meeting/ (English Website) https://www.nipponexpress-holdings.com/en/ir/event/plan/</p>	
<p>Regular IR Meetings for Overseas Investors</p>	<p>In addition, the President / Representative Director and Executive Officers responsible for Corporate Planning Division hold regular meetings with overseas investors via conference call and participate in conferences hosted by securities firms. In addition to travel to overseas investors and in-person interviews, we also proactively conduct interviews via web conferencing and etc.</p>	<p>Yes</p>
<p>Posting of IR Materials on NIPPON EXPRESS HOLDINGS Website</p>	<p>Integrated Report, Earnings Report, Earnings Presentation Materials, Main Questions and Answers at Earnings Presentations, Securities Report, Business Plan, Reports, IR Calendar, Sustainability Report, and Monthly Report are posted on our company's website. “For Investors:” (Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/ (English Website) https://www.nipponexpress-holdings.com/en/ir/</p>	<p>-</p>

	<p>Our company also has a website for private investors which exhibits shareholder returns, our business development, our strengths and goals.</p> <p>(Japanese Website)</p> <p>https://www.nipponexpress-holdings.com/ja/ir/individual/</p>	
Person or Division in Charge of IR	<p>The Investor Relations Promotion Group has been established within the Corporate Planning Division and the Director in charge of the Corporate Planning Division manages IR activities.</p>	-
Others	<p>1.Handling of individual interviews</p> <p>We mainly handle individual interviews with analysts by phone, web conferences. The dialogue is based on our company's business conditions, including trends in the logistics market and the business environment, using financial results presentation materials and monthly disclosed information, etc.</p>	-
	<p>2.Main matters of interest to shareholders and investors and matters incorporated following dialogues</p> <p>As discussed above, our company engages in various forms of dialogue with investors, and the topics of dialogue and matters of interest to investors range from an overview of financial results, performance outlook, trends in the logistics market and the business environment, management strategy, profit improvement, M&A strategy, and shareholder returns. The Board of Directors is regularly informed of the views expressed so that they can be reflected in business management.</p> <p>As examples of specific matters incorporated based on the dialogue, based on the questions we have received regarding our business trends, especially the trends in our air and marine forwarding business, we have included "Trends in Gross Profit and Gross Profit Margin of Airfreight Export Business from Japan and Overseas Segment" from Q2 FY12/2022, and "Trends in Gross Profit per TEU of Ocean Freight Export Business from Japan and Overseas Segment" from Q1 FY12/2023, in the supplemental materials of the financial results briefing, in order to further promote understanding. In addition, in individual interviews, there has been a strong demand from shareholders for disclosure of income and expenditure by business segment, so from Q2 FY12/2024, we have included in our financial results briefing materials the actual quarterly sales and operating income figures for each business segment (air and marine forwarding, logistics, and other) in Logistics Japan and Overseas. In addition, at the announcement of the full-year financial results for the fiscal year ended December 2024 in February 2025, our company prepared and published materials outlining an "Update on Initiatives to Enhance Corporate Value."</p> <p>3.Business observation tours</p> <p>In order to help investors gain a better understanding of our business, we will also hold tours of facilities such as the business locations of Nippon Express, our main operating company, and the business locations of our overseas companies as needed, taking requests and necessity into account.</p>	

	<p>4. Report to Shareholders</p> <p>We deliver a report twice a year to our shareholders to help them understand the business conditions and operations of our group.</p> <p>Our company's business reports for shareholders are available on the corporate website.</p> <p>Business Reports website URL:</p> <p>(Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/library/report/</p> <p>(English Website) https://www.nipponexpress-holdings.com/en/ir/library/report/</p>	
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3. Initiatives Relating to Respect for Shareholders' Positions **(UPDATED)**

<p>Internal Guidelines for Respecting Shareholders' Positions</p>	<ul style="list-style-type: none"> • Our entire company group has incorporated “contributing to society through logistics” into our corporate philosophy. Policies and activities to respect our stakeholders and establish good relationships with them are stipulated in the “NX GROUP Charter of Conduct” and group compliance regulations. • And, based on our Corporate Philosophy, our Corporate Message and the commitment to “Safety, Compliance and Quality” written in our Charter of conduct as a value to be cherished, our company outlined our initiative to collaborate with stakeholders in our “Long-Term Vision,” which visualizes the position our group wishes to achieve in 2037—100-year anniversary of our group founding. We clearly state that we will achieve business growth by working together with all stakeholders including “customers and the general public,” “shareholders” and “employees.” • Based on the above, we have established the “NX GROUP Sustainability Policy” and the “NX GROUP Sustainability Vision” as our basic approach to sustainability and the vision of what we should aim for. Based on the foregoing, our company has established the Stakeholder Engagement Policy in February 2026 with the aim of accurately identifying the expectations and requests of stakeholders toward the NX Group, as well as relevant social issues, through dialogue with stakeholders, and responding to them in pursuit of the realization of its corporate philosophy. <p>Our approach to sustainability can be found in “Sustainability” on our website: (Japanese Website) https://www.nipponexpress-holdings.com/ja/sustainability/ (English Website) https://www.nipponexpress-holdings.com/en/sustainability/</p>
<p>Implementation of Environmental Protection Activities, CSR Activities, etc.</p>	<p>1. Promotion of Sustainability Management</p> <p>We recognize that in order to achieve sustainable growth and increase corporate value, it is essential to appropriately address issues relating to sustainability and promote sustainability management. Our board recognizes these efforts as an important risk management issue, and our Board of Executives and Board of Officers also consistently take up this matter as an agenda topic.</p> <p>In January 2023, the NX Group formulated the “NX GROUP Sustainability Policy and Vision” to promote sustainability management as a unified group, in which we set forth the three values of “Economic value,” “Environmental value,” and “Social value.” Through our business operations, we aim to realize a sustainable society, including the development of logistics services that contribute to creating such a society. Moreover, in August of the same year, the “NX GROUP Human Rights Policy” was formulated, followed by the “NX GROUP Sustainable Procurement Policy” in December. We will continue working to achieve a sustainable society through responsible business activities and the use of dialogue with our shareholders, investors, and other stakeholders.</p> <p>In order to put this approach into practice, in conjunction with the formulation of the “NX Group Business Plan 2028,” the Board of Directors has resolved to review the Group's Key Issues (materiality) and is undertaking initiatives to address each of them.</p>

[Key Issues (Materiality)]

- Develop and strengthen sustainable solutions (main initiatives: strengthen materiality solutions, strengthen decarbonized logistics solutions, etc.)
- Solidify global supply chain (main initiatives: improvement of IT infrastructure and security level, promotion of DX to increase efficiency, quality, and profitability of logistics)
- Strengthen response to climate change (main initiatives: reduce CO2 emissions associated with fossil fuel use, reduce electricity use, expand introduction of renewable energy, etc.)
- Enhancement of human capacity to foster innovation (main initiatives: securing and developing excellent human resources, enhancing well-being, etc.)
- Respect for human rights and responsible corporate activities (main initiatives: ensuring safety and security, respect for human rights, etc.)

2. Implementation of Environmental Protection Activities

In the "NX GROUP Corporate Philosophy," our group clearly states its status and relationship to society as "contributing to society through logistics and bringing an enriched life to future generations."

As for our efforts to protect the environment in particular, we stipulated the "NX GROUP Environmental Charter" and the "Environmental Regulations," and have been purposefully implementing activities. At the same time, in order to promote environmental management as a unified group, we regularly discuss various measures related to environmental management at the "Sustainability Promotion Committee," and are working on measures to promote environmental management.

Extreme weather patterns due to the progression of the global warming associated with climate change can lead to closures of main highways and service disruption of railway containers and air cargo. These can cause serious damage to our logistics business. Also, waste reduction will lead to a reduction of environmental burdens and thus a reduction of our business costs.

In January 2023, the NX Group set a mid- to long-term CO2 emissions reduction target, and has been working to reduce CO2 emissions across the NX Group by introducing environmentally friendly vehicles and renewable energy. Following our support for the recommendations of the TCFD in May 2022, we submitted a letter of commitment to SBTi in May 2023 and obtained SBTi certification in June 2025.

We are a logistics company which uses fossil fuels and emits carbon dioxide. Therefore, we recognize that global environment protection is a very important issue as well as creating new business models and improving corporate value. We are promoting initiatives such as proposals for transportation with reduced environmental impact using CO2 visualization tools such as One Stop Navi, Eco Trans Navi, and NX-GREEN Calculator.

We are also promoting modal shifts and joint logistics, the introduction of vehicles with low environmental impact such as EVs, and the use of alternative fuels such as SAF and biofuels.

We will continue to contribute to the realization of a sustainable society through our business activities and enhance our corporate value.

3. Compliance promotion system

Regarding the compliance framework that serves as the foundation for sound corporate activities, we have established the Compliance and Risk Management Division within the Risk Management Headquarters and formed a Compliance Committee chaired by the President to promote a unified approach to compliance management across the Group.

Furthermore, to embody our corporate philosophy, we have established the "NIPPON

	<p>EXPRESS GROUP Charter of Conduct,” which defines the nature of our daily activities and provides guidance on how to act, through a resolution of the Board of Directors, and have established the “NX GROUP Compliance Regulations” to ensure sound, transparent, and fair business activities.</p> <p>These codes of conduct are posted on the company intranet and provided as portable compliance cards so that each employee can review them as needed to ensure understanding and adherence.</p> <p>To ensure that all employees understand and act in accordance with these codes of conduct, we have made them available on portable compliance cards and on the company intranet so that employees can refer to them as needed. In addition, we have compiled these guidelines into the “NX GROUP Compliance Handbook” (available in 16 languages), distributed it to all Group employees and executives, including those at Global Group companies, and made it available on the internal intranet. We also raise awareness through group training sessions such as rank-based training and new employee orientation, on-the-job training, and e-learning.</p> <p>In order to further spread awareness of the code at group companies, including those overseas, we set down the “Competition Law Compliance Regulations,” “Anti-Bribery Regulations,” and “Personal Information Protection Regulations” as group regulations, as well as drawing up guidelines for each. We are now working to establish systems and ensure implementation.</p> <p>We publish the Integrated Report and the Sustainability Report in order to report the NX GROUP’s policies and activities concerning Sustainability to the stakeholders in a clear and easy-to-understand manner.</p> <p>The website of “IR Library”: (Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/library/ (English Website) https://www.nipponexpress-holdings.com/en/ir/library/</p>
<p>Establishment of Policy on Providing Information to Stakeholders</p>	<p>Our Company has established a disclosure policy on its approach to timely and appropriate disclosure of fair and highly transparent information, and will disclose information accordingly.</p> <p>The disclosure policy is disclosed on our website. (Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/disclosure/ (English Website) https://www.nipponexpress-holdings.com/en/ir/disclosure/</p>
<p>Other</p>	<p>1. Initiatives for Safety and Health</p> <p>Ensuring safety and health in the working environment allow our group employees to work in confidence. Also, traffic safety and work safety are social responsibilities we must enforce when we operate logistics business. These are also the sources of the strength of our company’s service. Therefore, we place great importance upon these.</p> <p><NX GROUP Safety Philosophy> “Safety takes precedence over everything else” Ensuring safety is the foundation of management and is a corporate social responsibility.</p> <p><NX GROUP Health Philosophy> “Fill workplace with health and smiles” Health is the wish of everyone and provides vitality for the company and its employees to continue to grow</p>

	<p>As for safety, Nippon Express, one of our major subsidiaries, has established the “Commitment to Safety” which expresses our strong determination to prevent accidents and disasters, with the aim of raising company-wide awareness of safety, and shares it throughout the Group.</p> <p>In the area of health, we have made the "NX GROUP Health Declaration" as a priority initiative to promote health management, and are promoting various initiatives by creating a health management map showing management issues and measures to be solved through health management at each group company, and by building a health management promotion system.</p> <p>Information regarding our safety and health initiatives is available in our company’s Sustainability Report, Integrated Report and on our website. NX GROUP Sustainability Report Website: (Japanese website) https://www.nipponexpress-holdings.com/ja/csr/report/ (English website) https://www.nipponexpress-holdings.com/en/csr/report/</p> <p>NX GROUP Integrated Report and Annual Report Website: (Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/library/annual/ (English Website) https://www.nipponexpress-holdings.com/en/ir/library/annual/</p>
	<p>2.Initiatives for Promoting Diversity</p> <p>The NX Group has established the “NX GROUP Basic Policy for Diversity Promotion” and the “NX Group Human Resources Policy” by resolution of the Board of Directors. Our company regards its employees as “human assets” and is committed to recognizing diverse perspectives and values and working to ensure that they lead to sustainable growth.</p> <p>[Development of the NX Group Human Resources Policy]</p> <p>The NX Group’s approach and policies regarding “human assets” are to be used as a common foundation to address various human resources issues in the Group and globally, and to maintain consistency in the Group’s human resources strategy. We also believe that by disclosing our policies, we can clarify “the profile of the human resources we seek” and “our Company’s commitments,” which will help us secure human resources and increase corporate value and engagement. The “Company’s commitments” in the policy states that the Company is dedicated to diversity, providing a place where diverse human resources can work together to create new value, and where all members of the company can work with a sense of unity.</p> <p>[NX GROUP “Basic Policy on Diversity Promotion”]</p> <p>By promoting diversity and creating an environment where all employees respect each other's diversity and maximize the power of each employee, we will realize "self-growth and self-fulfillment for employees" and "sustainable growth and improvement of corporate value of NX GROUP".</p> <p>“Respect for Diversity”</p> <p>We will respect each other regardless of age, gender, sexual orientation, gender identity, nationality, disability, etc.</p> <p>The NX Group Diversity Promotion Subcommittee and HR strategy meeting meet to share information on the current state of diversity promotion within the NX Group and any related issues.</p> <p>In order to foster company-wide awareness, for example, in Nippon Express, a major</p>

subsidiary, the President himself has made a top-level commitment, and individual branch managers, who serve as the heads of organizations, have issued a “Branch manager diversity declaration” on the Company portal site to continuously demonstrate within the Company a determination and commitment to the aggressive promotion of diversity throughout the company.

In addition, a diversity promotion manager will be assigned to each division, unit, and branch and the status of the initiatives will be shared at the diversity promotion manager meetings that will be

held on a regular basis.

Furthermore, in November 2024/2025, in NXHD and Nippon Express, we received a silver rating in the PRIDE Index (a framework for creating workplaces in Japan that are comfortable for LGBTQ+ people to work in, transcending the frameworks of companies and organizations).

[Improving Engagement]

The NX Group believes that a strong sense of belonging, a strong ability to contribute, and the realization of an environment in which employees can demonstrate their abilities will lead to sustainable growth and corporate value through increased productivity. In order to measure these factors quantitatively, we have conducted the NX Engagement Survey for our major subsidiaries, including those overseas, since FY2023.

We will quantitatively assess the state of diversity by utilizing results segmented by attributes such as job category, years of service, age, and gender, and aim to create a workplace environment in which diverse talent, including women, can thrive. In addition, each domestic Group company will clarify issues through understanding and analysis at the organizational level, and will develop workplace environments that lead to behavioral change among individual employees, thereby enhancing engagement and contributing to the achievement of the management plan.

The NX Engagement Survey will be conducted annually to monitor changes and verify the effectiveness of measures, and the PDCA cycle will be used to achieve sustainable growth and improve corporate value by harnessing the achievements of our diverse human resources as a strength.

In the Japan Region, the NX Group has set KPIs to ensure diversity within the company, such as the proportion of women in management positions, the uptake rate of paid leave, the rate of male employees taking childcare leave, and the employment of people with disabilities, and will continue to promote the creation of a comfortable working environment.

Furthermore, in order to enable employees to proactively shape their own careers, our company has introduced an internal job posting system that allows employees to apply for positions open within the Group, thereby establishing a framework to support the realization of their desired career paths. Through this initiative, our company aims to enhance motivation and create growth opportunities, while promoting flexible and sustainable working styles.

For more information on our efforts to promote diversity, please refer to the Sustainability Report and Integrated Report below.

Our Sustainability Report are available on our websites:

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/csr/report/>

(English Website) <https://www.nipponexpress-holdings.com/en/csr/report/>

NX GROUP Integrated Report and Annual Report Website:

	(Japanese Website) https://www.nipponexpress-holdings.com/ja/ir/library/annual/ (English Website) https://www.nipponexpress-holdings.com/en/ir/library/annual/
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IV. Internal Control Systems

1. Basic Policies on Internal Control Systems and Implementation of Policies **[UPDATED]**

NIPPON EXPRESS HOLDINGS has established the following basic policy regarding the development of internal control systems by resolution of the Board of Directors, and has established and operates internal control systems in accordance with this policy:

<The “NX GROUP Basic Policy of the Internal Control System”>

In accordance with *Article 399-13, Paragraph item 1(1) and 1(1)* of the Companies Act (decisions on the development of systems to ensure the appropriateness of business operations) and *Article 110-4, Paragraphs 1 and 2* of the Ordinance for Enforcement of the Companies Act, the following basic policy has been established regarding the “development of systems to ensure that the execution of duties by directors complies with laws and regulations and the articles of incorporation, as well as the development of other systems specified by ordinance of the Ministry of Justice as necessary for ensuring the appropriateness of a stock company’s business operations (referred to as “internal control systems”)” at NIPPON EXPRESS HOLDINGS, INC. (hereinafter referred to as “NXHD”) and the NX GROUP:

- (i) “Systems to ensure that the execution of duties by directors and employees complies with laws and regulations and the articles of incorporation”
- a. The NXHD board of directors consists of directors, including outside directors, and in accordance with laws, regulations, and the provisions of the articles of incorporation’s “Board of Directors Regulations” and “Board of Directors Meeting Agenda Standards,” makes decisions on important matters that affect the entire group and oversees the execution of business operations. Outside directors shall be appointed to maintain and strengthen the board’s role in overseeing the performance of duties by directors.
 - b. NXHD’s Representative Director and other directors shall report to the board of directors on the performance of their duties and other important matters in accordance with the provisions of the Board of Directors Regulations and Board of Directors Meeting Agenda Standards.
 - c. The NXHD’s Audit and Supervisory Committee shall conduct audits in accordance with the provisions of the “Regulations of the Audit and Supervisory Committee” and the “Audit and Supervisory Committee Auditing Standards” to ensure that directors perform their duties properly in accordance with laws, regulations, and the articles of incorporation.
 - d. NXHD’s directors, executive officers, and employees (hereinafter referred to as “Executives and Employees”) shall act in line with the “NX GROUP Charter of Conduct,” and perform their duties accordingly. The NX GROUP Charter of Conduct serves as a set of standards to ensure compliance with the “NX GROUP Corporate Philosophy,” which is the common philosophy of the NX GROUP, as well as laws, regulations, the articles of incorporation, other internal rules, and social norms.
 - e. In order to ensure thorough compliance by Executives and Employees, NXHD shall appoint a Compliance Committee, establish a Compliance Promotion Division, and lay out necessary regulations such as the “NX GROUP Compliance Regulations,” “NX GROUP Anti-Bribery Regulations,” and “NX GROUP Competition Law Compliance Regulations,” thereby implementing a compliance system that supports legitimate and fair corporate activities by the group as a whole.
 - f. NXHD shall establish the “NX GROUP Whistleblowing System ‘NX Speak Up’ Regulations” and the “NX GROUP Whistleblowing System ‘NX Global Speak Up’ Regulations” and establish the internal reporting system for the prevention, early detection, and remedy of violations of laws and regulations, misconduct, and other violations of corporate ethics by Executives and Employees.
 - g. The Representative Director of NXHD shall be responsible for the establishment and operation of systems to ensure the appropriateness of financial reporting, and shall establish various procedures to ensure the reliability of financial reporting in the form of the “NX GROUP Regulations on Financial Reporting Internal Controls” and the “NX GROUP Accounting Regulations.” In addition, the internal control department, accounting department, etc. shall establish and operate the necessary systems, etc., shall conduct ongoing evaluations to ensure that the establishment and operation of internal controls over financial reporting are functioning effectively and appropriately, and make any necessary improvements.
 - h. NXHD’s internal auditing department shall conduct audits as stipulated in the “NX GROUP Auditing Regulations” to ensure that Executives and Employees perform their duties properly in accordance with laws, regulations, the articles of incorporation, and other relevant rules.
- (ii) “Basic Policy on Elimination of Antisocial Forces and Current Development Status”
- a. NXHD and its subsidiaries shall fully recognize that it is the social responsibility of a company to conduct its business operations in a manner that prevents any transactions with antisocial forces and groups, and shall take a firm stance in practicing social justice.
 - b. The basic policy of blocking all relationships with antisocial forces shall be clearly stated in the “NX GROUP Charter of Conduct” and the “Compliance Regulations of NX GROUP,” and an educational system shall be established to ensure that all Executives and Employees comply with the basic policy. In addition, NXHD shall set up relevant departments, such as a risk management

department and a legal department, to collect information from specialized organizations, etc. on a regular basis, and to raise awareness within NXHD on how to deal with antisocial forces in order to eliminate them.

c. In preparation for any problems that arise, we will, in accordance with a firm policy of never providing funds to antisocial forces, establish a system to promptly deal with the problem by closely cooperating with relevant administrative agencies, legal advisors, and other external specialized organizations.

(iii) "Systems related to the retention and management of information pertaining to the execution of the duties of a director"

Important documents related to the execution of business operations, such as the minutes of Board of Directors meetings and Board of Executives, and documents and other information (including electromagnetic records) relating to directors' performance of their duties shall be properly stored, disposed of, and managed in accordance with the "Document Regulations," and NXHD's directors including Audit & Supervisory Committee members may inspect these documents as necessary.

(iv) "Rules and other systems related to management of the risk of loss"

a. NXHD shall set up a risk management Department to prevent risks that may have a significant impact on NXHD's operations and to establish a risk management system that enables prompt and appropriate responses to emergencies that may arise. NX GROUP defines risk management as preventive activities to limit the occurrence of risks and minimize the damage when they occur, and crisis management as measures to deal with risks that have occurred, and will establish a system to manage these in an integrated manner.

b. Regarding risk management, NXHD shall establish the "NX GROUP Risk Management Regulations" and a "Risk Management Committee" in order to identify the risks facing the NX GROUP and take measures to avoid their effects in advance or minimize them after the fact. The Risk Management Committee identifies risks that may have a significant impact on NXHD's operations, designates a department to deal with each risk, investigates potential countermeasures in cooperation with group companies, and works to prevent risks arising. Reports on the status of risk countermeasures shall be received from group companies and relevant departments and confirmed, and regular reports shall be made to the board of directors.

c. Regarding crisis management, to establish a crisis management framework that enables a swift and appropriate response to emergencies should the risk of loss materialize, the "NX Group Crisis Management Regulations" have been established and a "Crisis Management Committee" has been formed. When a risk materializes, information will be promptly gathered from Subsidiaries in accordance with reporting standards. Furthermore, to ensure the early restoration of business operations and minimize the impact, a crisis response headquarters will be established in accordance with the regulations to respond swiftly. d. For risks related to information systems, NXHD shall establish an information security department and a System Risk Countermeasures Committee to discuss countermeasures against information security risks and to respond to any security incidents in cooperation with the Crisis Management Committee.

e. In order to prevent the risk of loss that may occur in the course of business, NXHD's internal auditing department shall, in accordance with the "NX GROUP Audit Regulations," audit the status of the risk management system and the crisis management system, as well as providing guidance, advice and recommendations.

(v) "Systems to ensure that the execution of the duties of a director is performed efficiently"

a. In accordance with the provisions of the "Board of Directors Regulations" and the "Standards for Deliberation at Board of Directors" the board shall meet to make resolutions on important management policies and strategies, as well as to supervise the execution of duties by directors.

b. In order to ensure prompt decision-making and to strengthen the oversight role of the board of directors, NXHD shall introduce a "Corporate Officer system." Under this system, the execution of NXHD's business is carried out by executive officers who are appointed by the Board of Directors and assigned duties based on matters resolved on by the board, with the board also overseeing their activities.

c. Decisions on important business operations shall be delegated to the President and executive directors by resolution of the Board of Directors, within the scope specified by laws and regulations and in accordance with the Articles of Incorporation. A "Board of Executives" shall be established as a consultative body for executive divisions to discuss important matters in group management, including important business operations delegated by the Board of Directors, and individual matters regarding the execution of business operations shall be delegated to the executive officers responsible for business execution to the fullest extent possible. Delegated matters shall be clearly defined in the "Regulations on Operational Authority" and the "Approval Authority Table."

d. With respect to key group management issues, NXHD shall establish a Sustainability Promotion Committee for sustainability strategies and an Investment Committee for M&A strategies, with these specialized committees holding discussions and making necessary reports. In addition, decisions regarding the establishment of important policies and the implementation of important M&A transactions shall be made by submitting proposals to the NXHD board of directors, and their progress shall be reported to the board on a regular basis.

e. Various measures based on management policies and important matters decided by the Board of Directors and the Board of Executives are directed and communicated to individual executive officers and representatives of group companies at meetings

of the "Board of Officers" and the "NX GROUP Management Committee" to facilitate information sharing and advance integrated group management.

- (vi) "Systems to ensure the propriety of business activities of NXHD and the corporate group consisting of NXHD and group companies"
- a. NXHD shall establish the "NX GROUP Corporate Philosophy" as a common philosophy for the management of its subsidiaries, the "NX GROUP Charter of Conduct" as a common guideline for all group employees to embody this philosophy, and the "NX GROUP Business Plan" as a business strategy to achieve a long-term vision based on this philosophy. In order to conduct management of subsidiaries in accordance with these business policies, the "NX GROUP Governance Regulations" and respective group regulations shall be established to define requirements to be observed by subsidiaries.
 - b. Directors and representatives of subsidiaries shall, in accordance with the "NX GROUP Governance Regulations," the "Group Approval Authority Table," and other group rules and regulations established by NXHD, report important matters relating to corporate management to NXHD department in charge of administrative operations.
 - c. To address various risks related to subsidiaries, NXHD's Risk Management Division establishes the Group's risk management framework, while subsidiaries collaborate with the relevant NXHD departments responsible for administrative services to manage risks. Furthermore, regarding crisis management, NXHD's Crisis Management Division establishes a crisis management framework that enables a swift and appropriate response to emergencies in the event that the risk of loss materializes. Even during normal operations, we will consider measures necessary for business continuity in the event of an emergency. Furthermore, in the event of an emergency, we will establish a crisis management headquarters in accordance with regulations to ensure the early restoration of business operations and minimize the impact, with relevant departments at NXHD and its Subsidiaries cooperating to respond. Regarding information security risks, we will establish an Information Security Strategy Department and a "System Risk Management Committee" to build a system risk management framework in collaboration with the information security departments of our Subsidiaries. In the event of a security incident, we will respond in coordination with the Crisis Management Committee.
 - d. The business of the NX GROUP shall be conducted by the subsidiary operating companies, and the President and Representative Director of NXHD shall supervise these group businesses. The President and Representative Director of NXHD shall, within the scope of their mandate from board of directors, delegate responsibilities and authority for the execution of business operations by subsidiaries. These shall set be forth in the "NX GROUP Governance Regulations," the "Group Approval Authority Table," and other relevant regulations. NXHD designates a subsidiary company that manages a specific region or a specific business as the "Presiding Company." The Presiding Company shall draw up a business plan for the region or business it oversees based on the "NX GROUP Business Plan," bring together the subsidiaries under its management, and work to implement the plan. Subsidiaries shall promote their businesses in accordance with these policies and establish a Board of Directors or a meeting body to deliberate important matters in accordance with the laws and regulations of each country, and shall execute their duties in accordance with the Regulations of Board of Directors that clarify the responsibilities and roles of these meeting bodies. NXHD and Presiding Companies shall oversee the execution of these subsidiaries duties through part-time directors dispatched to subsidiaries 's Board of Directors and by other means. The representatives of subsidiaries and the directors responsible for them shall report to the board of directors on the progress of business plans and the development of internal control, risk management, and other systems, and shall also regularly report to the President and Representative Director of NXHD and the relevant departments in charge.
 - e. With respect to the execution of business operations by subsidiaries, the NX GROUP Charter of Conduct shall be established as common guidelines for the group, and subsidiaries' Executives and Employees shall act in line with the charter and perform their duties accordingly. In order to conduct sound, transparent, and fair business activities in accordance with laws, regulations, social norms such as morals and ethics, and internal rules and regulations, NXHD's compliance promotion division shall establish regulations such as the "Compliance Regulations of NX GROUP," the "Anti-Bribery Regulations of NX GROUP," and the "Competition Law Compliance Regulations of NX GROUP." Subsidiaries' compliance promotion divisions shall follow these regulations to establish effective compliance systems that take into account the business characteristics, regional characteristics, etc. of each subsidiary, and shall perform the necessary inspections and oversight to confirm the effectiveness of these systems.
 - f. In order to prevent violations of laws and regulations, misconduct, and other violations of corporate ethics at subsidiaries, or to detect and remedy such violations at an early stage, NXHD has established the "NX GROUP Whistleblowing System 'NX Speak Up' Regulations" and the "NX GROUP Whistleblowing System 'NX Global Speak Up' Regulations" and has developed a system to establish whistleblowing contact points that can be used by the Executives and Employees of subsidiaries, thereby enhancing the effectiveness of compliance.
 - g. With respect to systems for ensuring the appropriateness of financial reporting by subsidiaries, the representatives of subsidiaries shall be responsible for establishing and operating effective internal controls over financial reporting at the business locations under their control in accordance with the "NX GROUP Regulations on Financial Reporting Internal Controls," "NX GROUP Accounting Regulations," etc. Ongoing evaluations shall be performed regarding the status of such systems' establishment and operation, and the status of such evaluations shall be reported to the Representative Director of NXHD. In addition, the NXHD internal control department, accounting department, etc. shall conduct ongoing evaluations to ensure that

the establishment and operation of internal controls over financial reporting are functioning effectively and appropriately, and issue instructions regarding any necessary improvements.

- h. In order to perform their duties regarding a consolidated business perspective and consolidated financial statements, the NXHD's Audit & Supervisory Committee shall conduct auditing for NXHD's subsidiaries.
- i. In order to prevent inappropriate transactions or accounting procedures between NXHD and its subsidiaries, etc., the NXHD's Audit & Supervisory Committee shall collaborate with NXHD's internal audit department, the Audit & Supervisory board members and audit department of the subsidiaries, exchange information, and strive to conduct efficient audits.
- j. NXHD's internal audit department shall conduct audits as stipulated in the "NX GROUP Auditing Regulations" to ensure that the business operations of subsidiaries are properly conducted in accordance with laws, regulations, the articles of incorporation, and other relevant rules, as well as providing guidance, advice, and recommendations.

(vii) "Matters related to directors and employees who assist the Audit & Supervisory Committee in its duties and matters related to ensuring the effectiveness of instructions to such directors and employees."

Regarding matters related to assisting the duties of NXHD's Audit & Supervisory Committee, the "Audit & Supervisory Committee Staff" of the Internal Auditing Division, which is NXHD's internal audit department, shall follow the instructions of the Audit & Supervisory Committee.

(viii) "Matters related to the independence of the directors and employees in the preceding item from directors excluding directors who are members of the Audit & Supervisory Committee"

The prior consent of the Audit & Supervisory Committee shall be obtained for the appointment of Audit & Supervisory Committee Staff.

(ix) "Systems for directors excluding directors who are members of the Audit & Supervisory Committee and employees to report to the Audit & Supervisory Committee, systems for directors, company auditors, employees and staff executing operations of the NXHD's subsidiaries or persons who receive reports from these persons to report to the NXHD's Audit & Supervisory Committee, and systems to ensure that persons who make such reports are not treated disadvantageously for doing so."

NXHD directors excluding directors who are members of the Audit & Supervisory Committee and the directors and company auditors, etc. of subsidiaries shall report the following matters to the NXHD's Audit & Supervisory Committee without delay, either directly or via the NXHD department in charge of administrative operations. In addition, laws and regulations shall be observed to ensure that those who make such reports are not treated disadvantageously for doing so;

- (1) Important business matters and implementation status of internal audits
- (2) Serious violations of laws, regulations, or the articles of incorporation, or misconduct in connection with the performance of duties
- (3) Matters that may cause significant damage to NX GROUP

(x) "Other systems to ensure that audits by the Audit & Supervisory Committee are conducted effectively"

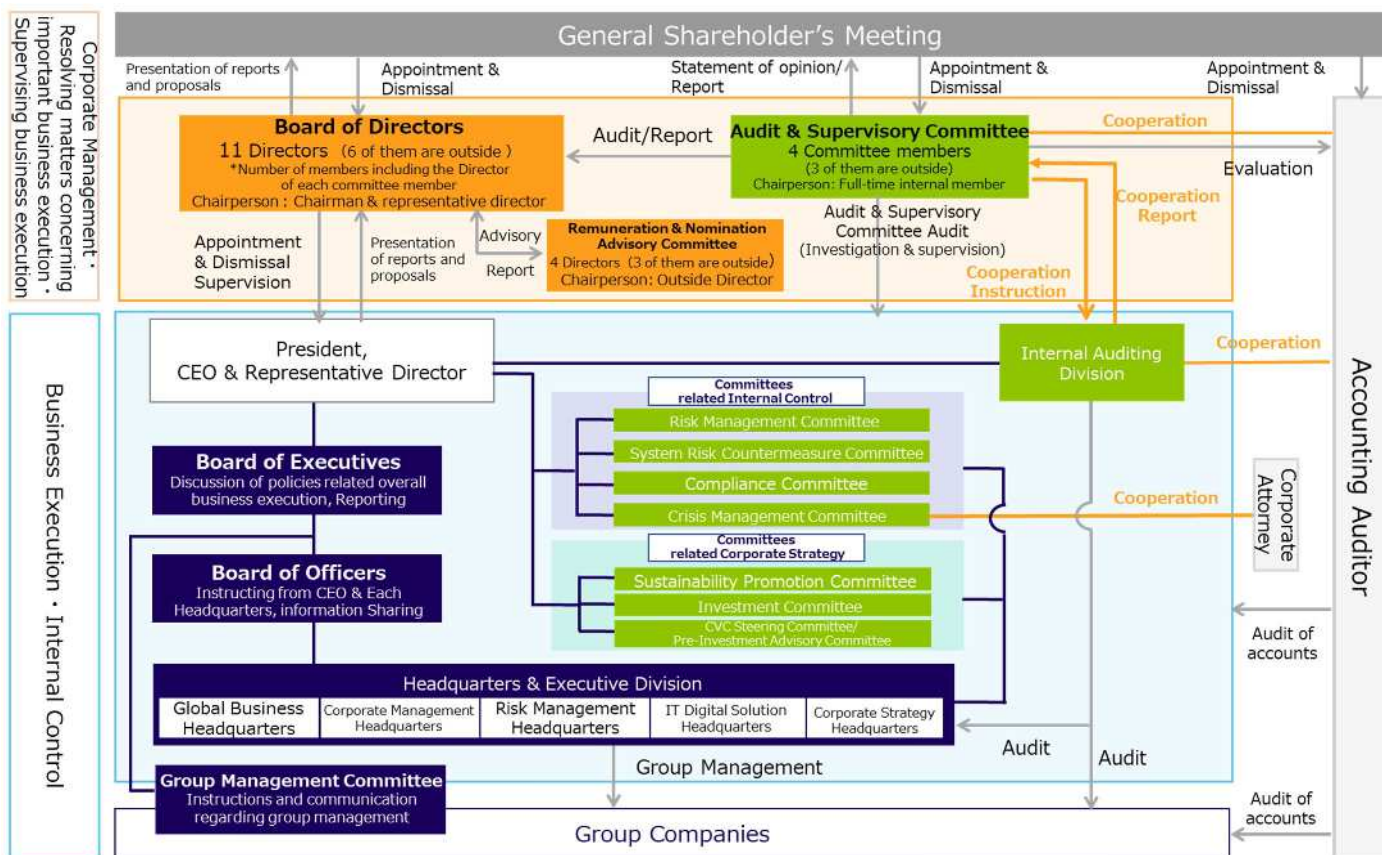
- a. In addition to attending meetings of the Board of Directors, NXHD's Audit & Supervisory Committee members shall attend meetings of the Board of Executives, the Board of Officers and other important company meetings in order to understand important decision-making processes and the status of the execution of business operations. In the event that they are unable to attend such meetings, the Audit & Supervisory Committee members shall receive explanations of the matters discussed and inspect the relevant materials.
- b. NXHD's Audit & Supervisory Committee and its members shall hold regular meetings with the Representative Director to exchange opinions on business policies, issues NXHD & NX GROUP should address, risks facing NX GROUP, the state of the environment for audit by the Audit & Supervisory Committee, important auditing issues, etc., and strive to deepen mutual recognition and trust.
- c. NXHD's Audit & Supervisory Committee shall, in accordance with the rules on "Important Documents to be Distributed to Audit & Supervisory Committee," inspect major approval request documents and other important documents relating to the execution of business operations, request explanations from directors excluding directors who are members of the Audit & Supervisory Committee, executive officers or employees as necessary, and express their opinions.
- d. NXHD's Audit & Supervisory Committee shall collaborate with the Internal Audit Division and the accounting auditors to improve the effectiveness of audits.
- e. In order to ensure that audits by the NXHD Audit & Supervisory Committee are organized and efficient, the appointment and dismissal of the head of NXHD's Internal Auditing Division, which is the Group's internal audit control division, shall be subject to the prior approval of the Audit & Supervisory Committee.
- f. The NXHD Audit & Supervisory Committee may receive reports from NXHD's Internal Auditing Division on audit results and other audit-related matters on a regular basis or at any time when necessary, and may give specific instructions to the Internal Auditing Division as necessary. In addition, the authority of the Audit & Supervisory Committee to give instructions and orders to the Internal Auditing Division shall be ensured, including the authority to give instructions to the Internal Auditing Division regarding the formulation of internal audit plans and other important audit-related matters, and in the event of any conflict

between the instructions of the Audit & Supervisory Committee and those of the President, the instructions of the Audit & Supervisory Committee shall take precedence.

g. If deemed necessary, NXHD's Audit & Supervisory Committee may engage attorneys, certified public accountants, consultants, and other outside experts to support the Audit & Supervisory Committee's audits, and NXHD shall bear any costs incurred in doing so.

Internal control systems function as summarily shown in the "Corporate Governance Organization Chart."

Corporate Governance Organization Chart



(xi) Overview of Operation of Internal Control Systems

Our company made the transition to a Company with an Audit and Supervisory Committee based on the resolution of the Ordinary General Meeting of Shareholders held on March 28, 2024. In fiscal 2023 (the fiscal year ended December 31, 2023), our company developed and operated the system based on the "Basic Policy for the Development of Internal Control Systems" of the Company with a Board of Corporate Auditors, which was the organization before the transition to a Company with an Audit and Supervisory Committee.

The operation of NXHD's internal control systems in FY2023 was described below:

a. Major initiatives regarding compliance

The "NX GROUP Code of Conduct" has been laid down as a code of conduct for directors and employees to act in compliance with laws, the Articles of Incorporation and other internal rules and social norms. The "Compliance Regulations of NX GROUP" have been established to give concrete form to this Code of Conduct and serve as guidelines for all employees to ensure ethical conduct in compliance with laws and regulations. In terms of specific activities in FY2025, we have held a Compliance Committee chaired by the President (which meets four times a year) to promote compliance throughout the NX GROUP, and are working to ensure thorough compliance on the part of employees, including the appointment of compliance managers and compliance coordinators at Nippon Express Co., Ltd and other group companies and education using "Compliance Handbooks", e-learning, each group training internal newsletters, and other media.

The Compliance Promotion Division shall report semiannually to the Board of Directors on the situation regarding the implementation of these compliance-related initiatives, and the Board of Directors received these reports and oversaw their implementation accordingly in FY2025.

b. Initiatives regarding systems for the retention and management of information related to the execution of duties by directors

Information (documents and minutes) related to decision-making at meetings of the Board of Directors and other important meetings, as well as approval documents, are prepared, stored and managed in accordance with laws, regulations and internal company rules, and a system is in place for Directors to immediately access such information when necessary.

c. Major initiatives regarding risk management and crisis management

Our company has established a Risk Management Committee (which was held two times in FY2025) and a Crisis Management Committee (which is held as necessary) and a Risk and Crisis Management Control Division to regularly conduct inventory and assess risks and formulate and implement response plans of risks in the NX Group. In addition, we have developed an initial response manual and business continuity plan in case of an emergency, as well as conducting crisis management drills. The Risk and Crisis Management Control Division plays a central role in coordinating with NX Group companies, while officers of all relevant divisions facilitate the development and operation of systems necessary to manage risks in their respective areas of responsibility which may cause losses to the group. In fiscal 2025 as well, NX Group worked on the inventory and evaluation of risks and formulated and implemented risk response plans throughout the Group, and as well as the identification and monitoring of important risks within NX Group.

In particular, in response to the growing global cybersecurity risks, such as the proliferation of ransomware and other cyber-attacks, the NX GROUP, led by NXHD, strengthened its cybersecurity promotion system, held meetings of the System Risk Management Committee (which was held twice in FY2023) to discuss responses to system risks, communicated measures to group companies, and provided education to employees through e-learning and other means, as well as various cyber security-related training programs.

The Risk Management Control Division and depart in charge risk Management reports to the Board of Directors semiannually on the situation regarding the implementation of these risk and crisis management initiatives, and on a case-by-case basis regarding emergent risks such as serious accidents, while the board provides oversight accordingly.

d. Major initiatives to ensure efficient execution of duties by directors and executive officers, etc.

Regarding major initiatives to ensure efficient execution of duties by directors and executive officers, please refer to “(v) Execution of Duties” in “2. Matters Regarding Functions of Execution of Duties, Auditing and Supervision, Appointment, Decisions on Compensation, etc. (Overview of Current Corporate governance).”

e. Major initiatives regarding Audit & Supervisory Board audits, Audit & Supervisory Committee audits, and internal control audits

Regarding the main initiatives relating to internal audits by Audit & Supervisory Board Members and Audit & Supervisory Committee Members during the fiscal year under review, see “(iv) Audits” in “2. Matters Regarding Functions of Execution of Duties, Auditing and Supervision, Appointment, Decisions on Compensation, etc. (Overview of Current Corporate governance).”

f. Revision of the Basic Policy for the Development of Internal Control Systems

At the Ordinary Meeting of Shareholders held on March 28, 2024, our company transitioned from a Company with an Audit & Supervisory Board to a Company with an Audit & Supervisory Committee. In conjunction with the consideration of this transition, discussions were held regarding revisions to ensure that the Board of Directors and Audit & Supervisory Committee function effectively and that duties delegated to the Representative Director and President and subordinate executive divisions by the Board of Directors are performed efficiently and effectively. The basic policy regarding internal control systems was developed to reflect the areas to be restructured in accordance with the new organization, discussed at the Board of Directors meetings held in January and March 2024, and revised after a resolution at the March 28, 2024, meeting.

2. Basic Policies for Elimination of Antisocial Forces and Implementation of Policies

Regarding the company’s basic approach to the elimination of antisocial forces and the development thereof, please refer to “(ii) Basic Policy on the Elimination of Antisocial Forces and Current Development Status” of the Basic Policy on the Development of Internal Control Systems in “1. Basic Approach to Internal Control Systems and the Development thereof” of “IV. Matters Concerning Internal Control Systems, etc.”

V. Other

1. Introduction of Takeover Defense Measures

Introduction of Takeover Defense Measures	Not in Place
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Additional Information **[UPDATED]**

Our company has not introduced anti-takeover measures. And We have no intention of introducing the measures again. In the event that the Company's shares are subject to a major acquisition offer, the Board of Directors will carefully consider the matter, respecting the opinions of the independent outside directors, recognizing that the most important factor is whether the acquisition will contribute to the enhancement of the Company's corporate value and gain the confidence of the Company's shareholders.

In addition, we will respect the rights of our shareholders and will not unreasonably prevent them from accepting the acquisition offer.

2. Other Corporate Governance Measures **[UPDATED]**

(i) Skill Matrix

We have created a skill matrix for the Board of Directors based on our business strategy. This skill matrix shows the areas in which we specifically expect candidates for directors and the skills and experience of each director. The skill matrix is as follows:

Name	Directors								Directors/ Audit and Supervisory Committee Members			
	Mitsuru Saito	Satoshi Horikiri	Mamoru Akaishi	Sachiko Abe	Yojiro Shiba	Yumiko Ito	Tsukiko Tsukahara	Takashi Nakamoto	Ryuji Masuno	Yoko Kudo	Chie Ikegawa	
Position and Responsibilities	Chairman and Representative Director Chairman of the Board of Directors Compensation and Nomination Advisory Committee Member	President and Representative Director President and Chief Executive Officer CEO	Director and Managing Executive Officer In charge of Corporate Planning Division, and General Manager, Corporate Planning Division	Director and Executive Officer In charge of Internal Auditing Division	Outside Director Compensation and Nomination Advisory Committee Chairperson	Outside Director Compensation and Nomination Advisory Committee Member	Outside Director Compensation and Nomination Advisory Committee Member	Director Full-time Audit and Supervisory Committee Member	Outside Director Audit and Supervisory Committee Member	Outside Director Audit and Supervisory Committee Member	Outside Director Audit and Supervisory Committee Member	
Areas in which the Company has particular expectations of candidates for the Board of Directors	Corporate management	●	●	●	●			●				
	Experience in management of NX Group companies					●	●	●		●	●	
	Experience in management of companies outside the NX Group								●		●	
	International business	●	●	●		●				●	●	
	Finance and accounting	●				●			●		●	
	Legal and risk management	●	●		●		●			●		
	Human resource development and labor management	●	●		●			●				
	ESGs and sustainability	●	●				●	●		●	●	
	Experience in on-site operations	●	●	●	●				●			
	Experience working for other NX Group companies*	●	●	●	●				●			

As of Mar 2026

The check mark indicates that each Director has knowledge and expertise in the respective field.

* This indicates that the Director has work experience at multiple operating companies within the NX Group.

Approach to Directors' Skills

1. The NX Group operates globally with the logistics business as its core. In this context, the Company, as the holding company that oversees the Group, will continue to evolve the Group governance framework on a global basis to ensure that corporate governance functions appropriately and to maximize value as a corporate group.

2. The Company is a company with an Audit and Supervisory Committee. The Board of Directors has adopted a "monitoring model," under which it delegates many decisions on important business execution to the executive divisions, and its role is to determine important management policies and supervise the executive divisions. To fulfill this role appropriately, the Board of Directors as a whole needs to have the skills required, taking into account the NX Group's businesses, governance structure, and other factors.

3. To supervise the management strategy for the Company to improve corporate value sustainably, the "Corporate management" skill is required first. In addition, to further accelerate global business growth, we also place importance on the "International business" skill in order to understand different cultures and practices and make management decisions from a global perspective. The "Finance and accounting," "Legal and risk management," and "Human resource development

and labor management” skills form the basis for all decisions and are important for making sound and balanced decisions while responding appropriately to market expectations. Furthermore, toward sustainable growth and improving corporate value through co-creation with stakeholders, the importance of the “ESGs and sustainability” skill is increasing more and more.

In addition, for Directors who have experience in the NX Group, we also consider “Experience in on-site operations” to be an important skill for a deep understanding of the Company’s business, as well as “Experience working for other NX Group companies,” which provides diverse and multifaceted perspectives on the Group.

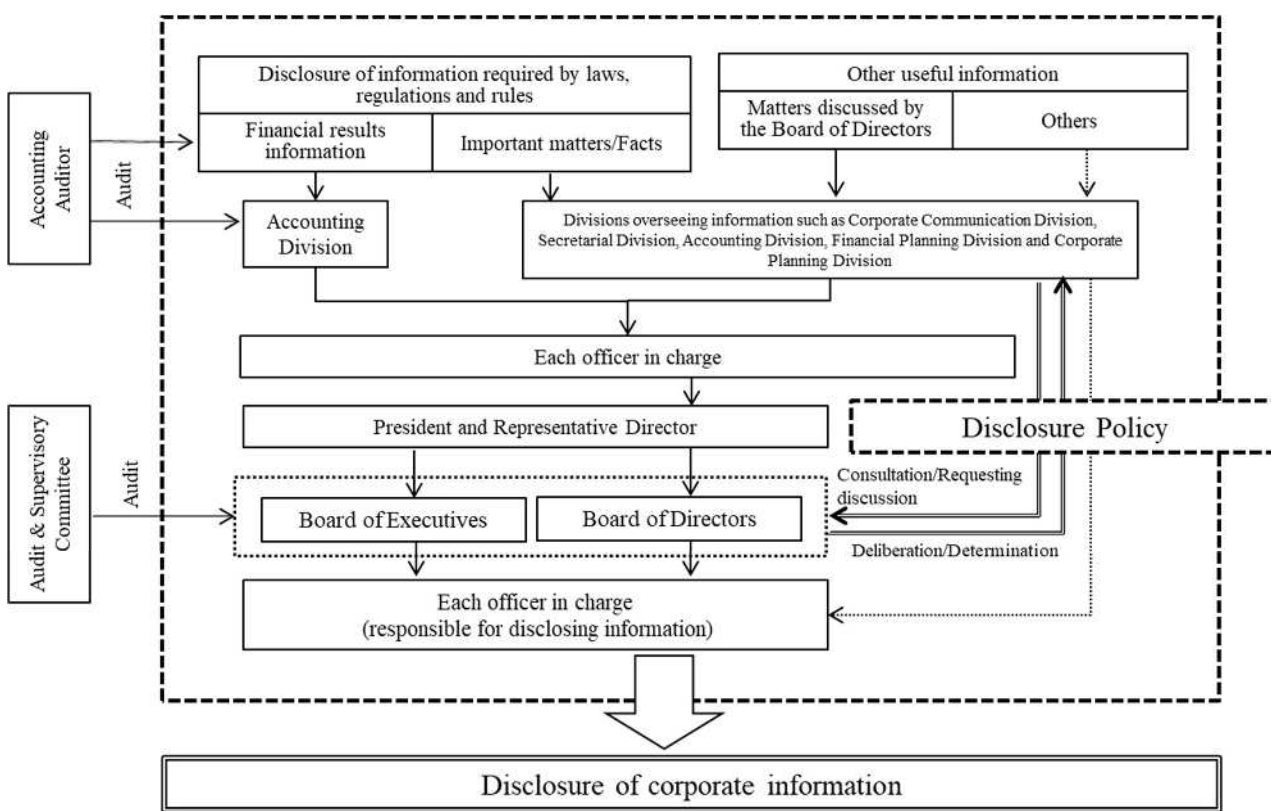
4. The table provides a list of the Directors and their skills, and we believe that the Board as a whole has the necessary skills. We believe that the skills required will change in response to the business environment and other factors, and we will continue to review them going forward.

(ii) Disclosure Policy

Because our company considers fundamental the timely disclosure of Company information to its investors, and in conformance with that principle, a system has been put in place to ensure that whenever important issues or material facts come to light, all submissions, resolutions, and reports issued by the Board of Directors as prescribed by Board guidelines are swiftly and adequately disclosed by the Representative Director or such other person responsible for such disclosures.

This system is illustrated by the "Disclosure Structure."

Disclosure Structure



Disclosure Policy

(1) Objectives

Our company respects the principles of the “Fair Disclosure Rules” set forth in the Financial Instruments and Exchange Act, and through timely and appropriate disclosure of fair and highly transparent information, and through dialogues with stakeholders including shareholders and investors, our company strives to raise the quality of corporate management and enhance corporate value in a sustainable manner, while enriching communication, and maintaining and improving relationships of mutual trust. Therefore, our company has established the Disclosure Policy.

(2) Applicable Scope

These rules apply to procedures for corporate information disclosures by NIPPON EXPRESS HOLDINGS, INC. to shareholders, investors, and other stakeholders.

(3) Disclosure Standards

Our company, pursuant to relevant laws and regulations as well as rules set forth by the Tokyo Stock Exchange, properly manages important information to be disclosed regarding our company and its Group companies, etc., and discloses such information while ensuring accuracy of disclosed details. In specific terms, important information denotes information subject to insider trading regulations, and definitive final financial results information that have yet to be announced and that could significantly impact the price of securities. Additionally, we proactively disclose information which it deems to be useful for deepening the understanding of our management policy and businesses (“useful information”), in addition to information set forth in laws, regulations and disclosure rules, etc.

(4) Disclosure Methods

Our company discloses important information via TDnet, the Timely Disclosure network system of the financial instruments exchange, and via EDINET, the Electronic Disclosure for Investors’ Network for the disclosure of annual securities reports and other documents pursuant to the Financial Instruments and Exchange Act, and upon disclosure, promptly posts the contents of such disclosures on our website.

Additionally, we distribute useful information externally and widely through news releases, press conferences, briefings, materials posted on our website and IR email distribution, etc. Our company will strive to accelerate the speed of disclosure of English translations of information.

(5) Internal Framework for Disclosures

Our company, in an effort to encourage dialogues with shareholders and investors, has established the Investor Relations Promotion Group in the Corporate Planning Division, while the Officer in charge of the Corporate Planning Division oversees IR activities. The Investor Relations Promotion Group serves as the secretariat for information disclosures and the Disclosure Policy is determined by the Board of Directors based on the consultation with the Corporate Communication Division, the Secretarial Division, the Accounting Division, the Financial Planning Division and the Corporate Planning Division on the appropriateness of information disclosure policies and information disclosure activities.

Based on this Disclosure Policy, our company discloses information, under the responsibility of the Representative Director or the officers in charge of each information to be disclosed.

The Board of Directors shares details of the disclosure activities reported by the Officer in charge of the Corporate Planning Division and confirms the appropriateness of such activities.

(6) Dialogues with Shareholders and Investors, and Feedback

The Investor Relations Promotion Group of the Corporate Planning Division is responsible for setting up dialogues with shareholders and investors, and the Directors and the executive personnel (including Executive Officers) participate in the actual interviews, upon taking into account the contents of the dialogues and the schedule, etc.

In addition to individual interviews conducted in Japan and overseas, financial result briefings are held in each quarter. Our company is endeavoring to create opportunities for dialogues by holding tours of its facilities, business briefings and small meetings sponsored by our company, as appropriate, as well as taking part in small meetings and IR conferences sponsored by securities companies.

Opinions, etc. obtained through dialogues are periodically fed back to the Board of Directors via the Director in charge of the Corporate Planning Division. Additionally, such feedback is shared with executive personnel including the Executive Officers and the relevant divisions in our company, and reflected in corporate activities.

(7) Handling of Undisclosed Important Information

To prevent undisclosed important information from being disclosed to only a select few capital market participants, our company thoroughly communicates the principles of the Disclosure Policy and the importance of information management to parties handling such information. In the event of the unintentional communication of material information, or in other cases in which it is difficult to provide simultaneous disclosure, our company will provide prompt disclosure.

(8) Quiet Period

To prevent leaks of financial results information and to ensure the fairness of disclosures, our company establishes a quiet period from the day following the fiscal year-end to the date of announcement of the financial results. During this period, our company

refrains from answering questions relating to our financial results, financial forecasts and plans. However, in the event it becomes likely during the quiet period that our financial results will deviate widely from the financial forecasts, our company will disclose information, as necessary, pursuant to laws, regulations and disclosure rules.

(9) Financial Forecasts and Future Predictions

The financial forecasts and the future predictions regarding management strategies and other matters that our company discloses are based on certain assumptions considered to be reasonable in accordance with information available at the date of disclosures. Accordingly, actual business performance may differ from the disclosed forecasts and predictions due to a number of factors.

(10) Third Party Financial Forecasts

In principle, our company does not offer any comments in regard to third-party opinions, recommendations or financial forecasts. However, our company may issue statements regarding opinions, etc., issued by third parties that contain major factual errors or misrepresentations to identify these errors as such.

Disclaimer:

This English translation has been prepared for general reference purposes only. Our company shall not be responsible for any consequence resulting from the use of the English translation in place of the original Japanese text. In any legal matter, readers should refer to and rely upon the original Japanese text releas



**NX Policy and Implementations
of JPX's Corporate Governance Code.
(March 2026)**

NIPPON EXPRESS HOLDINGS, INC.

Section 1: Securing the Rights and Equal Treatment of Shareholders

General Principle 1

COMPLY

Companies should take appropriate measures to fully secure shareholder rights and develop an environment in which shareholders can exercise their rights appropriately and effectively.

In addition, companies should secure effective equal treatment of shareholders.

Given their particular sensitivities, adequate consideration should be given to the issues and concerns of minority shareholders and foreign shareholders for the effective exercise of shareholder rights and effective equal treatment of shareholders.

Our company obeys the Financial Instruments and Exchange Act and related regulations, rules related to timely disclosure stipulated by the Tokyo Stock Exchange (JPX). We strive to provide information in a swift, accurate and fair manner in order to assure equal and substantial rights for all stakeholders including shareholders and investors in Japan and overseas. In particular, as we stated in our disclosure policy, we actively disclose information which we determine to be useful for our stakeholders to deepen their understanding of our company's management policies and business details. In particular, we will fulfill information which is related to the understanding of our business performances and actively disclose such information in a timely manner in order to establish a direct and trusting relationship with our stakeholders.

In addition, in order to be a company that enhances corporate value over the medium to long term as "A company that achieves sustainable growth by establishing corporate governance," which is the ideal corporate image for our shareholders in our long-term vision, we are also making efforts to establish policies and systems which encourage constructive dialogue with our shareholders and investors at locations other than general shareholder meetings. In addition, we have established a global website for our overseas shareholders and investors. We assure equality in obtaining information by providing important information in English as well as in Japanese.

The investor relations section on our website in English is:

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

Principle 1.1 Securing the Rights of Shareholders

COMPLY

Companies should take appropriate measures to fully secure shareholder rights, including voting rights at general shareholder meetings.

The Board of Directors recognizes that general shareholder meetings provide a venue where we can have constructive dialogue with shareholders. In order to assure shareholder rights substantially and equally, we strive to establish swift disclosure of information and develop an environment where shareholders can easily exercise their voting rights.

Supplementary Principles 1.1.1

COMPLY

When the board recognizes that a considerable number of votes have been cast against a proposal by the company even though the proposal was approved, it should analyze the reasons behind the opposing votes and should consider the need for a dialogue with shareholders or other measures.

In regard to agendas our company propose at general shareholder meetings, our Board of Directors analyzes the reasons for objections when we find it necessary to do so (i.e. when the percentage of the opposition is more than 30%). We also consider discussions with shareholders and investors, also obtaining the knowledge of external organizations depending on analysis results

Section 1: Securing the Rights and Equal Treatment of Shareholders

Supplementary Principles 1.1.2

COMPLY

When proposing to shareholders that certain powers of the general shareholder meeting be delegated to the board, companies should consider whether the board is adequately constituted to fulfill its corporate governance roles and responsibilities. If a company determines that the board is indeed adequately constituted, then it should recognize that such delegation may be desirable from the perspectives of agile decision-making and expertise in business judgment.

From the perspective of agile management decision-making, our company resolves matters from general shareholder meetings and important matters regarding company management at board meetings in accordance with the law and our articles of incorporation. Our Board of Directors consists of six outside directors, which is a majority of the eleven directors, to ensure professionalism and objectivity in management decision-making.

In addition, decisions on the execution of important matters are delegated from the Board of Directors to the executive due to from the viewpoint of separation of functions and the Board of Directors advises and supervises the decisions of the executive directors.

Supplementary Principles 1.1.3

COMPLY

Given the importance of shareholder rights, companies should ensure that the exercise of shareholder rights is not impeded. In particular, adequate consideration should be given to the special rights that are recognized for minority shareholders with respect to companies and their officers, including the right to seek an injunction against illegal activities or the right to file shareholder lawsuits, since issues or concerns may occur when companies try to ensure minor shareholders to exercise these rights.

In regard to the rights of minor shareholders—such as the rights to propose agendas, to demand an elimination of illegal activities or to file shareholder lawsuits—which are stipulated in the Companies Act but cannot be exercised unless they own a certain number of company shares, our company stipulates the procedure necessary to exercise such rights in our internal shareholding regulations in order to handle these legally and appropriately.

Principle 1.2 Exercise of Shareholder Rights at General Shareholder Meetings

COMPLY

Companies should recognize that general shareholder meetings are an opportunity for constructive dialogue with shareholders and should therefore take appropriate measures to ensure the exercise of shareholder rights at such meetings.

Our company recognizes the General Meeting of Shareholders as a forum for facilitating constructive dialogs with shareholders and as our highest decision-making body for determining the company's basic policies and important matters and as such, we ensure that shareholders can exercise their voting rights, such as attending the General Meeting of Shareholders in person, asking questions or expressing opinions. Furthermore, we have implemented other means to reflect the will of shareholders who are unable to attend General Meetings of Shareholders and take part in resolutions concluded at General Meetings, such as voting by proxy, by mail and on the Internet, thereby practically ensuring the rights of shareholders.

In addition, we have been offering support to shareholders with disabilities, through such means as provision of barrier-free access, guidance to the venue, written communication support at the reception desk, and sign language interpretation, as well as displaying real-time subtitles in Japanese and English on live streaming, in order to improve accessibility to information for exercising voting rights, since the Third Ordinary General Meeting of Shareholders. In the future, we will continue to make improvements to further enhance constructive dialogue, taking into account the opinions of our shareholders.

Section 1: Securing the Rights and Equal Treatment of Shareholders

Supplementary Principles 1.2.1

COMPLY

Companies should provide accurate information to shareholders as necessary in order to facilitate appropriate decision-making at general shareholder meetings

Our company discloses information in accordance with the law and JPX's rules for listing securities. In addition to IR information including general meeting of shareholders related documents such as Convocation Notices and Annual Business Reports, Business Report for the Interim Term, Skill Matrix of Director and other corporate information such as news, we also post on our websites for our shareholders and investors, integrated reports and sustainability data books on our ESG initiatives including non-financial information in a timely and active manner.

Also, we strive to disclose the securities report prior to the general shareholder meeting.

In addition, in order to make the content of the notices of convocation for general shareholder meetings more conducive to appropriate decisions by shareholders and investors, we will continue to promote the use of visuals and enhance the information provided.

Supplementary Principles 1.2.2

COMPLY

While ensuring the accuracy of the information to be included in convening notices, companies should strive to send such notices for general shareholder meetings early enough to give shareholders sufficient time to consider the agendas. During the period between the board approval of convening the general shareholder meeting and sending the convening notice, information included in the convening notice should be disclosed by electronic means such as through TDnet or on the company's website.

Our company's record date is December 31, as stipulated in our articles of incorporation. In accordance with laws and ordinances, announcements of the electronic provision of the "Notice of Convocation of the Ordinary General Meeting of Shareholders" and the convocation notice will be sent after a certain period of time has been secured for financial settlements to be processed and the associated accounting audits to be carried out. We will endeavor to announce the measures for electronic provision 4 weeks before the general shareholder meeting.

Supplementary Principles 1.2.3

COMPLY

The determination of the date of the general shareholder meeting and any associated dates should be made in consideration of facilitating sufficient constructive dialogue with shareholders and ensuring the accuracy of information necessary for such dialogue.

Our company recognizes that general shareholder meetings provide an opportunity for constructive dialogue with shareholders. Therefore, we set a date when most shareholders can attend after considering the time required for account settlement as prescribed by the law and disclosure of the annual securities report prior to the general shareholder meeting any related auditing.

The live streaming of general shareholder meetings (hybrid-participation virtual general shareholder meetings) allows shareholders who are unable to attend the meetings to view them from their homes. In addition, since the 3rd general shareholders' meeting, Japanese and English real-time subtitles have been displayed on the live-stream to improve accessibility.

Supplementary Principles 1.2.4

COMPLY

Bearing in mind the number of institutional and foreign investors, companies should take steps create an environment which allows electronic voting, including the use of the Electronic Voting Platform, and the provision of English translations for convening notices of general shareholder meetings.

Our company has already introduced a system to enable shareholders to exercise their voting rights via the internet or smart phones on both of our Japanese and English websites. We also use the JPX's Electronic Voting Platform for corporate investors. For non-Japanese speaking investors, we create convening notices and business reports in English and post them on our company's website along with the Japanese versions.

The relevant page on our company's website is:

<https://www.nipponexpress-holdings.com/en/ir/event/meetings/>

Section 1: Securing the Rights and Equal Treatment of Shareholders

Supplementary Principles 1.2.5

COMPLY

In order to prepare for cases where institutional investors who hold shares under the name of trust banks (shintaku ginko) express an interest in advance to attend the general shareholder meeting and exercise voting rights, companies should work with the banks and discuss such possibilities.

Our company allows institutional investors who hold shares in the name of a trust bank (shintaku ginko) to attend our general shareholder meetings if they express an interest in advance, bring an authorization document from the bank and confirms their identity. However, such investors shall attend strictly as observers who cannot express their opinions, ask questions, or exercise voting rights.

Principle 1.3 Basic Strategy for Capital Policy

COMPLY

Because capital policy may have a significant effect on shareholder returns, companies should explain their basic strategy concerning it.

Aiming to increase our mid to long-term corporate value by seeking sustainable corporate growth, our company sets the following standards and goals in order to maintain the levels of our growth investing and risk tolerance of shareholder equity and we will achieve Cost of Capital Conscious Management.

As for Cost of Capital Conscious Management, we have disclosed in Feb 2025 as "Initiatives to Improve Corporate Value -Action to Implement Management that is Conscious of Cost of Capital and Stock Price".

Please refer to our website in addition to the following.

(Japanese Website)

<https://xml.irpocket.com/C9147/2025/corpvalue0214jp2.pdf>

(English Website)

<https://xml.irpocket.com/C9147/2025/corpvalue0214en.pdf>

(1) Our company considers the return on equity (ROE) to be an important management indicator and aim to achieve 10% or more in FY2028, the final year of the business plan, given that the cost of shareholders' equity is around 7%, we aim to achieve an ROE of 8% or more by FY2026 as an interim target in our business plan, and 10% or more in FY2028, the final year of the business plan.

(2) In order to increase our corporate value, the weighted average cost of capital (WACC) is taken into consideration, and the hurdle rate is, in principle, set at 7%. Decisions on investment projects are made holistically, taking into account the hurdle rate as well as business characteristics, country risk, and other factors, while also considering the perspective of sales.

(3) In order to ensure a firm financial basis to provide funds for growth investing and a certain level of financial security, our company has set the debt-to-equity (D/E) ratio as 1.0 or lower and the capital adequacy ratio at around 35%.

(4) As for shareholder returns, our company will pay out shareholder returns steadily and continuously by dividend, and we have set the minimum annual dividend to JPY100[one hundred]* per share and the dividend ratio to at least 40%. Also, we have set the total return ratio, including shareholder returns by dividend and acquisition of treasury shares, to at least 55% cumulatively over the duration of the FY2024-FY2028 business plan.

*Since the stock split at a ratio of 3 shares for each existing share, is effective from January 1, 2025. If the stock split is not taken into account, the minimum dividend per share will be JPY 300[three hundred].

(5) In accordance with our basic policy on business portfolio management, we will evaluate each business according to criteria such as capital profitability and growth potential, role within the group and synergy creation, as well as future growth strategies, and promote an appropriate business portfolio structure for the sustainable growth of the group and enhancement of corporate value of treasury shares, to at least 55% cumulatively over the duration of the FY2024-FY2028 business plan. For businesses and companies that are positioned as low-profit or non-core, we will consider new growth options, joint ventures, alliances or business sales, and use the derived cash to invest in M&A, priority businesses and businesses with growth potentials. In this way, we will promote the building of an appropriate business portfolio that contributes to the sustainable growth of the group and the improvement of corporate value.

Section 1: Securing the Rights and Equal Treatment of Shareholders

Principle 1.4 Cross-Shareholdings

COMPLY

When companies hold shares of other listed companies as cross-shareholdings², they should disclose their policy concerning them, including their policies regarding the reduction of such shareholdings. In addition, the board should annually assess each individual cross-shareholding, whether or not the purpose of holding is appropriate and the benefits and risks from each holding meet the company's cost of capital. The results of this assessment should be disclosed.

Companies should establish and disclose specific standards on the exercise of voting rights regarding cross-shareholdings and conduct voting in accordance with the standards.

In principle, our company will reduce cross-shareholdings and will not acquire new shares from other companies. We will not accept any cross-shareholding requests for the sake of retaining loyal shareholders. However, as an exception, we may hold such shares if we decide that the action would improve our mid to long-term corporate value by increasing the number of business transactions, expanding our business scope, strengthening our relationship with business partners or promoting cooperative collaboration.

With respect to cross-shareholdings, the rationale for holding each issue is examined quantitatively every year by comparing the benefits of holding the stock with the cost of capital, and by comparing the market value of the issue with sales, etc. Next, a qualitative evaluation is conducted based on the relationship and expectations for current and future improvements in corporate value through enhanced collaboration. Then, after this comprehensive assessment, a review is conducted, and the Board of Directors verifies the details thereof. Specifically, this process involves evaluation of the following aspects:

Assessment level 1: Are the benefits of holding the shares commensurate with the cost of capital (WACC) in the capital policy?

Assessment level 2: Does it contribute to securing a certain market area, for example, by recording sales that are commensurate with the market value of its holdings?

Assessment level 3: Is it currently contributing to the enhancement of corporate value by strengthening relationships, promoting collaboration, etc.?

Assessment level 4: In terms of business strategy, can enhancement of corporate value be expected in the future, such as expansion of business transactions and business scope?

The above evaluation was conducted at our Board of Directors meeting held in February 2026 for the listed cross-shareholdings held by the entire NX Group, and the results were as follows:

Assessment Level 1: 26 issues

Assessment Level 2: 21 issues

Assessment Level 3: 6 issues

Assessment Level 4: 5 issues

Not covered under the above conditions: 1 issues

Policy for each category

For assessment levels 1 and 2, it is determined, based on the quantitative evaluation, that holding of the shares is reasonable. However, if it is confirmed through ongoing dialogue with the issuers that the disposal of these shares will not affect the benefits and sales that NX Group has been receiving, we will dispose of these shares, taking into account the financial situation and market conditions.

For assessment levels 3 and 4, it is determined, based on the qualitative evaluation, that holding of the shares is reasonable. However, our company will establish opportunities for dialogue with the issuers as appropriate, confirm the position of the shares held by NX Group, and if it can be confirmed that the relationship with an issuer will not be damaged by disposal of its shares, then this will be done, taking into account the financial situation and market conditions.

Issues that are not covered by any of the assessment levels up to 4 are those for which NXHD, after consultation with the issuer, has designated some or all of its held shares for disposal, but has been unable to complete the disposal due to funding and market conditions or other factors. We will continue to dispose those shares.

Under this policy, the current management plan calls for the sale of a total of 70 billion yen, and in FY2025, the NX Group disposed of all of its holdings of 4 specified issues and some of its holdings of 2 issues and one deemed shareholding, resulting in the raising of 22.6 billion yen in funds. As a result, as of December 31, 2025, the total amount of cross-shareholdings shares sold during current Business Plan period is 50.7 billion yen and the number of issues of listed cross-shareholdings was 50 in hand and 10 deemed as held (One of these shares is a duplicate).

Our company opposes the following actions regarding exercising voting rights on cross-shareholdings.

Section 1: Securing the Rights and Equal Treatment of Shareholders

Our company opposes the following actions regarding exercising voting rights on cross-shareholdings.

1. Actions which may lose the balance between holding on cross-shareholding and the purpose of cross-shareholding.
2. Actions which are judged to be detrimental to the enhancement of the medium- to long-term corporate value of the invested enterprise.

Our company will have regular meetings with the issuing companies of the shares and check our agreed upon standpoint concerning these shares. However, if we see a rapid deterioration in an issuing company's business performance or a sign of a weakening in our business relationship with a company, we will set up a meeting as soon as possible and utilize the results when deciding whether or not to approve actions.

Supplementary Principles 1.4.1

COMPLY

When shareholders who hold a company's shares for the purpose of cross-shareholding (cross-shareholders) indicate their intention to sell their shares, the company should not hinder the sale of the cross-held shares by, for instance, implying a possible reduction of business transactions.

If a shareholder who holds our company's shares as cross-shareholding expresses an intention to sell such shares, our company will never take any action to prevent such a sale by, for example, intimating a reduction in existing dealings.

Supplementary Principles 1.4.2

COMPLY

Companies should not engage in transactions with cross-shareholders which may harm the interests of the companies or the common interests of their shareholders by, for instance, continuing the transactions without carefully examining the underlying economic rationality.

With regard to shares held for cross-shareholding purposes, we examine the significance and economic rationale of such holdings from the perspectives of growth potential, profitability, and strengthening of business relationships. In the event that such holdings are not deemed appropriate, we proceed to sell such shares after obtaining sufficient understanding from our business partners, and we do not hold any shares for which there are no sufficient grounds or economic rationale.

In transactions with individuals who wish to purchase our company shares in cross-shareholding, we will determine the conditions of transactions and its continuation solely on the basis of the reasonableness of the transaction. We will not engage in any irrational transactions simply because the individuals are holding our company shares.

Principle 1.5 Anti-Takeover Measures

COMPLY

Measures which are to be implemented in order to be effective against takeover must not have any objective associated with self-protection of the management or the board. With respect to the introduction or implementation of anti-takeover measures, the board and A & S Board Members should carefully examine their necessity and rationality in light of their fiduciary responsibility to shareholders, ensure appropriate procedures, and provide sufficient explanation to shareholders.

Our company has not introduced anti-takeover measures. And We have no intention of introducing the measures again. In the event that the Company's shares are subject to a major acquisition offer, the Board of Directors will carefully consider the matter, respecting the opinions of the independent outside directors, recognizing that the most important factor is whether the acquisition will contribute to the enhancement of the Company's corporate value and gain the confidence of the Company's shareholders. In addition, we will respect the rights of our shareholders and will not unreasonably prevent them from accepting the acquisition offer.

Section 1: Securing the Rights and Equal Treatment of Shareholders

Supplementary Principles 1.5.1

COMPLY

In case of the companies tendering their shares in the offer, companies should clearly explain the position of the board, including any counter-offers, and should not take measures that would prevent shareholders from selling their shares in response to the tender offer.

In case of an individual intends to purchase a large number of our company shares, we will ask him/her to provide the necessary information for our shareholders to make an appropriate decision on whether or not we should accept such a purchase. From perspectives including whether or not such a purchase would improve our corporate value, our Board of Directors, including independent outside officers, will have a discussion and consider the matter carefully. By disclosing the board's opinions to our shareholders in a timely manner, we will strive to implement appropriate measures (i.e. giving enough time for shareholders to consider the matter and obtain information) to the extent permissible by the Financial Instruments and Exchange Act, the Companies Act and other relevant laws.

As for shareholders selling their shares in response to a tender offer, our company will respect the shareholder rights and not hinder such activities.

Principle 1.6 Capital Policy that May Harm Shareholder Interests

COMPLY

With respect to a company's capital policy that results in a change of control or in significant dilution, including share offerings and management buyouts, the board and A & S Board Members should, in order to not harm existing shareholders' interests, carefully examine the necessity and rationality from the perspective of their fiduciary responsibility to shareholders, should ensure appropriate procedures, and provide sufficient explanation to shareholders.

Our company stipulates in its Standards for Deliberation at Board of Directors that matters relating to the handling of shares for the benefit of shareholders, including new share issues and stock splits, as well as capital policies that result in changes in control or substantial share dilution, shall be implemented based on deliberations and resolutions by the Board of Directors.

Our Board of Directors oversees the basic capital policy and the implementation of the capital policy. When deliberating on capital policies that may result in a change in control or substantial share dilution, such as capital investment for sustainable growth or corporate acquisitions, our company shall exercise caution, taking into consideration the interests of existing shareholders and the impact on stakeholders, and in particular, when there is a risk of a conflict of interest between management and general shareholders, our Board of Directors shall respect the opinions of outside directors and other highly independent parties before adopting a resolution. When a resolution on such capital policy is adopted, our company will promptly disclose information on the deliberation process, the purpose of implementation, etc., and, if necessary, provide sufficient explanation to shareholders, such as through explanations at the general meeting of shareholders and financial results briefing sessions, etc.

Principle 1.7 Related Party Transactions

COMPLY

When a company engages in transactions with its directors or major shareholders (i.e., related party transactions), in order to ensure that such transactions do not harm the interests of the company or the common interests of its shareholders and prevent any concerns of such harm, the board should establish appropriate procedures beforehand in proportion to the importance and characteristics of the transaction. In addition, the board should disclose these procedures and monitor to ensure such transactions are implemented in accordance with the procedures. This includes the approval of the transactions.

Competitive transactions by Directors, transactions between Directors and the Company, and transactions involving a conflict of interest shall be approved by the Board of Directors and the Audit and Supervisory Committee, which include Independent Outside Directors. The status of approved transactions shall be reported to the Board of Directors.

We conduct an investigation each year to see if any of our directors or executive officers engage in transactions with our company or a consolidated subsidiary. We disclose the results in our annual securities report in accordance with regulations including the "Accounting Standards for Related Party Disclosures."

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

General Principle 2

COMPLY

Companies should fully recognize that their sustainable growth and the creation of mid to long-term corporate value are brought about as a result of the provision of resources and contributions made by a range of stakeholders, including employees, customers, business partners, creditors and local communities. As such, companies should endeavor to cooperate with these stakeholders. The board and the management should exercise their leadership by establishing a corporate culture and climate where the rights and positions of stakeholders are respected and sound business ethics are practiced.

In order to create sustainable growth and mid to long-term corporate value aiming for development alongside society, our company considers it essential to have interactive communication with as many stakeholders as possible. In our "NX GROUP Business Plan 2028," we have set forth three basic policies as the key strategies to achieve sustainable growth and increase corporate value.

"Basic Policy of NX GROUP Business Plan 2028"

- Enhance global competitive edge and achieve business growth with a group-wide optimization approach.
- Increase competitiveness and profitability, and enhance corporate value based on clear business portfolios and separation of roles.
- Implement sustainability management helping to resolve social issues and achieve a sustainable society, and reform the company group to one that is chosen by customers, society, shareholders, and employees

In January 2023, we drew up the NX GROUP Sustainability Policy and Vision to conduct sustainability management as a unified group. This policy and vision set forth the three values of "Economic value," "Environmental value," and "Social value," and through our business operations, we aim to realize a sustainable society, including the development of logistics services that contribute to creating such a society.

In addition, the "NX Group Human Rights Policy" was formulated in August 2023 and the "NX Group Sustainable Procurement Policy" in December 2023. Cooperating with diverse stakeholders is essential to the way we do business, and we recognize that respect for human rights is fundamental to our operations. Based on these policies, NX Group will work to improve the entire supply chain through responsible business activities, and NX Group aims to realize a sustainable society through responsible business activities and in cooperation with shareholders, investments, and other stakeholders.

Under the leadership of the Board of Directors, the Compliance Committee with our Chief Executive Officer as the chairperson, the Sustainability Promotion Committee and senior management, each officer and employee will continue to be actively working to create a corporate culture and climate where the rights and positions of stakeholders and sound business ethics are respected in accordance with our "NX Group Corporate Philosophy."

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Principle 2.1 Business Principles as the Foundation of Corporate Value Improvement Over the Mid- to Long-Term

COMPLY

Guided by their position concerning social responsibility, companies should create additional value for all stakeholders while improving corporate value over the mid to long-term. Companies should establish business principles that will become the basis for such activities.

In 2007, 70 years after the establishment of our group, our group adopted the “Group Corporate Philosophy”(now the “NX GROUP Corporate Philosophy”), outlining the meaning of the group’s existence. This was in line with the spirit of “Our Words (Warera no kotoba),” adopted in 1958 as the company rules, and stipulated the employee code of conduct. Our company’s board inherited this same philosophy when our company transitioned to a holding company structure in January 2022, positioning the “NX GROUP Corporate Philosophy” as the common foundation for the group’s common business activities and the common values of all its employees.

[NX GROUP Corporate Philosophy]

Our Mission: Be a Driving Force for Social Development

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

Our Pride: Inspire Trust Every Step of the Way

In addition, in 2019 we established a new set of long-term goals for the 100-year anniversary in 2037 to visualize the position our group wishes to achieve in the future. We aim to become “a logistics company with a strong presence in the global market.”

In order to achieve this goal, we will continue to leverage the “NX GROUP Corporate Philosophy,” our on-the-ground capabilities based on our commitment to “Safety, Compliance and Quality,” the customer-first attitude expressed in our corporate message of “We Find the Way,” to implement various policies and measures. Through these implementation, we will continue to develop our business globally and transform our corporate culture into a challenging one.

At the same time, we will clarify our company image for our “Customers & Society”, “Shareholders” and “Employees,” who are particularly important stakeholders in the Group’s growth, and work together with these stakeholders to “Create new values through innovation.” In addition, we have also set forth a roadmap for the realization of our long-term vision, which is to sustainably increase corporate value through continuous self-improvement and innovation.

In order to achieve these goals, “NX” will be adopted as the group brand, taking “a business solutions company that supports the development of companies, industries, and society through creativity and execution that drive logistics forwards” as its core values. To achieve recognition as such, we will link it to the group’s integrated business activities in line with principles such as our Corporate Philosophy and Corporate Message.

By sharing these values across the entire NX GROUP and working together as one, we will make the 2037 vision a reality.

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Principle 2.2 Code of Conduct

COMPLY

Companies should establish and implement a code of conduct for employees and express their values concerning appropriate cooperation with stakeholders, respect their interests and carry out sound business activities. The board should be responsible for establishing and revising the code of conduct and should ensure its compliance across the organization, including the front line of domestic and global operations.

In the “NX GROUP Corporate Philosophy,” our company clearly states the role of the NX GROUP as “contributing to society through logistics and bringing an enriched life to future generations,” an ongoing mission that we continue to uphold. In order to realize this corporate philosophy, we have established the “NX GROUP Charter of Conduct” to regulate our daily activities and indicate the direction of our activities, and the “Compliance Regulations of NX GROUP,” to ensure sound, transparent and fair business activities. These are subject to revision or abolition by resolutions of our board.

Our board has the authority to abolish or establish the “NX GROUP Charter of Conduct” and reviews the code of conduct as necessary and takes up important policies as agenda topics at meetings.

With respect to compliance-related measures, the Compliance Committee has been established to discuss important policies and important issues that transcend divisional and group boundaries, and to advance efforts in this area. Important compliance-related issues, including matters discussed by the Compliance Committee, are reported to the outside Directors as appropriate, in addition to periodic reports at Board of Directors, so that we exchange opinions and strive to reflect the results in their initiatives.

The code of conduct is posted on our company’s intranet and written on the compliance card which is given to our employees to refer to and implement as required. We also have written the “NX Group Compliance Handbook” in 16 languages and given one to all employees in our group, including those in our overseas subsidiaries. These translated handbooks are available on the company’s intranet. We also implement stratified training, group education training for new employees, workplace education and e-learning so that everyone becomes familiar with the code.

In order to further spread awareness of the code at group companies, including those overseas, we set down the “Competition Law Compliance Regulations,” “Anti-Bribery Regulations,” and “Personal Information Protection Regulations” as group regulations, as well as drawing up guidelines for each. We are now working to establish systems and ensure implementation.

Supplementary Principles 2.2.1

COMPLY

The board should review regularly (or where appropriate) whether or not the code of conduct is being widely implemented. The review should focus on whether or not the company has created a corporate culture and climate which embraces the intent and spirit of the code of conduct and not solely perform a perfunctory compliance check.

Our group periodically conducts an unmarked compliance awareness survey of all employees of the group companies in Japan.

With this survey, we are working to ascertain the level of compliance awareness, the actual conditions in the workplace, and the opinions of employees etc. In doing so, we will take care not to simply verify compliance as a formality, but to ensure that we are fostering corporate culture and principles that respect the meaning and spirit of the Code of Conduct.

The results are will be shared to all officers and employees, and the Compliance Committee will discuss the status of implementation and the results of the investigation as necessary and give specific instructions for measures based on the results at the Board of Officers and other meetings. Using the results of the awareness survey, we strive to make the appropriate improvements on each item which has low compliance.

The results of the survey will be shared with all officers and employees, and the status of implementation and the results of the survey will be discussed as necessary at the Compliance Committee and other bodies, and specific measures based on the results will be instructed at the Executive Officers Meeting and other bodies.

Upon receiving the implementation status and the result of the annual awareness survey, our board reviews the code of conduct, including the “NX GROUP Charter of Conduct” and “Compliance Regulations of NX GROUP.”

As for important whistleblowing cases and the compliance committee’s decisions, we will share the information in the “NX GROUP Compliance Handbook” and the “Compliance Letter,” the in-company newsletter we distribute to our group companies. We post these under the educational materials section of the e-learning website and utilize them as educational resources. We take them up at management trainings and share the information. We take measures to ensure that the code of conduct is implemented widely and effectively.

The President and each Executive Officer always emphasizes the importance of compliance and demonstrates the stance of top management in sending messages at the Board of Officers, Compliance Committee, and various other occasions.

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Principle 2.3 Sustainability Issues, Including Social and Environmental Matters

COMPLY

Companies should take appropriate measures to address sustainability issues, including social and environmental matters.

In the “NX Group Corporate Philosophy,” our group clearly states its status and relationship to society as “contributing to society through logistics and bringing an enriched life to future generations.”

As for our efforts to protect the environment in particular, we stipulated the “NX Group Environmental Charter” and the “Environmental Regulations,” and have been purposefully implementing activities. At the same time, in order to promote environmental management as a unified group, we regularly discuss various measures related to environmental management at the “Sustainability Promotion Committee,” and are working on measures to promote environmental management.

Extreme weather patterns due to the progression of the global warming associated with climate change can lead to closures of main highways and service disruption of railway containers and air cargo. These can cause serious damage to our logistics business. Also, waste reduction will lead to a reduction of environmental burdens and thus a reduction of our business costs.

In January 2023, the NX Group set a mid- to long-term CO2 emissions reduction target and has been working to reduce CO2 emissions across the NX Group by introducing environmentally friendly vehicles and renewable energy. Following our support for the recommendations of the TCFD in May 2022, and the Group’s 2030 CO2 emissions reduction target was certified as a short-term SBT target.

- NX Group’s 2030 greenhouse gas (GHG) emissions reduction target certified by SBT:

Scope 1/Scope 2

Aiming to reduce emissions by 42% compared to 2020

Scope 3

Aiming to reduce Scope 3 (Category 4) emissions for the entire Group by 25% compared to 2022

Aiming to reduce Scope 3 (Category 11) emissions from sold fossil fuel products by 42% compared to 2022

We are a logistics company which uses fossil fuels and emits carbon dioxide. Therefore, we recognize that global environment protection is a very important issue as well as creating new business models and improving corporate value. We are promoting initiatives such as proposals for transportation with reduced environmental impact using CO2 visualization tools such as One Stop Navi, Eco Trans Navi, and NX-GREEN Calculator. We are also promoting modal shifts and joint logistics, the introduction of vehicles with low environmental impact such as EVs, and the use of alternative fuels such as SAF and biofuels.

We will continue to contribute to the realization of a sustainable society through our business activities and enhance our corporate value.

○ Long-term targets toward global warming prevention

- 2030 Target

Scope 1, 2

Aim to reduce NX Group-wide CO2 emissions by 50%* compared to 2013 levels.

* This corresponds to a 42% reduction in Scope 1 and 2 emissions by 2030 compared to 2020 levels.

Scope 3

Aim to reduce NX Group-wide Scope 3 (Category 4) emissions by 25% compared to 2022 levels.

Aim to reduce Scope 3 (Category 11) emissions from sold fossil fuel products by 42% compared to 2022 levels.

- 2050 Target

Scopes 1, 2 and 3

Contribute to the creation of carbon-neutral societies as NX Group as whole.

○ Targets toward the establishment of a recycle-based society

- We set a target to reduce our discharged industrial waste amount per sale by 1% each consecutive year until 2030.

*Nippon Express non-consolidated targets

We publish information regarding each year’s activities in the Integrated Report and Sustainability Report. Our Integrated Reports are available on our websites.

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

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

Our Sustainability Databook are available on our websites.

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

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

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Supplementary Principles 2.3.1

COMPLY

The board should recognize that dealing with sustainability issues, such as taking care of climate change and other global environmental issues, respect of human rights, fair and appropriate treatment of the workforce including caring for their health and working environment, fair and reasonable transactions with suppliers, and crisis management for natural disasters, are important management issues that can lead to earning opportunities as well as risk mitigation, and should further consider addressing these matters positively and proactively in terms of increasing corporate value over the mid-to long-term.

We recognize that in order to achieve sustainable growth and increase corporate value, it is essential to appropriately address issues relating to sustainability and promote sustainability management. Our board recognizes these efforts as an important risk management issue, and our Board of Executives and Board of Officers also consistently take up this matter as an agenda topic. In January 2023, the NX Group formulated the "NX GROUP Sustainability Policy and Vision" to promote sustainability management as a unified group, in which we set forth the three values of "Economic value," "Environmental value," and "Social value." Through our business operations, we aim to realize a sustainable society, including the development of logistics services that contribute to creating such a society. Moreover, in August of the same year, the "NX GROUP Human Rights Policy" was formulated, followed by the "NX GROUP Sustainable Procurement Policy" in December. We will continue working to achieve a sustainable society through responsible business activities and the use of dialogue with our shareholders, investors, and other stakeholders. In order to put this approach into practice, the Board of Directors has resolved to review the group's key issues (materiality) in conjunction with the formulation of the NX Group Business Plan 2028. We aim to achieve sustainable social development and improve our corporate value by positioning the materiality as the core of our sustainability management strategy outlined in the NX Group Business Plan 2028 and striving for the solution of the key issues through our business activities.

[Key Issues (Materiality)]

- Develop and strengthen sustainable solutions (main initiatives: strengthen materiality solutions, strengthen decarbonized products and services, etc.)
- Solidify global supply chain (main initiatives: improvement of IT infrastructure and security level, promotion of DX to increase efficiency, quality, and profitability of logistics)
- Strengthen response to climate change (main initiatives: reduce CO2 emissions associated with fossil fuel use, reduce electricity use, expand introduction of renewable energy, etc.)
- Enhancement of human capacity to foster innovation (main initiatives: securing and developing excellent human resources, enhancing well-being, etc.)
- Respect for human rights and responsible corporate activities (main initiatives: ensuring safety and security, respect for human rights, etc.)

The Sustainability Promotion Division and the Sustainability Promotion Committee have been established as the divisions in charge of implementing specific measures to address important policies and key issues (materiality) related to sustainability. Although the Sustainability Promotion Committee was formerly composed of the Company's executive officers, it was reorganized in July 2023 to include the officers in charge of 11 major group companies, in order to promote Group-wide sustainability management. Important matters, such as the formulation and review of sustainability policies, are discussed by the Sustainability Promotion Committee, which submits them to the Board of Directors for approval, and the implementation status of various measures is timely reported to the board.

In addition, we have established a risk management system that consists of the Compliance and Risk Management Division and the Risk Management Committee. We have developed a system to manage these in an integrated manner, with the Risk Management Committee promoting preventive activities to limit the occurrence of risks and minimize the damage when they occur, and the Crisis Management Committee to deal with risks that have occurred. Important matters relating to risk management are also submitted to the Board of Directors for approval, and the implementation status of various measures is reported to the board on a regular basis. With these systems in place, we will continue to enhance our investigation of important issues relating to sustainability, both in terms of risks and profit opportunities, and pursue initiatives to address them.

An overview of our efforts is published in the company's Integrated Report and Sustainability Report. Our Integrated Reports are available on our websites:

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

(English Website) <https://www.nipponexpress.com/ir/library/annual/>

Our Sustainability Report are available on our websites:

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

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

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Principle 2.4 Ensuring Diversity, Including Active Participation of Women

COMPLY

Companies should recognize that the existence of diverse perspectives and values reflecting a variety of experiences, skills and attributes. These ensure sustainable growth. As such, companies should promote diversity of personnel, including the active participation of women.

The NX Group has established the "NX GROUP Basic Policy for Diversity Promotion" and the "NX Group Human Resources Policy" by resolution of the Board of Directors. Our company regards its employees as "human assets" and is committed to recognizing diverse perspectives and values and working to ensure that they lead to sustainable growth.

[Development of the NX Group Human Resources Policy]

The NX Group's approach and policies regarding "human assets" are to be used as a common foundation to address various human resources issues in the Group and globally, and to maintain consistency in the Group's human resources strategy. We also believe that by disclosing our policies, we can clarify "the profile of the human resources we seek" and "our Company's commitments," which will help us secure human resources and increase corporate value and engagement. The "Company's commitments" in the policy states that the Company is dedicated to diversity, providing a place where diverse human resources can work together to create new value, and where all members of the company can work with a sense of unity.

[NX Group "Basic Policy on Diversity Promotion"]

By promoting diversity and creating an environment where all employees respect each other's diversity and maximize the power of each employee, we will realize "self-growth and self-fulfillment for employees" and "sustainable growth and improvement of corporate value of NX GROUP".

"Respect for Diversity"

We will respect each other regardless of age, gender, sexual orientation, gender identity, nationality, disability, etc.

The "NX Group Diversity Promotion Subcommittee" and "Human Resources Strategy Meeting" are convened to share information on the current state of diversity promotion within the NX Group and any related issues.

In order to foster company-wide awareness, for example, in Nippon Express, a major subsidiary, the President himself has made a top-level commitment, and individual branch managers, who serve as the heads of organizations, have issued a "Branch manager diversity declaration" on the Company portal site to continuously demonstrate within the Company a determination and commitment to the aggressive promotion of diversity throughout the company.

In addition, a diversity promotion manager will be assigned to each business division, unit and branch, and the status of the initiatives will be shared at the diversity promotion manager meetings that will be held on a regular basis. Furthermore, in November 2025, NXHD and Nippon Express, we received a Silver rating in the PRIDE Index (for creating workplaces in Japan that are comfortable for LGBTQ+ people to work in, transcending the frameworks of companies and organizations).

[Improving Engagement]

The NX Group believes that a strong sense of belonging, a strong ability to contribute, and the realization of an environment in which employees can demonstrate their abilities will lead to sustainable growth and corporate value through increased productivity. In order to measure these factors quantitatively, we have conducted the NX Engagement Survey at our major subsidiaries, including those overseas, since FY2023.

We aim to quantitatively evaluate the state of diversity using results broken down by attributes such as job type, years of service, age, and gender, and to create a workplace where diverse human resources, including women, can thrive.

Furthermore, each domestic group company will clarify issues by gaining understanding and analyzing the situations at organizational levels and will work to create a workplace environment that leads to behavioral changes in each employee, thereby improving engagement and realizing our management plan.

The NX Engagement Survey will be conducted annually, and while monitoring changes, we will verify the effectiveness of measures, exchange opinions with the relevant personnel in each organization, and continue to implement the PDCA cycle, aiming for sustainable growth and enhanced corporate value by harnessing the achievements of our diverse human resources as a strength.

In the Japan Region, the NX Group has set KPIs to ensure diversity within the company, such as the proportion of women in management positions, the uptake rate of paid leave, the rate of male employees taking childcare leave, and the employment of people with disabilities, and will continue to promote the creation of a comfortable working environment.

Furthermore, to enable employees to proactively shape their careers, we introduced a posting system that allows employees to apply for positions available within the Group, and a system in place established to support them in realizing their desired careers. This will increase motivation and create growth opportunities, and we aim to realize flexible and sustainable working styles.

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Supplementary Principles 2.4.1

COMPLY

Companies should present their policies and voluntary and measurable goals for ensuring diversity in the promotion to core human resources, such as the promotion of women, foreign nationals and midcareer hires to middle managerial positions, as well as disclosing their status.

In addition, in light of the importance of human resource strategies for increasing corporate value over the mid-to long-term, companies should present its policies for human resource development and internal environment development to ensure diversity, as well as the status of their implementation.

(i) Ensuring Diversity

With respect to ensuring diversity in the workforce, which forms the basis of diversity management, we are working to put them into practice, based on NX GROUP "Basic Policy on Diversity Promotion."

[NX Group "Basic Policy on Diversity Promotion"]

By promoting diversity and creating an environment where all employees respect each other's diversity and maximize the power of each employee, we will realize "self-growth and self-fulfillment for employees" and "sustainable growth and improvement of corporate value of NX GROUP."

"Respect for Diversity"

We will respect each other regardless of age, gender, sexual orientation, gender identity, nationality, disability, etc.

<Promotion of Women's Participation>

From the perspective of ensuring diversity on the Board of Directors, the NX Group will strive to increase the percentage of female members.

*As of March 27, 2026, the rate of director positions held by women was 45.5.% (5 out of 11). In addition, two female executive officers have been appointed (One of them also serves as a Director).

·Goal for the Proportion of Management Positions held by Women

Increase the proportion of management positions held by women to 10% or more by the end of FY2030. (4.76% as of December 31, 2025)

·Building a Network of Female Employees among Group Companies

To date, we have been working to increase the number of employees, especially new graduates in career-track positions, create a work environment where everyone can work comfortably, and foster career motivation among female employees. These efforts have produced some results, such as an increase in the proportion of women among employees in their 20s and the ratio of female employees who continue to work for the company. However, issues remain in raising the overall number of female employees and the proportion of management positions held by women. To address these issues, we have set targets for expanding the pool and for the proportion of management positions, which constitute the heart of the company, that are held by women.

We will continue to expand the pool through various channels, such as strengthening awareness building among candidates and recruiting personnel with experience. In addition, we will work toward achieving our goals, by identifying issues that need to be addressed as a Group and exchanging opinions on how to resolve these issues. In 2025, we held a workshop for candidates for female employee leaders selected from our group companies, and in addition to working on mindset and networking, individual career counseling was also provided after end of the workshop to support future career development.

<Appointment of Foreign Nationals to Management and Board Director positions>

Our group has 900 overseas offices in 56 countries (as of September 2025), with more than 25,000 foreign employees.

In order to accelerate business growth of our global business, we are managing our human resources by visualizing key positions that play a central role in the group's overseas management using common standards, and the proportion of foreign nationals in these positions now exceeds 40%. For this reason, we do not currently have any KPIs in place for the promotion of foreign employees to management positions. We will continue to promote the recruitment of local staff to realize our long-term vision and growth strategy. In addition, on January 1, 2026, one foreign executive officer was appointed.

In the future, we will continue to promote the localization of top management and reinforce the human resource development of top management at overseas operating companies.

*Reference: (58 out of a total of 131 posts, including positions held concurrently)

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

<Appointment of Experienced Personnel to Management Positions>

In order to secure diverse human resources to facilitate diversity management, eliminate biases in the makeup of the workforce, and secure professional human resources with expertise in specialized fields such as industrial logistics and new businesses, etc. In cooperation with each business unit, we will actively recruit human resources that contribute to the growth strategy of the business, aiming to secure human resources strategy and human resources that are linked to the human resources strategy of the business plan. The target number of experienced hires for FY2024 is 50.

To achieve our goals, we have set up a dedicated recruiting team, and by taking a proactive approach to women, non-Japanese, and management-level employees, for which there is a particular need to enhance recruitment, we are working to achieve our goals and increase diversity in our core human resources through the hiring of experienced personnel.

Recruitment of professional staff and personnel with experience (total for NXHD and Nippon Express)

○Professional staff (FY2025)

22 people (NXHD 9, Nippon Express 13)

*Of whom foreign nationals: 1 (0man, 1woman)

*Of whom managers: 15 (10men, 5women)

○Recruitment of personnel with experience (FY2025)

29people (NXHD2, Nippon Express27)

*Of whom foreign nationals: 5 (4men, 1women)

*Of whom managers:3 (2men, 1woman)

(ii) Policy for developing human resources and the internal company environment to ensure diversity, and its current status

[Development of the Human Resources Policy]

The "NX Group Human Resources Policy" was established by resolution of the Board of Directors as a common foundation to address various human resources issues in the Group and globally, and to maintain consistency in the Group's human resources strategy. In doing so, we aim to clarify "the profile of the human resources we seek" and "the Company's commitments," thereby securing human resources and increasing corporate value. The "Company's commitments" states that the Company is dedicated to diversity, providing a place where diverse human resources can work together to create new value, and where all members of the company can work with a sense of unity.

<Work Style Reform>

In the Japan Region, the NX Group has set KPIs as Human Resource Strategy of "NX Group Business Plan 2028" to ensure diversity within the company, such as the proportion of women in management positions, the uptake rate of annual paid leave, the rate of male employees taking childcare leave, and the employment of people with disabilities.

The above four indicators are on an upward trend, and in addition to continuing to work on them, we will also collect qualitative information through questionnaires and similar means.

[KPIs in NX Group Business Plan 2028]

Proportion of women in management positions: FY2028 8%

Annual paid leave uptake: FY2028 80%

Rate of male employees taking childcare leave: FY2028 70%

Rate of people with disabilities among employees: FY2028 2.7%

<Internal Working Environment Development Policy>

The NX Group believes that a strong sense of belonging, a strong ability to contribute, and the realization of an environment in which employees can demonstrate their abilities will lead to growth and corporate value through increased productivity. To become a company where a diverse range of employees can play an active role while feeling happy and creating new value, we will strive to promote diversity management and to improve employee engagement to raise levels of employee satisfaction.

<Human Resource Development Policy>

The NX Group will enhance its corporate value by proactively investing in its employees through education, based on the following pillars of human resource development: (1) Cultivating self-reliant employees, (2) Passing on logistics-related technologies and generating knowledge and expertise, and (3) Fostering a corporate culture that nurtures people and encourages them to learn on their own.

Specific initiatives are described in the Sustainability Report.

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

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Principle 2.5 Whistleblowing

COMPLY

Companies should establish an appropriate whistleblowing system where employees can report illegal or inappropriate behavior, information disclosures, or any other serious concerns without fear of suffering disadvantageous treatment. Also, the system should allow an objective assessment of the reported issues, and the results should be utilized appropriately. The board should be responsible for both establishing such a system and monitoring its implementation.

In 2003, our group established internal regulations regarding whistleblowing and set up a special help desk for whistleblowing. We also make efforts to publicize the system and the help desk. The "NX GROUP Compliance Handbook," which is available on the company intranet and accessible to employees, includes information on confidentiality for whistleblowers and the prohibition of disadvantageous treatment of whistleblowers etc, and in addition giving notice via the company intranet and the "Compliance Letter" the in-company newsletter, and displaying relevant posters at each worksite. In order to make this system easy to use and effective for our employees, we also have an independent help desk for whistleblowing outside the company.

In handling whistleblowing reporting cases, the Compliance and Risk Management Division will determine whether or not to investigate whistleblowing reporting cases and the method of investigation in accordance with the internal regulations. Placing priority on protecting the informant, we conduct an investigation by working with the relevant departments, notify the informant of the progress of our actions and check the results with him/her. In addition, depending on the case, we consults with outside experts, such as attorneys, and based on their advice, investigates and responds appropriately.

Once our Compliance Committee, with our Representative Director and President as the chairperson, receives the report on whistleblowing, the committee discusses the issues and reviews the operation status of the system. At the board meetings, the officer who is in charge of the Compliance and Risk Management Division regularly reports the operation status of our whistleblowing system and the implementation status of the Compliance Committee. Upon receiving the operation status of the whistleblowing system, the Board of Directors discusses and determines which system, organization and policies are suitable for each situation.

In addition, full-time Audit and Supervisory Board Member attends the Compliance Committee as a member of the committee and receives reports on all whistleblowing.

Outside directors meet with the Compliance and Risk Management Division to receive explanations about whistleblowing reports, the Compliance and Risk Management Division's initiatives, cases of compliance violations, and similar issues. Exchanges of views are also held, and said views are then reflected in the company's initiatives.

The President and each Executive Officer constantly stresses the importance of compliance at Compliance Committees to demonstrate the stance of top management.

Section 2: Appropriate Cooperation with Stakeholders Other Than Shareholders

Supplementary Principles 2.5.1

COMPLY

As a part of establishing a system for whistleblowing, companies should establish a point of contact that is independent of the management (for example, a panel consisting of outside directors and outside A & S Board Members. In addition, rules should be established to secure the confidentiality of the information provider and prohibit any disadvantageous treatment.

Our group has an internal help desk for whistleblowing and an outside help desk within a lawyer's office separate from our company. In addition, we have established a global internal reporting contact point for overseas group companies and a system to receive internal reports from all employees of the Group. The contents of discussions at Compliance Committee, including outside attorneys, on important matters and responses at internal reporting regardless of internal or external contact points will be reported to Board of Directors, and opinions will be sought from outside Directors and reflected based on the opinions of the outside Directors.

In regard to the confidentiality of the informant and prohibition of disadvantageous treatment of the informant, we designate whistleblowing strictly confidential at our outside help desk. We state in our "NX GROUP Speak-Up Regulations" that any information which may lead to identification of the informant remains confidential unless s/he agrees to disclosure. Also, for group companies in Japan, at our annual meeting of Compliance Promotion Officers, we instruct all officers who investigate and respond to whistleblowing to ensure the confidentiality of informants and prohibit their disadvantageous treatment. In addition, we give the same instructions to the compliance managers of the overseas regional headquarters.

In addition, we make the "NX GROUP Speak-Up" Regulations known to every employee, including those in group companies, through the "NX GROUP Compliance Handbook", our intranet and "Compliance Letter" newsletter.

Principle 2.6 Companies' Role as Asset Owners of Corporate Pension Funds

COMPLY

The management of corporate pension funds impacts stable asset formation for employees and each company's own financial standing. Therefore, companies should implement measures to improve human resources and operational practices, such as the recruitment or assignment of individuals who have the appropriate capacity to manage funds. The purpose of this is to increase the investment management expertise of corporate pension funds (including stewardship activities such as monitoring the asset management institutions so that the companies perform their roles as expected for asset owners of corporate pension funds. These measures should be disclosed. Companies should ensure that conflicts of interest which could arise between pension fund beneficiaries and companies are appropriately managed.

In order to support our employees' asset formation and reduce management risk of corporate pension funds, Nippon Express Co., Ltd, the group's main subsidiary, adopted a defined contribution pension system in 2007.

In order to teach our employees how to increase their assets, we are working to educate them in how to properly do this. As a part of new employee education, we implement fixed contribution pension seminars and teach basic knowledge on the systems used to start asset management and relevant precautions.

We conduct investment educational seminars once a year for our pension fund beneficiaries and teach employees the importance of long-term investments, continuous investments and diversified investments, depending on their individual future plans. In order to make this more effective and realistic, we review the educational content based on the monitoring results of operation status in cooperation with the operation management institution. In addition, we form a committee with the labor union to reflect the opinions and requests of the members.

In selecting investment products, we consider not only the potential for the highest possible returns and the lowest possible trust fees for our employees, but also the following factors with respect to the investment trusts: (1) a sufficient net asset balance, (2) a stable return over a certain period of time, (3) the degree of linkage to the benchmark for passive products, and (4) the balance of risk and return for active products. After that, we monitor the performance of the products on an annual basis based on the reports from the managing institutions.

In addition, we verify the evaluation of the management organization, which is required to be conducted once every five years, in a committee meeting with the labor union representing enrollees, and report the results to the relevant government agencies.

Section 3: Ensuring Appropriate Information Disclosure and Transparency

General Principle 3

COMPLY

While ensuring appropriate information disclosure in accordance with the relevant laws and regulations, companies should also strive to actively provide information beyond that which is required by law. This includes both financial information, such as financial status and operating results, and non-financial information, such as business strategies, business issues, risk and governance.

The board should recognize that disclosed information will serve as the basis for constructive dialogue with shareholders, and therefore should ensure that such information, particularly non-financial information, is accurate, clear and useful.

In the “NX GROUP Charter of Conduct” we declare that we will fulfill our corporate social responsibility, stating that “in addition to communicating with our wide range of stakeholders and actively and fairly disclosing company information, we will endeavor to meet stakeholder expectations and deepen mutual understanding.”

In order to put this policy into practice, our Board of Directors has established a Disclosure Policy, and in accordance with this policy, even when disclosing information which is not required to be disclosed by laws and regulations, we disclose such information, regardless of whether or not it is financial or non-financial in a timely and appropriate manner through news releases, press conferences, our websites, the Integrated Report and Sustainability Report, and any other possible means if the information is considered useful during constructive dialogue with shareholders. We will communicate such information actively and widely outside the company for all stakeholders, including domestic and overseas shareholders and investors. We report the content of the Integrated Report, one of our tools for dialogue with investors, shareholders, and other stakeholders, to the Board of Directors prior to its release, and determine the content of the report to make it more useful for disclosure, such as by reflecting the opinions of directors, including outside directors.

Among non-financial information, those that we consider particularly important as sustainability-related information, such as basic policy related to sustainability management, are disclosed based on the content of the resolution at Board of Directors after being drafted at Sustainability Promotion Committee with President as chairperson. In addition, the Board of Directors is reported and discusses the contents of reports on the Group in general, such as the Integrated Report and the Annual Securities Report, and the opinions of outside directors in particular are also taken into consideration for the next year's report.

Section 3: Ensuring Appropriate Information Disclosure and Transparency

Principle 3.1 Full Disclosure

COMPLY

In addition to disclosing information in accordance with relevant laws and regulations, companies should disclose and proactively provide the information listed below (along with the disclosures specified by the principles of the JPX Corporate Governance Code) in order to enhance transparency and fairness in decision-making and ensure effective corporate governance.

- (i) Company objectives (i.e. business principles), business strategies and business plans;
- (ii) Basic views and guidelines on corporate governance based on each of the principles of the code;
- (iii) Board policies and procedures in determining the remuneration of senior management and directors;
- (iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of director and A & S Board Member candidates
- (v) Explanations with respect to the individual appointments/dismissals of executive managers and nominations of candidates for directors and A & S Board Members based on (iv).

(i) Company objectives (i.e. business principles), business strategies and business plans;

Since the establishment of NX Group, the group has supported the development of society by connecting people, companies, and communities through logistics. In order to fulfill this unchanging mission and create a prosperous future, we will continue to take on the challenge of creating new value from logistics, and to live up to the trust placed in us by our customers and society. These aspirations have been put into words and embodied in the “NX Group Corporate Philosophy.

The “NX Group Corporate Philosophy” describes what we should be doing including goals our corporate group should achieve, what we value, and how we contribute to society. In order to exemplify our corporate philosophy, we established the “NX Group Charter of Conduct”-which defines the direction of day-to-day behaviors of all employees including our determination to uphold “Safety, Compliance and Quality” and the “NX Group Corporate Message” - known as “We Find the Way” - which defines the value and attitude we provide to our customers and society as a company. The charter and the message are the values our corporate group cherishes. These values will be inherited by our company, which was established as a result of the transition to a holding company structure, and we will continue to uphold them as the common values of the group.

In addition, based on our Corporate Philosophy, Charter of Conduct and Corporate Message, and we have a long-term vision for what we want to become as a corporate group. The current long-term vision articulates the “2037 Vision,” which is our vision for the kind of Group we want to be in 2037, which marks the 100th anniversary of our founding. The vision for the group in 2037 is to be “a logistics company with a strong presence in the global market and as a precondition for achieving this vision, it also articulates an ideal profile of the Group for our customers, society, shareholders, and employees. We have published the “NX Group Business Plan,” a management strategy and specific action plan to achieve this vision.

In order to realize our long-term vision, we consider the preservation of the global environment, the contribution of a diverse range of employees, and improvement of capital efficiency through the establishment of corporate governance to be important issues that will lead to the development of society, the sustainable growth of our group, and the enhancement of our corporate value. The key themes of the business plan include a sustainability management strategy that addresses Key Issues (Materiality) such as climate change and human rights, human capital management that focuses on the success of a diverse range of personnel and employee engagement, and initiatives to improve corporate value that focus on improving profitability and capital efficiency, as well as strengthening dialogue with investors. In undertaking these initiatives, the Group will work together on KPIs such as CO2 emission reductions, employee engagement scores, and the return on equity (ROE) to be an important management indicator and aim to achieve 8% by fiscal year 2026 as an interim target in our Business Plan and over 10% by the final year, fiscal year 2028, given that the cost of capital for shareholders is approximately 7%. In addition, we will work to ensure that the PBR, which is currently around one, remains above one.

All of these are available on our company’s website, Sustainability REport, and Integrated Report.

<The NX Group Corporate Philosophy>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/about/philosophy/>

(English Website) <https://www.nipponexpress-holdings.com/en/about/philosophy/>

<The NX Group Charter of Conduct>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/about/philosophy/charter.html>

(English Website) <https://www.nipponexpress-holdings.com/en/about/philosophy/charter.html>

<The NX Group Corporate Message>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/about/philosophy/message.html>

(English Website) <https://www.nipponexpress-holdings.com/en/about/philosophy/message.html>

Section 3: Ensuring Appropriate Information Disclosure and Transparency

As with the corporate philosophy, we uphold the long-term vision and business plan, and work as a group to realize them.

Our long-term visions and business plans are available on our websites:

<Website “Business Plan”>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/management/plan/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/management/plan/>

As for Cost of Capital Conscious Management, we have disclosed in Feb 2025 as “Initiatives to Improve Corporate Value -Action to Implement Management that is Conscious of Cost of Capital and Stock Price”.

Please refer to our website in addition to the following.

(Japanese Website) <https://xml.irpocket.com/C9147/2025/corpvalue0214jp2.pdf>

(English Website) <https://xml.irpocket.com/C9147/2025/corpvalue0214en.pdf>

(ii) Basic views and guidelines on corporate governance based on each of the principles of the code;

In accordance with the NX GROUP’s corporate philosophy, we believe that it is important to establish appropriate corporate governance and a group management system in order to solve social issues through logistics, support the sustainable development of society, and achieve the ideal of the corporate group set out for 2037 in our long-term vision. Based on these ideas, we have established the following basic policy for NX GROUP governance.

In addition, with the organizational change to a company with an Audit & Supervisory Committee that took effect in March 2024, the Board of Directors delegates many important business decisions to the executive divisions, shifting to a “monitoring” model where its role is to determine important management policies and supervise the executive divisions.

With the separation of business execution and supervision, the Board of Directors has focused on supervising the executive divisions, and the monitoring function of the Board of Directors has been strengthened by having a director who is a member of the Audit & Supervisory Committee with voting and other rights at the Board of Directors.

[NX GROUP Basic Policy on Governance]

[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

[2037 Vision]

Business growth: A logistics company with a strong presence in the global market

Customers & Society: A company that contributes to achieve 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 to be active in their work, support customers and society, and feel happy

<Basic Concept Oriented Towards Realizing the Long-term Vision>

- The NX GROUP resolves social issues through logistics and contributes to sustainable development and growth of our clients and society based on our corporate philosophy.

- We will meet stakeholders’ expectations and create value together, in an aim to realize the long-term vision that depicts the ideal stance of the NX GROUP in 2037, based on our corporate philosophy.

- To realize these, we will establish corporate governance and optimally build a group governance structure, which will service as the premise for corporate governance.

Basic Concept Oriented Towards 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”

Approaches Aimed at 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

Section 3: Ensuring Appropriate Information Disclosure and Transparency

<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”

Approaches Aimed at Evolving 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

(iii) Board policies and procedures in determining the remuneration of senior management and directors;

Our company has established a basic policy regarding decision-making procedures for officer remuneration and the structure for the remuneration in our internal rules. The procedures and the basic policy are discussed at the discretionary Remuneration and Nomination Advisory Committee. The committee was established as an advisory body of our board where chairperson is an independent external Director, three of the four members of committee member are independent external Director. Our board makes decisions based on the committee’s report.

Our directors’ remuneration policy is as follows:

(Directors’ Remuneration Policy)

a. Basic policy

1. Ensure that remuneration levels are commensurate with the size of roles and responsibilities so that talented people who put the corporate philosophy into practice can be retained.
2. Design the remuneration system to motivate and encourage contribution to sustainable growth over the medium to long term and sustainable enhancement of corporate value.
3. The remuneration system shall be fair, reasonable and easily explainable to all stakeholders.

b. Remuneration structure

1. Remuneration shall consist of base remuneration, which is fixed, and performance-based remuneration, which varies according to the degree to which targets have been achieved. Remuneration shall be structured appropriately for the proportion of remuneration linked to short- and medium- to long-term business performance respectively and also to reflect contributions to sustainable corporate growth, sustainable enhancement of corporate value, and the degree to which targets have been achieved.
2. Remuneration for outside directors shall consist of basic remuneration based on their roles and independent status.

c. Basic remuneration

The amount of base remuneration shall be determined by taking into consideration industry standards based on surveys of external specialist institutions and also dependent on their roles.

d. Performance-based compensation

1. Short-term performance-linked remuneration shall be paid in the form of a bonus indexed to targets set for a single fiscal year.
2. Remuneration linked to medium- and long-term performance shall be paid in the form of share-based remuneration linked to the degree to which the medium-term business plan has been fulfilled and to increases in corporate value (share value).

Section 3: Ensuring Appropriate Information Disclosure and Transparency

(Determining Directors' Remuneration)

a. Basis(fixed) remuneration

Remuneration (monthly amount) for each individual will be determined according to their role, based on the standard amount for their position.

Fixed remuneration shall be paid on a monthly basis.

b. Bonuses

Bonuses will be determined for each individual, as appropriate for their role, based on an evaluation that takes into account performance in a single fiscal year, the results of ESG management initiatives, and the overall contribution to the enhancement of corporate value.

Bonuses shall be paid at the close of the ordinary general meeting of shareholders relating to the fiscal year ending within one year after appointment.

c. Performance-based stock compensation

The degree to which the business plan has been achieved for each fiscal year during the medium-term business plan period, in terms of financial and non-financial indicators, and the degree to which the business plan has been achieved for the final year of the medium-term business plan period will be evaluated in accordance with the Group and the individual's role. The shares to be granted 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. Performance-based remuneration in shares shall be paid in accordance with the conditions and timing stipulated in the Regulations on Granting of Shares, etc.

Specific amounts will be determined within the range of the amount resolved at the 2nd Annual general meeting of shareholders held on March 28, 2024, taking into consideration the company's performance, the standards of other companies, employee salaries and other factors.

In addition to basic compensation and bonuses, we introduced a performance-linked stock compensation plan using a trust for directors and executive officers (excluding outside directors, part-time directors, directors serving as Audit and Supervisory Committee members, and directors residing overseas) to further enhance their commitment to enhancing our medium- to long-term corporate and shareholder value. Funded by a portion of the existing basic compensation, this plan is a medium- to long-term incentive system in which the number of Company shares issued as compensation varies depending on the recipient's position and the degree to which the recipient achieves company-wide performance targets. The evaluation period is currently five fiscal years. It operates for the same period as the medium-term management plan, and the management targets set out in the management plan are used as KPIs. Specifically, evaluations are conducted at the end of each fiscal year and at the end of the evaluation period based on consolidated revenue, consolidated business profit, consolidated ROE (return on equity), as well as non-financial indicators such as CO2 emissions reductions and engagement survey scores. The range of increase or decrease depending on the achievement of targets, etc., is set between 0% to 150%, with 100% representing the level of achievement of targets set as the standard for the annual performance evaluation and the mid-term performance evaluation as a whole.

Our company established internal rules and regulations regarding the decision-making process for executive compensation, etc. The amount of compensation for our directors (excluding directors who are Audit and Supervisory Committee members) is determined by the Compensation and Nomination Advisory Committee, which deliberates and recommends the system and content based on the above policy, and the Board of Directors determines compensation by giving full respect to the recommendation. The amount of individual compensation is based on job responsibilities, business execution status, etc., and is delegated to the Representative Director, by resolution of the Board of Directors. The delegated authority involves determining the amount of basic compensation and the evaluation allocation of bonuses for each director based on the director compensation setting standards deliberated and determined in advance by the Compensation and Nomination Advisory Committee. The amount of compensation for directors who are Audit and Supervisory Committee members is determined by the Audit and Supervisory Committee through discussions among the directors who are Audit and Supervisory Committee members.

Section 3: Ensuring Appropriate Information Disclosure and Transparency

(iv) Board policies and procedures in the appointment/dismissal of senior management and the nomination of director and A & S Board Member candidates

Members of our Board of Directors are appointed and dismissed in such a way as to ensure that the composition of the board as a whole is balanced in terms of knowledge, experience, and ability by utilizing a directors skills matrix established in line with business strategies such as increasing the ratio of overseas sales and promoting ESG management.

Regarding the selection of candidates for directors (excluding those who are members of the Audit & Supervisory Committee), after consulting with the voluntary Remuneration and Nomination Advisory Committee (chaired by an independent outside director, with three of the four members being independent outside directors), and taking into account opinions expressed by the Audit & Supervisory Committee, the Board of Directors adopts a resolution based on a multifaceted perspective, past performance and evaluation, as well as their personality and insight.

Regarding the selection of candidates for directors who are members of the Audit & Supervisory Committee, after consulting the Remuneration and Nomination Advisory Committee and obtaining the consent of the Audit & Supervisory Board, the Board of Directors adopts a resolution based on a multifaceted perspective, taking into consideration the high level of knowledge in finance, accounting, and law that is deemed necessary to conduct an audit, in addition to the above criteria.

With regard to candidates for independent outside directors, our company appoints individuals who are outstanding in terms of both character and insight, have experience in corporate management, high levels of expertise and academic knowledge in areas such as finance, accounting, legal affairs, and ESG, and are capable of supervising the management of company from a multifaceted perspective.

(v) Explanations with respect to the individual appointments/dismissals of executive managers and nominations of candidates for directors and A & S Board Members based on (iv).

The Company will include the backgrounds and reasons for the selection of director candidates, including a skills matrix, in the "Notice of the Ordinary General Meeting of Shareholders" and disclose this information on its website. In addition, in the event of dismissal, the reasons for dismissal will also be included in the "Notice of the Ordinary General Meeting of Shareholders."

Personal history and reasons for the selection of each candidate for director positions is stated in the "Convening Notice of the Annual Shareholder Meeting" including the Skill matrix for our Board of Directors is posted on our websites:

<Website "Shareholders Meetings">

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/event/general-meeting/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/event/meetings/>

Section 3: Ensuring Appropriate Information Disclosure and Transparency

Supplementary Principles 3.1.1

COMPLY

These disclosures, including disclosures in compliance with relevant laws and regulations, should add value for investors, and the board should ensure that the information does not lack detail

The Board of Directors is committed to building long-term relationships of trust with all stakeholders, including shareholders and investors in Japan and overseas. Dialogue between investors and our directors and other IR activities are reviewed and discussed at semi-annual meetings of the Board of Directors to improve disclosure information. We promote visualization, i.e. publishing photographs of the director candidates. We disclose such information using various means in order to enable our shareholders and investors to access it easily in a timely, accurate, equitable and fair manner.

Supplementary Principles 3.1.2

COMPLY

Bearing in mind the number of foreign investors among shareholders, companies should, to the extent reasonable, take steps for providing English language disclosures. In particular, companies listed on the Prime Market should disclose and provide necessary information in their disclosure documents in English.

In preparation for our group's business expansion, we have established an English version of our website. English versions of the Integrated Report, Sustainability Report, Business Report (Shareholders' Newsletter), Corporate Governance Report, etc. are published in English, and the notice of convocation of the ordinary general meeting of shareholders including Annual Business Report, financial results, timely disclosure materials, financial results presentation materials, and the consolidated financial statements and notes included in securities report are disclosed in English through channels such as the company website.

In addition, the materials of the financial results briefing both in Japanese and English are disclosing at the same day, and an on-demand video is also available with English audio as well as Japanese.

The URL of our English website is as follows:

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

English versions of each material are posted below on the Company's website:

Integrated Report, Sustainability Report, Business Report, Earning Reports, Earnings Presentations, Consolidated financial statements and Notes:

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

Corporate Governance Report:

<https://www.nipponexpress-holdings.com/en/ir/governance/>

Notice of the Ordinary General Meeting of Shareholders:

<https://www.nipponexpress-holdings.com/en/ir/event/meetings/>

Timely Disclosure Materials & IR News:

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

Section 3: Ensuring Appropriate Information Disclosure and Transparency

Supplementary Principles 3.1.3

COMPLY

Companies should appropriately disclose their initiatives on sustainability when disclosing their management strategies. They should also provide information on investments in human capital and intellectual properties in an understandable and specific manner, while being conscious of the consistency with their own management strategies and issues. In particular, companies listed on the Prime Market should collect and analyze the necessary data on the impact of climate change-related risks and earning opportunities on their business activities and profits, and enhance the quality and quantity of disclosure based on the TCFD recommendations, which are an internationally well-established disclosure framework, or an equivalent framework.

<Promoting Sustainability Management>

The “NX Group Business Plan 2028” sets the promotion of sustainability management as one of the company’s important basic strategic policies, and efforts are underway to this end.

As a framework for promoting sustainability management, we have established a Sustainability Promotion Division and a Sustainability Promotion Committee. The Sustainability Promotion Committee, chaired by the President, Chief Executive Officer and Representative Director and consisting of the directors in charge of our company and 12 major Group companies, discusses important policies and specific measures relating to sustainability on a cross-divisional basis.

In the midst of changing international trends and social conditions, such as growing demands for a sustainable society, the Sustainability Promotion Committee examined and discussed key issues (materiality) to be addressed from the two perspectives of stakeholders and our business at a meeting held in FY2023, and the Board of Directors meeting held afterward adopted a resolution on five key issues (materiality).

By addressing these key issues through our business activities as part of the sustainability management strategic outline initiatives in the “NX Group Business Plan 2028,” we aim to achieve sustainable social development and enhancement of our corporate value.

Going forward, key policies and other matters discussed by the Sustainability Promotion Committee will be submitted to the Board of Directors for their decision, and progress will be reported on a regular basis. In addition, we will disclose the results of our efforts to resolve these Key Issues (materiality) in the Integrated Report and other documents.

[Key Issues (Materiality)]

- Develop and strengthen sustainable solutions (main initiatives: strengthen materiality solutions, strengthen decarbonized logistics solutions, etc.)
- Solidify global supply chain (main initiatives: improvement of IT infrastructure and security level, promotion of DX to increase efficiency, quality, and profitability of logistics)
- Strengthen response to climate change (main initiatives: reduce CO2 emissions associated with fossil fuel use, reduce electricity use, expand introduction of renewable energy, etc.)
- Enhancement of human capacity to foster innovation (main initiatives: securing and developing excellent human resources, enhancing well-being, etc.)
- Respect for human rights and responsible corporate activities (main initiatives: ensuring safety and security, respect for human rights, etc.)

Oure Group’s sustainability policy and vision are posted on our websites:

<Website “Sustainability”>

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

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

Section 3: Ensuring Appropriate Information Disclosure and Transparency

<Initiatives Regarding Human Capital, etc.>

With respect to human capital, in the belief that employees being able to demonstrate their full potential will lead to growth for the Group, we place the highest priority on investing in and focusing on employees, who are the source of value for our business, and by giving due consideration to their wellbeing, we aim to further reinforce the foundation for value creation.

The “NX Group’s Human Resources Policy” was established by resolution of the Board of Directors as a common foundation to address various human resources issues in the Group and globally, and to maintain consistency in the Group’s human resources strategy. In doing so, we aim to clarify “the profile of the human resources we seek” and “the Company’s commitments,” thereby securing human resources and increasing corporate value. The “Company’s commitments” states that the Company is dedicated to diversity, providing a place where diverse human resources can work together to create new value, and where all members of the company can work with a sense of unity, based on “NX GROUP Basic Policy on Diversity Promotion and which drives initiatives.

[NX GROUP Basic Policy on Diversity Promotion]

By promoting diversity and creating an environment where all employees respect each other’s diversity and maximize the power of each employee, we will realize “self growth and self fulfillment for employees” and “sustainable growth and improvement of corporate value of NX GROUP”.

“Respect for Diversity”

We will respect each other regardless of age, gender, sexual orientation, gender identity, nationality, disability, etc.

The NX Group believes that a strong sense of belonging, a strong ability to contribute, and an environment in which employees can demonstrate their abilities will create sustainable growth and corporate value through increased productivity. We have conducted NX Engagement survey of our major subsidiaries, including those overseas, since FY2023.

This is being implemented throughout the Company with the aim of creating a workplace where all employees can play an active role. With the results broken down by attributes such as job level, company history, age group, and gender, allowing for quantitative evaluation of diversity status, as well as results for each organizational unit and combine with its analyzes, the survey aims to provide problem-solving that will lead to behavioral changes on the part of every employee, so as to realize the business plan and improve engagement while conducting analysis and providing feedback.

Through these efforts, in addition to social values such as employee happiness and the creation of fair and stable employment and business opportunities, we aim to enhance our corporate value in the following ways:

- Acquiring, and strengthening human resources
- Promoting diversity of human resources and innovation to support value creation
- Retaining human resources and reducing the risk of attrition
- Reducing health and safety risks

In addressing materialities of the sustainability management, we recognize the importance of strategically creating value by utilizing non-financial capital such as human capital and intangible assets, and going forward, we will enhance the explanation of investments in non-financial capital to realize our long-term vision with the achievement of the KPIs set as our basic goal.

Section 3: Ensuring Appropriate Information Disclosure and Transparency

< Initiatives of climate change issues >

Solving environmental issues is essential for realizing a sustainable society, and we believe it is one of the most important issues for our group. The Sustainability Policy and Vision formulated in January 2023 clearly state that we will contribute to the realization of a carbon-neutral society and the preservation of the global environment by engaging in businesses that help reduce the environmental impact of our company and our customers. In addition, to contribute to the realization of a carbon-neutral society by 2050, as set forth by the Japanese government, we have set new medium- and long-term goals for the Group for 2030 and 2050.

To achieve these medium- and long-term goals, we will expand information disclosure in line with the TCFD framework, which we announced our endorsement of in May 2022, promote efforts toward SBT certification (commitment letter to be submitted in May 2023), and promote measures to reduce CO₂ emissions, including the introduction of environmentally friendly vehicles.

➢ Long-term targets toward global warming prevention

- 2030 Target

Reduce NX GROUP Scope 1 and 2 CO₂ emissions by 50%.(compared with 2013)

Scope 1, 2

Aim to reduce NX Group-wide CO₂ emissions by 50%* compared to 2013 levels.

* This corresponds to a 42% reduction in Scope 1 and 2 emissions by 2030 compared to 2020 levels.

Scope 3

Aim to reduce NX Group-wide Scope 3 (Category 4) emissions by 25% compared to 2022 levels.

Aim to reduce Scope 3 (Category 11) emissions from sold fossil fuel products by 42% compared to 2022 levels.

- 2050 Target

Scopes 1, 2 and 3

Contribute to the creation of Scope 1,2, and 3 carbon-neutral societies as NX Group as wholea corporate group.

➢ Targets toward the establishment of a recycle-based society

- We set a target to reduce our discharged industrial waste amount per sale by 1% each consecutive year until 2030.

- We set the final target emissions value for our company for 2030.

*Nippon Express non-consolidated targets

We publish information regarding long-term target, each year's activities in our website, the Integrated Report and Sustainability Report.

Environmental initiatives, including medium- and long-term targets for reducing CO₂ emissions, are posted on our website :

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/sustainability/value/environment/>

(English Website) <https://www.nipponexpress-holdings.com/en/sustainability/value/environment/>

Our Integrated Reports are available on our websites:

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

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

Our Sustainability Report are available on our websites:

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

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

Principle 3.2 External Auditors

COMPLY

External auditors and companies should recognize that external auditors bear responsibility for shareholders and investors and should take appropriate steps to secure the proper execution of audits.

Our company believes that external auditors, who are responsible for ensuring the reliability of the company's financial reporting, fulfill their duties with the understanding that they contribute to the enhancement of corporate value for shareholders and investors.

Our Audit & Supervisory Committee and the Board of Directors will take responsibility for the activities of the external accounting auditors and will take steps to ensure that the external accounting auditors fulfill their important functions and roles to strengthen corporate governance.

Our Audit & Supervisory Committee and the Internal Auditing Division—which is responsible for internal audits—work hand-in-hand with external auditors to provide the best environment, including adjustments to the external auditors' schedule, thereby ensuring that the external auditors have an appropriate amount of time to conduct the audit, and in turn maintaining audit standards and audit quality so that they can fulfill their important function and role in strengthening corporate governance.

Section 3: Ensuring Appropriate Information Disclosure and Transparency

Supplementary Principles 3.2.1

COMPLY

The company's A & S Board should, at minimum, ensure the following:

- (i) Establish standards for the appropriate selection of external auditor candidates and proper evaluation of external auditors; and
- (ii) Verify whether or not external auditors possess the necessary independence and expertise to fulfill their responsibilities

- (i) **Establish standards for the appropriate selection of external auditor candidates and proper evaluation of external auditors; and**

Our Audit & Supervisory Committee selects and appoint external auditors by evaluating them from their attitudes to performing their duties, their audit policies, their planning, number of days and time it takes to perform audits, their audit methods and the contents of audit reports.

When appointing external auditors, decisions are made at the Audit & Supervisory Committee and reported to Board of Directors.

When we evaluate the external auditors, we ask them to submit Audit Closing Meeting reports and check the content of them and attend audit closing meetings. we hold quarterly "Audit Council Meetings" and other monthly meetings to exchange opinions and information with the external accounting auditors.

Furthermore, on the basis of the evaluation items (quality control by the external auditors, audit fees, etc., audit team composition, communication, management and other relationships, and group audits, misconduct risk response) established by the Audit & Supervisory Committee, the independence of the external accounting auditors' audit team will be considered as one of the criteria for evaluating the external accounting auditors and will be verified when appropriate.

- (ii) **Verify whether or not external auditors possess the necessary independence and expertise to fulfill their responsibilities**

In regard to the independence of the external auditors, our Audit & Supervisory Committee considers that the auditors should be required to,

- (1) not have any special conflict of interest, economical or positional, with our company, and
- (2) follow what they believe to be fair and unbiased throughout any auditing procedures, including when implementing audits and expressing opinions.

We consider the suitability of external accounting auditors every fiscal year, and have determined that Deloitte Touché Tohmatsu LLC, our prospective external auditor, satisfies these requirements.

In addition, we believe that Deloitte Touché Tohmatsu LLC has implemented audits legally, appropriately and with due care in accordance with accounting standards and accounting practices, that there have been no problems in terms of quality, and we have determined that they possess specialized knowledge and skills in a global network and are fully capable of fulfilling the duties of accounting auditors, which require professional expertise.

Section 3: Ensuring Appropriate Information Disclosure and Transparency

Supplementary Principles 3.2.2

COMPLY

The board and the A & S Board should, at minimum, ensure the following:

- (I) Give adequate time to ensure high quality audits;
- (ii) Ensure that external auditors have access, such as via meetings, to senior management including the CEO and the CFO;
- (iii) Ensure adequate coordination between external auditors and each of the A & S Board Members (including attendance at A & S Board Meetings), the internal audit department and outside directors; and
- (iv) Ensure that the company has established ways to respond to any misconduct, inadequacies or concerns identified by external auditors.

(i) Give adequate time to ensure high quality audits;

Regarding the audit plans and audit time of the external accounting auditor, we confirm that appropriate audit time (man-hours) is secured to ensure audit quality at the audit plan formulation stage. We also ensure opportunities for information sharing through the "Audit Council" consisting of the external accounting auditor and the Audit and Supervisory Committee, and monthly meetings by full-time Audit and Supervisory Committee members and confirm that sufficient audit time is secured.

Upon discussion with our external auditors, the Internal Auditing Division—which is responsible for internal audits—establishes its audit schedule based on our Audit & Supervisory Committee's audit plan. With respect to audit time, the Audit & Supervisory Committee will ensure that the Internal Auditing Division will serve a complementary function to the Audit & Supervisory Committee through discussions at Audit & Supervisory Committee meetings so that the Audit & Supervisory Committee's audit plan will be aligned with the schedule for audits by the Internal Auditing Division.

Then we allocate adequate time for audits by taking further steps to ensure their accuracy, such as investigations, audit meetings and follow-up audits.

In addition, the Audit & Supervisory Committee discusses the internal audit office's audit policy and audit plan every fiscal year, receives reports on audit the results of the audit of Internal Auditing Division and will confirm that sufficient audit personnel and audit time have been allocated. They ensure that an appropriate number of auditors and an appropriate amount of time are allocated. As a result of these verification processes, no major problems have arisen with the current audit time, but if the time is insufficient, the Audit & Supervisory Committee sends a request to our board to make changes.

(ii) Ensure that external auditors have access, such as via meetings, to senior management including the CEO and the CFO;

Upon request from our external auditors, we set up yearly discussions before implementation of audits. Our president, chief financial officer and a few other members participate. We respond to requests for access as needed, those handled by the President, are proactively handled, and are received primarily by the director who is full-time Audit & Supervisory Committee Members, who ensure that meetings are held without fail, including arranging for scheduling. Information on important meetings is shared with the Audit & Supervisory Committee and the Board of Directors to share information and discuss the results of the interviews.

(iii) Ensure adequate coordination between external auditors and each of the A & S Board Members (including attendance at A & S Board Meetings), the internal audit department and outside directors

We believe that sufficient cooperation between the external accounting auditors, the Audit & Supervisory Committee, and the internal control audit department (Internal Auditing Division) is ensured through the attendance of the director who is Audit & Supervisory Committee members at audits conducted by the external accounting auditors, quarterly "Audit council meetings" and monthly meetings between the external accounting auditors and the Audit & Supervisory Committee members, attendance of the Audit & Supervisory Committee by external auditors, and monthly meetings between the external accounting auditors and the Internal Auditing Division.

As for Japanese Sarbanes-Oxley (J-SOX) internal control audits, we request the external auditor to be involved in the formulation of business process descriptions and other reports. Through this system, outside members become familiar with our business operations. Furthermore, information on necessary matters shall be shared with each Director, including external Director, through regular reports at the Audit & Supervisory Committee and the Board of Directors, and action will be taken as necessary.

(iv) Ensure that the company has established ways to respond to any misconduct, inadequacies or concerns identified by external auditors.

If the directors who are Audit & Supervisory Committee Members receive reports of a breach of law or a breach of our articles of incorporation from our external auditors, our Audit & Supervisory Committee will hold a meeting, conduct the necessary investigation and take measures such as providing advice or recommendations to the board.

In the event that serious misconduct or irregularities are identified, senior management will direct the relevant divisions to investigate and improve the situation, will report the progress to the board of directors as necessary, and will work to prevent and improve any misconduct or irregularities.

Section 4: Responsibilities of the Board

General Principle 4

COMPLY

Given its fiduciary responsibility and accountability to shareholders, in order to promote sustainable corporate growth and the increase of corporate value over the mid to long-term and enhance earnings power and capital efficiency, the board should appropriately fulfill its roles and responsibilities, including:

- (1) Setting broad major directives, such as corporate strategies;
- (2) Establishing an adequate environment which supports risk-taking by members of the senior management; and
- (3) Carrying out effective oversight of directors and management (including executive officers (shikkoyaku) and corporate officers (shikkoyakuin) from an independent and objective standpoint.
(Translator's note: A "shikkoyaku" is an officer recognized in the Companies Act, while a "shikkoyaku-in" is not and holds an internal employee position.)

Such roles and responsibilities should be equally and appropriately fulfilled regardless of the form of corporate organization, i.e., a company with an A & S Board (where a portion of these roles and responsibilities is performed by its members and the A & S Board), a company with three committees (nomination, audit and remuneration) or a company with a supervisory committee.

Our Board of Directors makes decisions on matters stipulated by law and the Articles of Incorporation, as well as on important management policies and strategies. The "Vision," our key management policy, was discussed extensively at meetings of the Board of Directors of Nippon Express, a listed company prior to the transition to a holding company structure, taking into consideration the opinions of outside directors, and a long-term vision was formulated as an ideal profile of the Group in the year 2037, the 100th anniversary of its founding. On the founding of NIPPON EXPRESS HOLDINGS, the Board of Directors approved a resolution to continue this long-term vision under the new holding company structure. In addition to holding repeated deliberations at Board of Directors meetings to formulate business strategies and specific business plans to realize the long-term vision, the Board of Directors also receives regular reports on the status of these plans from executive divisions, and based on their progress, it holds necessary deliberations, gives instructions, and conducts regular rolling reviews of said plans.

As for execution and monitoring to achieve our long-term vision, we clarify the duties and responsibilities of the directors in each division and the group as a whole, in order to establish an adequate environment to support risk taking by establishing the "Board's Regulations," "Standards for Deliberation at Board of Directors," "Duty Authority Regulations," "Approval Authority Table," "Regulations on Division of Duties" and "NX Group Governance Regulations."

We are a company with an Audit and Supervisory Committee, has established a Board of Executives as a consultative body for general executive policies, and has introduced an executive officer system for the purpose of speedy decision-making and business execution. By actively delegating important business execution decisions to the President and subordinate executive divisions, the Board of Directors supervises business execution and makes decisions on more important business policies. The Board of Directors will deliberate and resolve on important business policies, including the Group Business Plan, in light of growth opportunities and risks, and oversee whether matters delegated to executive divisions are implemented in accordance with those policies and based on the enhancement of corporate value and appropriate risk management.

In addition, in order to increase effectiveness of the monitoring of the execution, we appoint 6 outside directors to achieve highly transparent management. Remuneration and nomination are important aspects, so we have established a discretionary Remuneration and Nomination Advisory Committee—with three out of four committee members as independent outside directors—as an advisory body of our board to discuss these matters. Our board makes decisions based on the committee's report. In order to ensure prompt business execution and the separation of supervision and execution, the President and other executive divisions, including group companies, are delegated the responsibility for business execution. In addition, in order to fulfill its supervisory function regarding delegated matters and risk management, the matters to be reported to the Board of Directors are regularly reviewed based on the opinions of outside directors, and the Board of Directors' agenda, including the matters to be reported, is set in the annual schedule to ensure that appropriate information is reported by the executive divisions.

Section 4: Responsibilities of the Board

Principle 4.1 Roles and Responsibilities of the Board (1)

COMPLY

The board should view the establishment of corporate goals (business principles, etc.) and the setting of strategic direction as a major aspect of its roles and responsibilities. It should engage in constructive discussions with respect to specific business strategies and business plans, and ensure that major operational decisions are based on the company's strategic direction.

The formulation of the NX Group's long-term vision, which sets out the ideal profile of the Group in the year 2037, was undertaken by the Board of Directors, incorporating the knowledge of the outside directors from the deliberation stage. In addition, in order to ensure the steady implementation of each strategy, the Board of Directors regularly discusses the progress and various issues concerning the new five-year management plan, which was formulated after discussions based on this vision. The business plan establishes a corporate strategy consisting of a business growth strategy, sustainability management strategy, DX strategy, and human resources strategy, whose establishing as a key strategic policy. Moreover, taking into account expectations and requests of shareholders and investors toward the Company, it also sets out key strategies in terms of "Initiatives to Improve Corporate Value," such as various capital policies to increase PBR and enhanced dialogue with investors to improve the expected growth rate.

The operation of the Board of Directors and the setting of the agenda shall be conducted in accordance with the "Regulations of the Board of Directors" and the "Standards for Deliberation at Board of Directors," and decisions shall be made after constructive discussions on matters stipulated by laws, regulations, and the Articles of Incorporation, as well as important business policies and other matters. In particular, in determining important policies related to the management of the Group, such as sustainability strategy, DX strategy, and human resources strategy, an annual plan has been established for reporting, as part of the agenda for Board of Directors meetings, matters to be considered in the process of formulating such policies, and these matters are positioned as matters for deliberation. The process of reaching a resolution involves multiple discussions at Board of Directors meetings, and the Board of Directors supervises the process of developing the policies to ensure that they are consistent with the management direction set forth in the long-term vision, and also that they reflect the insights of outside directors and the expectations of stakeholders.

In addition, with respect to the progress of the business plan, important business execution matters decided on by the Board of Directors, and important matters deemed necessary by the Board of Directors, periodic reports on the progress and outcomes thereof will be made by the director in charge or, if necessary, by the executive officer in charge.

Supplementary Principles 4.1.1

COMPLY

The board should clearly specify what it should decide on its own and what or how much it should delegate to management. The summary of these results should be disclosed.

Our board receives proposals for important management policies and important matters stipulated by the Companies Act from directors based on the criteria for discussion at the Board of Directors meetings established by the Board of Directors, as well as proposals from executive officers responsible for business execution based on discussions at management meetings. The Board of Directors then decides on the implementation of the proposals based on deliberation by directors, including independent outside directors and directors who are Audit and Supervisory Committee members.

With the adoption of the organizational structure for an Audit & Supervisory Committee, many decisions on important business execution matters are proactively delegated to executive directors, while individual business execution matters are delegated to the corporate officers in charge of implementation as much as possible. The majority of our Board of Directors is made up of independent outside directors and taking into account discussions based on their various insights, we strive not only to achieve accurate and prompt decision-making, but also to strengthen the board's supervisory function based on objective perspectives.

Furthermore, in the "Evaluation of the Effectiveness of the Board of Directors" conducted last year, it was confirmed that authority has been significantly delegated to the executive departments, that agenda items at the Board of Directors meetings have been organized, that the relationship between the executive departments and the outside directors is sound, and that various aspects of corporate activities, including efforts to increase corporate value, are being discussed.

Section 4: Responsibilities of the Board

Supplementary Principles 4.1.2

COMPLY

Recognizing that a mid-term business plan is also a commitment to shareholders, the board and the senior management should do their best to achieve the plan's goals. Should the company fail to deliver on its mid-term business plan, the reasons underlying the failure of achievement, as well as the company's actions, should be fully analyzed, an appropriate explanation should be given to shareholders, and analytic findings should be reflected in a plan for the ensuing years.

At our company, the President, senior management including the Chief Managing Officers of each headquarter, and representatives of major group companies hold repeated discussions about important strategies and business plan at Board of Executive, and the Board of Directors deliberates on important strategies based on the results of these discussions, before making a resolution for a group business plan. We are making utmost efforts to achieve goals set in the plan.

At board meetings, business plan progress is reported by the director in charge, financial figures are reported monthly and KPIs, policy and various initiatives progress are reported and analyzed semi annually. In addition, each Chief Managing Officer reports semiannually on the progress of the business plan initiatives in its area of responsibility at Board of Directors. The results, progress, and progress of important matters such as large scale investment projects implemented based on the management strategy are also reported at Board of Directors and Board of Executives to confirm and verify the status. For stakeholders including shareholders, this progress is reported as required at financial settlement briefings and general shareholder meetings.

Should we fail to deliver on our management plan goals, we will analyze the reasons for the failure and actions taken. We will explain these in financial settlement briefings with our shareholders and reflect the results in the review of successive plan or current business plan.

Supplementary Principles 4.1.3

COMPLY

Based on company objectives (business principles, etc.) and specific business strategies, the board should proactively engage in the establishment and implementation of a succession plan for the CEO and other top executive officers and appropriately oversee the systematic development of succession candidates, deploying sufficient time and resources.

The NX Group recognizes that the development and utilization of human resources who will shoulder the future management of the NX Group is an important business issue, and we will systematically develop human resources who will take charge of sustainable corporate management based on the NX Group Corporate Philosophy. The Board of Directors and others will be appropriately involved in succession planning for the President, ensuring objectivity and transparency.

To ensure the continued presence of the most suitable leaders to lead the NX Group, we will focus on the development of management personnel to serve as a candidate pool while providing appropriate education and growth opportunities. In addition, we will develop a President succession plan that includes the necessary requirements, including the qualities required of the President of the NX Group, as well as a process for selecting and training the candidate pool. The President will select and train their successor in accordance with the succession plan, make the final selection of the successor, and present the selection to the Remuneration and Nomination Advisory Committee.

The Remuneration and Nomination Advisory Committee is chaired by an independent outside director and three out of its four members are independent outside directors, ensuring objectivity and transparency. The committee will examine succession planning objectively and from multiple perspectives from an independent standpoint and will participate in the process as necessary, such as by providing advice. Opportunities shall be provided for interviews with the candidate for the successor, and monitor training status through interactions, etc. Furthermore, it also deliberates on the suitability of the successor proposed by the President, 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 and other matters, confirm effectiveness and suitability, and provide appropriate oversight. The Board of Directors will deliberate and decide on the successor reported by the Remuneration and Nomination Advisory Committee.

Section 4: Responsibilities of the Board

Principle 4.2 Roles and Responsibilities of the Board (2)

COMPLY

The board should view the establishment of an adequate environment that supports risk-taking by the senior management as a major aspect of its roles and responsibilities. It should welcome proposals from the management based on healthy entrepreneurship, fully examine the various aspects of such proposals from an independent and objective standpoint with a goal to secure accountability and support timely and decisive decision-making by the senior management when approved plans are implemented.

Also, the remuneration of the management should include incentives which reflect mid to long-term business results, potential risks and healthy entrepreneurship.

With respect to important business policies and important matters stipulated in the Companies Act, the Board of Directors receives agenda proposals from directors and proposals from executive officers in charge of business operations based on discussions by the Board of Executives, in accordance with the "Standards for Deliberation at Board of Directors," established by the Board of Directors, and resolves on the execution of such proposals after deliberations by the directors, including independent outside directors and directors who are members of the Audit & Supervisory Committee.

In making such resolutions, not only consideration will be given to the possible risks involved in implementation, but will also discuss the policy for dealing with these risks, and thorough deliberations will be held as to whether the initiatives are appropriate to achieve the goals of the long-term vision, business plans, etc.

After a resolution is made, the director who made the proposal and the executive officer in charge of business execution will take the lead in executing the business operations related to the proposal in a prompt and appropriate manner.

Remuneration consists of monthly remuneration, bonuses that serve as short-term incentives, and performance-based remuneration in shares that serves as a medium- to long-term incentive. Monthly remuneration consists of fixed remuneration and stock acquisition compensation as a medium- to long-term incentive, but remuneration for outside directors is limited to fixed remuneration only.

Our company has established internal rules for the process of determining remuneration for directors and officers and has adopted a policy of creating a remuneration system that motivates sustainable growth and sustainable enhancement of corporate value. The system of performance-based remuneration in shares has been introduced as a medium- to long-term incentive in accordance with this policy.

Section 4: Responsibilities of the Board

Supplementary Principles 4.2.1

COMPLY

The board should design management remuneration systems that operate as healthy incentives to generate sustainable growth and determine actual remuneration amounts appropriately through objective and transparent procedures. The proportion of management remuneration linked to mid to long-term results and the proportion of cash payments and share-based remuneration should be set appropriately.

Our company has established rules for directors' remuneration and bonuses. This consists of basic remuneration, which is a fixed remuneration, and performance-based remuneration (bonus as short-term performance-based remuneration and stock-based remuneration as mid to long-term performance-based remuneration) that varies in accordance with business performance. In consideration of their role and independence, compensation for outside directors consists of basic compensation only. We have also established internal rules for decision-making procedures for officer remuneration. The Compensation Remuneration and Nomination Advisory Committee, established as an advisory body to the Board of Directors and chaired by an independent outside director, with three of the four committee members being independent outside directors, deliberates based on the bylaws and the Board of Directors determines compensation with the utmost respect for their recommendations.

The amount of remuneration for the directors Director (excluding Director who is an Audit & Supervisory Committee Member) is determined at Board of Directors after deliberation and report on the system and details based on the above-mentioned policy at the Compensation Remuneration and Nomination Advisory Committee.

The amount of remuneration for each individual is based on his/her responsibilities, management execution status, and other factors, and is delegated to the Representative Director by resolution of the Board of Directors. The delegated authority is to determine the amount of each director's base compensation and the allocation of his/her bonus evaluation in accordance with the criteria for setting Director compensation, which have been previously discussed and established by the Remuneration and Nomination Advisory Committee.

The amount of remuneration for Director who is an Audit & Supervisory Committee Member is determined at the meeting of the Audit & Supervisory Committee through discussions among the Directors who are Audit & Supervisory Committee Members.

The specific amount is determined within the range of the amount resolved at the 2nd Annual general meeting of shareholders held on March 28, 2024, taking into consideration the company's business performance, the level of other companies, and employee salaries.

In addition to the existing base remuneration and bonuses for director and executive officer (excluding director who are outside, part-time director, Audit & Supervisory Committee Member and expatriates), the company has also introduced a performance-based stock compensation plan using trusts for our directors and executive officers (excluding outside directors and those who do not reside in Japan). This aims to further enhance the motivation of officers to contribute to the improvement of our company's corporate value and shareholder value over the mid to long-term. This is an incentive system which uses part of the existing basic remuneration as funds for share-based remuneration and grants, varying numbers of our company's shares depending on the recipient's position and level of attainment of performance goals. The system has now begun operation, with an evaluation period of five fiscal years. This evaluation period is the same length as the mid-term business plan, and KPIs are business targets set in the business plan.

In particular, we evaluate performance based on indicators such as consolidated revenues, consolidated business income, consolidated return on equity (ROE) and non-financial indicators such as reduction in CO2 emissions, engagement survey scores, etc. at the end of each fiscal year and at the end of the evaluation period. The range of increase/decrease corresponding to the achievement of performance targets, etc., is from 0% to 150%, with 100% being the standard corresponding to achieving the performance targets set as the standards for the annual performance evaluation and the mid-term performance evaluation as a whole.

At the same time as the granting of shares, a portion of the shares are paid in cash after being converted within the trust, in order to use this amount for the payment of taxes, including income tax. The number of our company shares to be granted is determined based on share delivery rules which stipulate the calculation method, time of delivery and other relevant matters.

Section 4: Responsibilities of the Board

Supplementary Principles 4.2.2

COMPLY

The board should develop a basic policy for the company's sustainability initiatives from the perspective of increasing corporate value over the mid- to long- term. In addition, in light of the importance of investments in human capital and intellectual properties, the board should effectively supervise the allocation of management resources, including such investments, and the implementation of business portfolio strategies to ensure that they contribute to the sustainable growth of the company.

Our Board recognize that in order to achieve sustainable growth and increase corporate value, it is essential to appropriately address issues relating to sustainability and promote sustainability management. In January 2023, the NX Group formulated the NX GROUP Sustainability Policy and Vision to promote sustainability management as a unified group, in which we set forth the three values of "Economic value," "Environmental value," and "Social value." Through our business operations, we aim to increase corporate value and contribute to the realization of a sustainable society, including the development of logistics services that contribute to creating such a society. Moreover, in August 2023, the "NX GROUP Human Rights Policy" was formulated, followed by the "NX GROUP Sustainable Procurement Policy" in December 2023 by resolution of the Board of Directors . Through these activities, we have clearly stated that we aim to realize a sustainable society through responsible business activities as a group, including respect for human rights and fair corporate activities, and in cooperation with our shareholders, investments, and other stakeholders.

As a system to promote sustainability management, we have established the Sustainability Promotion Committee, which discusses important policies and important issues across divisions and groups, the Sustainability Promotion Division, which is the division in charge, and the Sustainability Council, which is composed of Group companies. Although the Sustainability Promotion Committee was formerly composed of the Company's executive officers, it was reorganized in July 2023 to include the officers in charge of 12 major group companies, in order to promote Group-wide sustainability management. In addition, the Board of Directors has positioned "Sustainability Management" as a key strategy in the "NX GROUP Business Plan 2028" and will oversee the progress of specific initiatives to resolve the five Material Issues newly identified based on the above policy and other factors.

In order to realize the Group's long-term vision, we believe it is important for employees and the company to mutually respect each other as equals and grow together sustainably, and as such, we regard employees as "human assets." In keeping with this approach, the Board of Directors has established the "NX Group Human Resources Policy" and is using it as a basis for implementing human resource strategies and measures. The Board of Directors has designated "human capital management" as a key strategy in the "NX Group Business Plan 2028." Taking the Human Resources Policy as a basis, it will promote human resources strategies and measures throughout the Group, including human resource development, diversity and inclusion initiatives, and the enhancement of well-being. The Board of Directors will receive regular reports on the progress of these measures, and will conduct discussions and supervision accordingly.

In addition, recognizing that appropriate business portfolio management is essential to improve corporate value, the Board of Directors has established a basic policy regarding the business portfolio and regularly evaluates each business based on capital profitability and growth potential, its role in the group and synergy creation, and future growth strategies. For each business and segment, we have formulated portfolio strategies based on the business portfolio policy, taking into account the situation of each business and other factors, and are working to achieve their objectives. The Board of Directors has positioned the business portfolio strategy as a key strategy under "Initiatives to Improve Corporate Value" in the "NX Group Business Plan 2028," and the Board of Directors will regularly receive reports, discuss, and supervise efforts to achieve the KPIs for enhancing corporate value.

Section 4: Responsibilities of the Board

Principle 4.3 Roles and Responsibilities of the Board (3)

COMPLY

The board should view the effective oversight of the management and directors from an independent and objective standpoint as a major aspect of its roles and responsibilities. It should appropriately evaluate company performance and reflect the evaluation in recruitment of senior management.

In addition, the board should engage in oversight activities in order to ensure timely and accurate information disclosure, and should establish appropriate internal controls and risk management systems.

Also, the board should appropriately deal with any conflict of interests that may arise between the company and its related parties, including the management and controlling shareholders.

Responding to the entrustment of business management from shareholders, our board selects appropriate candidates who can fulfill their duties and responsibilities as directors. The majority of the members of Board of Directors are currently independent outsiders Director, and in Remuneration and Nomination Advisory Committee, the advisory body of the board, the independent outsider Director serves as chairperson, and three out of four members of committee member are independent outsiders Director, thereby creating a system that enables management decisions to be made from an objective standpoint.

Performance is reported monthly during the Board of Directors meetings and discussed as necessary. As well as semiannual reports on the progress of the business plan, the Board of Directors supervises the execution status through regular reports on the progress of important management policies, management issues, governance and risk management matters, and other matters which the board has approved. In addition, all relevant divisions work together to disclose information in a timely and accurate manner in accordance with the Disclosure Policy approved by the Board of Directors. Furthermore, with respect to internal control and risk management, in accordance with the basic regulations resolved by the Board of Directors, each relevant division is working to develop an internal control and risk management system, while the Board of Directors oversees compliance, safety management, system risk, and the status of internal control audits based on the semiannual reports submitted to it by each department. Each responsible department will reflect the discussions of the Board of Directors in the execution of its business operations, including the development of guidelines and standards for risk management.

We also conduct an investigation to see if there are any transactions between our company and its related parties and appropriately disclose the results in our annual securities report in accordance with regulations including the “Accounting Standards for Related Party Disclosures.”

Supplementary Principles 4.3.1

COMPLY

The board should ensure that the appointment and dismissal of senior management are based on highly transparent and fair procedures via appropriate evaluations of business results.

In order to obtain opinions from independent outside directors on important matters such as remuneration and nomination of officers, our company has established a fair and highly transparent discretionary Remuneration and Nomination Advisory Committee, of which the majority of the members are independent outside directors.

When selecting director and CEO/COO candidates, the discretionary Remuneration and Nomination Advisory Committee, which has been established as an advisory body of the board chaired by an outside director and with three out of four members being independent outside directors, deliberates on the abilities expected for the posts in question based on the evaluation of candidates’ performance and achievement of business plans, etc. The committee submits a report to the board, which takes a final decision with the greatest regard for the committee’s report.

We have also established the “Outside Directors Seminar,” in which only outside directors can participate. This provided an opportunity to receive presentations on business visions and the status of management issues from executive officers who are candidates for director positions and executives who are candidates for corporate officer position

Section 4: Responsibilities of the Board

Supplementary Principles 4.3.2

COMPLY

Because the appointment/dismissal of the CEO is the most important strategic decision for a company, the board should appoint a qualified CEO through objective, timely, and transparent procedures, deploying sufficient time and resources.

Regarding the appointment of the President, a succession plan has been developed and the Board of Directors and other parties will be appropriately involved to ensure objectivity and transparency. The Remuneration and Nomination Advisory Committee, a voluntary advisory body to the Board of Directors chaired by an independent outside director and with three of four members as independent outside directors, is involved in establishing the succession planning process and requirements, and also monitors the status of successor selection and training. The Board of Directors will receive reports from the Remuneration and Nomination Advisory Committee on the succession planning process and other matters, confirm effectiveness and suitability, and provide appropriate oversight. The final decision on appointment is made by the Board of Directors, with the fullest consideration given to the report from the Remuneration and Nomination Advisory Committee.

Supplementary Principles 4.3.3

COMPLY

The board should establish objective, timely, and transparent procedures so that a CEO is dismissed when it is determined, via an appropriate evaluation of the company's business results, that s/he is not adequately fulfilling his/her responsibilities.

When dismissing directors and representative directors, the discretionary Remuneration and Nomination Advisory Committee—which has been established as an advisory body of the board chaired by an outside director and with three out of four members from independent outside directors—holds a discussion. The board determines directors' dismissals based on the committee's report. When unavoidable circumstances arise, the committee members initiate the discussion, and the board decides upon a dismissal with the greatest regard for the committee's report.

Furthermore, each fiscal year, the Remuneration and Nomination Advisory Committee receives a summary and report from the President, Chief Executive Officer and Representative Director, exchanges opinions with the committee members, and then evaluates the initiatives and achievements of the President, Chief Executive Officer and Representative Director's, to confirm his/her suitability for the position.

Section 4: Responsibilities of the Board

Supplementary Principles 4.3.4

COMPLY

The establishment of effective internal control and proactive enterprise risk management systems has the potential to support sound risk-taking. The board should appropriately establish such systems on an enterprise basis and oversee the operational status, besides utilizing the internal audit department.

Our company's Board of Directors considers the development of internal controls and the establishment of group-wide risk management systems to be an important issue and has established a Compliance Promotion Division and a Risk Management Division to work toward the establishment of such systems.

Our group has established a system to manage risks in an integrated manner, defining risk management as preventive activities to limit the occurrence of risks and minimize the damage when they occur, and crisis management as measures to deal with risks that have occurred. In risk management, the Risk Management Division is responsible for regularly conducting risk inventories and risk assessments for the entire group, identifying material risks, monitoring material risks, responding to risks in cooperation with the divisions with jurisdiction over risks and group companies, and establishing escalation criteria and respective responses in the event of a crisis. With respect to each of these activities, we have established a Risk Management Committee and a Crisis Management Committee chaired by the President and Representative Director, which regularly report their activities to the Board of Directors. The Risk Management Committee will regularly discuss the status of the company-wide risk management system and report its status to the Board of Directors and the Board of Officers. In addition, we are developing risk management education for directors and managers in light of the importance of improving risk literacy at the management level in order to disseminate a company-wide risk management system.

In terms of the compliance system, the Compliance Promotion Division has established the "Compliance Regulations," "Anti-Bribery Regulations," "Competition Law Compliance Regulations," and "Personal Information Protection Regulations" as NX Group Rules for group operating companies including overseas, as well as setting out a code of conduct for employees to follow.

In addition, guidelines for each of these regulations and "NX GROUP Compliance Handbook" in 16 languages have been prepared, allowing employees to familiarize themselves with them, and a system has been established to prevent risks before they occur. In addition, reports, deliberations and resolutions made by the Compliance Committee are reported to the board, which takes into account the opinions of outside directors to confirm that appropriate remedial measures are being taken and are functioning effectively in response to compliance violations and matters pointed out by Internal Audit Division,, and to prevent recurrence by reviewing any shortcomings.

The J-SOX Promotion Division plans and maintains internal control over financial reporting, conducts audits to evaluate the effectiveness of internal control, and monitors the status of company-wide internal control and the appropriateness of business processes. It also monitors the status of company-level internal controls and the appropriateness of business processes. The inspection results are reported to the president and the Audit & Supervisory Committee as necessary.

The Internal Auditing Division audits the effectiveness and implementation status of these systems, share the audit results not only with the operating companies but also with each department, and make improvements as appropriate. In addition, the status of audits has been reported semi-annually to the Board of Directors and the Audit & Supervisory Committee as the progress of internal audits in accordance with the audit policy and plan.

The board recognizes that there are both positive and negative aspects to the risks associated with changes in the business environment and has developed various measures in the business plan to deal with the negative aspects and view them as business opportunities. We periodically review and redefine our materialities, which leads to necessary updates of strategies and measures.

The Integrated Report is available on our website:

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

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

Section 4: Responsibilities of the Board

Principle 4.4 Roles and Responsibilities of A & S Board Members and the A & S Board

COMPLY

A company's A & S Board Members and the A & S Board should bear in mind their fiduciary responsibilities to shareholders and make decisions from an independent and objective standpoint when executing their roles and responsibilities including an audit of the performance of directors' duties, appointment and dismissal of A & S Board Members and external auditors, and the determination of their remuneration.

Although so-called "defensive functions," such as business and accounting audits, are part of the roles and responsibilities expected of the members and the A & S Board, in order to fully perform their duties including these roles, it would not be appropriate for the members or the A & S Board to interpret the scope of their functions too narrowly. They should positively and proactively exercise their rights and express their views at board meetings and to management.

Our Audit & Supervisory Committee, consisting of one full-time Audit & Supervisory Committee Member and three part-time Audit & Supervisory Committee Members who are outside directors, will carry out systematic audits to ensure the legality and appropriateness of the execution of duties by directors, while conducting systematic audits and fulfill its fiduciary responsibility to shareholders from an independent standpoint with respect to the legality and propriety of the directors' performance of their duties.

All our directors, who are Audit & Supervisory Committee Members have high levels of specialized knowledge and abundant experience and express their opinions at meetings of the Board of Directors in their capacity as Audit & Supervisory Committee Members, drawing on their respective knowledge and experience.

Working hand-in-hand with the internal audit department and other relevant divisions, the team plans site visits to our branches and subsidiaries in Japan and overseas. The audit results are reported to the president. The audit plan is not a fixed plan and can be altered at members' discretion as necessary.

In addition to holding semi-annual liaison meetings with Audit & Supervisory Board Members of major subsidiaries, our company conducts direct interviews with Audit & Supervisory Board Members of subsidiaries at the end of each fiscal year to strengthen governance regarding audit policy as a parent company.

Supplementary Principles 4.4.1

COMPLY

Given that not less than half of the company's A & S Board must be composed of outside members and that at least one full-time member must be appointed in accordance with the Companies Act, the A & S Board should, in order to fully execute its roles and responsibilities, increase its effectiveness through an organizational combination of the independence of the former and the information gathering power of the latter. In addition, the members or the A & S Board should secure cooperation with outside directors so that such directors can strengthen their capacity to collect information without jeopardizing their independence.

Three out of four Audit & Supervisory Committee Members are outside members on the Audit & Supervisory Committee. There is a director who is full-time member Audit & Supervisory Committee Member who has formed a highly efficient committee. Each member, participates in the meetings of the Board of Directors as well as other important meetings related to business execution, such as the Board of Executives, and is able to express his/her opinions. We have a system and environment for the members to exchange their opinions with the directors at any time.

As for the results of Audit & Supervisory Committee's audits, there are opportunities for the full-time members to explain the results to the president and each of the outside directors. By the members exchanging their opinions with outside directors as necessary, the team is establishing cooperation with outside directors who are not Audit & Supervisory Committee Members. At meetings of the Audit & Supervisory Committee, the internal auditing department provides monthly reports on internal audits in Japan and overseas, provides information to the full-time Audit & Supervisory Committee members and part-time outside Audit & Supervisory Committee members, and exchanges opinions with them in order to execute organizational audits.

Section 4: Responsibilities of the Board

Principle 4.5 Fiduciary Responsibilities of Directors and A & S Board Members

COMPLY

With due attention to their fiduciary responsibilities to shareholders, directors, A & S Board Members, and the management should secure the appropriate cooperation with stakeholders and act in the interest of the company and the common interests of its shareholders.

Our directors and executive officers provide necessary information to stakeholders in a timely and accurate manner. In order to increase the interest of the company and the common interests of our shareholders, our directors and executive officers attend important meetings including board meetings, exchange opinions and decide on important matters including business plans and fulfill their fiduciary responsibilities to shareholders.

In addition, recognizing the respective roles of the directors (excluding directors who are audit and supervisory committee members) in enhancing corporate value and Audit & Supervisory Committee Members in ensuring integrity, they receive regular reports at the Board of Directors meetings, etc. from the directors and executive officers who execute operations on matters such as the progress of business plans, evaluation of capital markets, governance and risk management, and conduct monitoring accordingly. Regarding monitoring, information is provided so that outside directors can supervise and provide advice from an objective perspective, and a system is in place to promptly feedback suggestions, proposals, advice, etc. made by outside directors to the business execution side.

Principle 4.6 Business Execution and Management Oversight

COMPLY

In order to ensure effective, independent and objective oversight of the management by the board, companies should consider utilizing directors who are neither involved in business execution nor have close ties with the management.

Our company appoints three out of seven Directors (excluding Directors who are Audit & Supervisory Committee members) are appointed as Independent Outside Directors, and three out of four Directors who are Audit & Supervisory Committee members are appointed as Independent Outside. The Board of Directors consists of 11 members, including 6 independent outside Directors, and a Director (in-house) who does not concurrently serve as an Executive Officer chairs the Board of Directors meetings. These directors take the lead in monitoring the directors and executive officers who execute the company's business from an independent and objective standpoint, thereby improving management transparency.

In addition, our Board of Directors is working to further strengthen its supervisory role by systematically setting agenda items to be addressed at board meetings, such as the development of important management strategies, confirmation of the status of governance, and confirmation of the progress of business plans, and also by establishing a system to provide appropriate feedback to the business execution side via the board. And we strive to speed up decision-making and create an environment that facilitates the exercise of supervisory functions by separating the supervisory and executive functions through the appropriate delegation of authority to the Director President and other executive officers.

The Remuneration and Nomination Advisory Committee, an advisory body to the Board of Directors, is chairpersoned by an independent outside Director, and three out of four committee members are independent outside Directors, ensuring an independent and objective oversight system.

Section 4: Responsibilities of the Board

Principle 4.7 Roles and Responsibilities of Independent Directors

COMPLY

Companies should make effective use of independent directors, taking into consideration the expectations listed below with respect to their roles and responsibilities.

- (i) Provision of advice on business policies and business improvement based on their knowledge and experience with a goal to promote sustainable corporate growth and increase corporate value over the mid to long-term;
- (ii) Monitoring management through important decision-making at the board level, including appointment and dismissal of senior management;
- (iii) Monitoring conflicts of interest between the company and its management or controlling shareholders; and
- (iv) Appropriately representing the views of minority shareholders and other stakeholders in the boardroom from a standpoint independent of management and controlling shareholders.

Our company appoints three out of seven Directors (excluding Directors who are Audit Committee members) are appointed as Independent Outside Directors, and three out of four Directors who are Audit Committee members are appointed as Independent Outside. Our Company has appointed six independent outside directors and based on their professional knowledge and extensive experience, these independent directors provide opinions such as promoting business portfolio management, which contributes to improving corporate value as defined on our management policies and business plans from their independent standpoints. Since they have no special interest in our company's management, major shareholders, major customers, major business partners, etc., they provide advice and discussions that appropriately reflect the opinions of minority shareholders and other stakeholders from a fair and neutral standpoint.

We established a fair and highly transparent discretionary Remuneration and Nomination Advisory Committee, and the majority of the members are independent outside directors, as an advisory body of our board in order to obtain opinions from independent outside directors on important matters such as remuneration and nomination of directors. The chairperson is chaired by an independent outside Director and three of the independent directors are also members of the committee and provide their opinions on remuneration, appointment and dismissal of directors and monitor business management.

In addition, we have also set up an "Outside Directors Seminar," in which only independent outside directors participate, and this provides a venue for them to receive presentations on business visions and the status of management issues from executive officers and other executives. This serves as an opportunity for independent outside directors to learn directly about the state of business operations and management issues, while also providing the opportunity for a detailed exchange of views, from a social perspective and in terms of comparison to other companies, with executive officers and executives.

Principle 4.8 Effective Use of Independent Directors

COMPLY

Independent directors should fulfill their roles and responsibilities with the aim of contributing to sustainable growth of companies and increasing corporate value over the mid- to long-term. Companies listed on the Prime Market should therefore appoint at least one-third of their directors as independent directors (two directors if listed on other markets) that sufficiently have such qualities.

Irrespective of the above, if a company listed on the Prime Market believes it needs to appoint the majority of directors (at least one-third of directors if listed on other markets) as independent directors based on a broad consideration of factors such as the industry, company size, business characteristics, organizational structure and circumstances surrounding the company, it should appoint a sufficient number of independent directors.

Our company appoints three out of seven directors (excluding Directors who are Audit Committee members) and three out of four Directors who are Audit Committee members are appointed as independent outside directors, with six out of 11 or the majority of directors are independent outside directors. All six of them have excellent character, specialized knowledge and abundant experience. There is no risk of them having conflicts of interest with general shareholders, and there is no issue regarding their independence. They are registered as independent officers. Moreover, the Board members are appointed from a wide range of professional backgrounds and areas of expertise, including lawyers, accountants, and corporate executives, to oversee management from multiple perspectives, thereby contributing to the Company's sustainable growth and enhancement of corporate value over the medium to long term.

We believe that our current governance system, including six independent outside directors, is properly fulfilling its roles of supervising and monitoring our business operations and functioning effectively. As such, we have determined that the balance of the director structure is appropriate for the current organization and system, in the light of the current situation, where the majority of directors are independent outside directors.

However, if the business environment surrounding us changes in the future, we will consider appointing another individual.

Section 4: Responsibilities of the Board

Supplementary Principles 4.8.1

COMPLY

In order to actively contribute to board discussions, independent directors should endeavor to exchange information and develop a shared awareness among themselves from an independent and objective standpoint. Regular meetings consisting solely of independent directors would be one way of achieving this.

Our outside directors receive briefings of the agenda topics before board meetings, allowing them to develop a deeper understanding of the topics. They organize regular liaison meetings of outside directors every other month, consisting solely of outside directors. Moreover, there is a system in place for them to hold meetings to exchange opinions and share information and perceptions about issues centering on important management issues, from an independent and objective standpoint, and to report the content of discussions to the board as necessary.

Supplementary Principles 4.8.2

COMPLY

Independent directors should endeavor to establish a framework for communicating with the management and for cooperating with A & S Board Members or the A & S Board by, for example, appointing the lead independent director among themselves.

As well as independent outside directors holding exchanges of views with the executive officer who manages the Office of the Board of Directors before or after each regular board meeting, the company has established a system in which “liaison meetings for outside directors”, led by a lead independent director selected by mutual agreement, are held every other month to freely discuss a wide range of topics, including important corporate management issues and corporate governance, auditing related affairs and cultivating closer ties between the independent outside directors led by the Lead Independent Outside Director, and reporting the content of discussions to the board as necessary. In addition, independent outside directors and other board members form a group and visit our company offices in Japan and overseas to exchange opinions with management there.

Supplementary Principles 4.8.3

COMPLY

Companies that have a controlling shareholder should either appoint at least one-third of their directors (the majority of directors if listed on the Prime Market) as independent directors who are independent of the controlling shareholder or establish a special committee composed of independent persons including independent director(s) to deliberate and review material transactions or actions that conflict with the interests of the controlling shareholder and minority shareholders

At present, our company does not have any controlling shareholders or any listed subsidiaries with controlling shareholders.

Section 4: Responsibilities of the Board

COMPLY

Principle 4.9 Independence Standards and Qualifications for Independent Directors

Boards should establish and disclose independence standards aimed at securing effective independence of independent directors, taking into consideration the criteria set by securities exchanges. The board should endeavor to select independent director candidates who will contribute to frank, active and constructive discussions at board meetings.

Taking into consideration the requirement for outside directors stipulated in the Companies Act and the criteria set by securities exchanges, our company has established our own standards; and we appoint outside directors in accordance with these standards.

When the following items do not apply to outside director candidate, we consider that they have the appropriate independence.

1. An individual who is an executive officer* of our company or our group company or has been one ten years before the selection;
2. An individual who is a shareholder or a representative of a shareholder who owns 10% or more of the total voting rights of our company shares;
3. An individual who is the executive officer of a business partner of our group company with more than 2% of our consolidated sales;
4. An individual who has received more than 10 million yen per business year from our company as remuneration as a consultant, a lawyer or a public accountant;
5. An individual who works at the auditing firm that is an accounting auditor of our company; or
6. An individual who belongs to one of the groups which received an average of 10 million yen of donations during the last three business years from our company or our group company.

*An “executive officer” signifies an executive director, an executive officer or an employee.

When appointing independent outside directors, we strive to select candidates who can be expected to make effective proposals to the Board of Directors regarding the company’s management policies and management improvements.

COMPLY

Principle 4.10 Use of Optional Approach

In adopting the most appropriate organizational structure (as stipulated by the Companies Act) that is suitable for a company’s specific characteristics, companies should employ optional approaches, as necessary, to further enhance governance functions.

We are a company with an Audit and Supervisory Committee, and has also introduced an executive officer system, under which the Board of Directors delegates the decision of important business operations. From the perspective of seeking appropriate advice and involvement of independent outside directors when we set policies and systems of remuneration of directors (except independent outside directors), a performance-based system and appointments/dismissals of directors, we are implementing changes to enhance governance functions including the creation of a discretionary Remuneration and Nomination Advisory Committee - chaired by an independent outside director and with half of four committee members who are independent outside directors.

In addition, in order to establish an appropriate corporate governance system, we enhance the oversight functions of the Board of Directors with respect to important management strategies and the progress of business operations, while at the same time, we will implement an appropriate delegation of authority to the President and other executive officers to separate supervision and execution, thereby accelerating decision-making and creating an environment in which the supervisory function can be more easily exercised. In addition to the above, we will also discuss and examines the appropriate design of the Board of Directors from the perspective of their effectiveness and suitability in promoting the group’s strategy.

Section 4: Responsibilities of the Board

Supplementary Principles 4.10.1

COMPLY

If the organizational structure of a company is either a company with an A & S Board or a company with committees and independent directors who do not compose a majority of the board, in order to strengthen the independence, objectivity and accountability of board functions on the matters of nomination and remuneration of senior management and directors, the company should seek appropriate involvement and advice from independent directors in the examination of such important matters by establishing independent advisory committees under the board, such as a discretionary nomination committee and remuneration committee consisting of mostly independent directors.

The company's Board of Directors consists of five internal directors (one of whom is a director and an Audit & Supervisory Committee Member) and six independent outside directors (three of whom are Audit & Supervisory Committee Members), a total of 10 members, with independent outside directors making up a majority.

To ensure transparency and fairness, we have established a Remuneration and Nomination Advisory Committee, a discretionary advisory body to the Board of Directors that is chaired by an independent outside director, with three of the four members being independent outside directors. The Board of Directors adopts resolutions on agenda items relating to director appointments, skill matrix, President succession plans, compensation policy and structure, etc., with the greatest regard for the committee's reports.

It has been determined that the Remuneration and Nomination Advisory Committee shall "consist of three or more members who are directors, the majority of whom shall be independent outside directors." Its members are lawyers, corporate executives, and other individuals with a wide range of perspectives, thereby enhancing the committee's independence and objectivity.

Furthermore, the effectiveness of the Remuneration and Nomination Advisory Committee was confirmed to be functioning effectively in the "Evaluation of the Effectiveness of the Board of Directors" conducted last year.

Principle 4.11 Preconditions for Board and A & S Board to Ensure Effectiveness

COMPLY

The board should be well balanced in knowledge, experience and skills in order to fulfill its roles and responsibilities, and it should be constituted in a manner to maintain an appropriate size while supporting diversity including gender and types of international experience. In addition, individuals with the appropriate experience, skills necessary and knowledge in finance, accounting and the law should be appointed as A & S Board Members. In particular, at least one person who has sufficient expertise in finance and accounting should be appointed as an A & S Board Member.

The board should endeavor to improve its function by analyzing and evaluating the effectiveness of the board as a whole.

The company's Board of Directors consists of five internal directors (one of whom is an Audit & Supervisory Committee Member) and six independent outside directors (three of whom are Audit & Supervisory Committee Members), a total of 11 members, with outside directors making up a majority. Directors are appointed in such a way as to ensure that the composition of the board as a whole is balanced in terms of knowledge, experience, and ability by utilizing a director skills matrix established in line with business strategies such as increasing the ratio of overseas sales and promoting ESG management.

In addition, we have taken steps to ensure that the company is not comprised of only certain genders and age groups, with the current ratio of female Directors at 45.5%.

Also, with respect to independent outside directors, we appoint individuals with excellent character and insight, experience in corporate management, and a high level of expertise and knowledge in areas such as finance, accounting, law, and ESG, who can oversee company management from a multifaceted perspective.

And, when we select candidates for independent outside Directors who are committee members of the Audit and Supervisory Committee, we select at least one individual who has a high level of knowledge and experience in finance, accounting and judicial affairs, which are considered necessary to conduct audits, as well as the above criteria. In particular, we appoint at least one individual with expertise in finance and accounting.

The company strives to improve the autonomous functioning of the Board of Directors by analyzing and evaluating its effectiveness every year.

Section 4: Responsibilities of the Board

Supplementary Principles 4.11.1

COMPLY

The board should identify the skills, etc. that it should have in light of its managing strategies, and have a view on the appropriate balance between knowledge, experience and skills of the board as a whole, and also on diversity and appropriate board size. Consistent with its view, the board should establish policies and procedures for nominating directors and disclose them along with the combination of skills, etc. that each director possesses in an appropriate form according to the business environment and business characteristics, etc., such as what is known as a “skills matrix.” When doing so, independent director(s) with management experience in other companies should be included.

Our Company's Board of Directors is structured to maintain a balance of knowledge, experience, and abilities among the Board of Directors skills matrix established in line with the Board of Director's business strategies, such as increasing the ratio of overseas sales of NX GROUP and promoting ESG management.

When we select director candidates (excluding Directors who are Audit and Supervisory Committee Members), we have appointed seven Directors, including three independent outside directors, based on their diverse perspectives, including whether or not they have the necessary experience and specialized knowledge as Directors, evaluation of the status of achievement of the business plan in the businesses and areas for which the candidates have been in charge, and character and insight.

For the appointment of Directors who are Audit and Supervisory Committee Members, we have appointed four members, including three independent external Directors, based on their experience, knowledge, personalities and insights considered necessary to conduct audits of financial, accounting, legal and other matters from a variety of perspectives as Audit and Supervisory Committee Member, and other matters.

Furthermore, we select independent outside directors who are lawyers, academics, and corporate executives. We appoint individuals of excellent character and insight who have diverse perspectives, such as legal or accounting expertise and academic experience, or who have management experience as representatives of other companies or organizations.

For the details of skills matrix, please refer the attachment.

Supplementary Principles 4.11.2

COMPLY

Outside directors, outside A & S Board Members, and other directors and A & S Board Members should devote sufficient time and effort to appropriately fulfill their respective roles and responsibilities. Therefore, where directors and A & S Board Members also serve as directors, A & S Board Members or managers at other companies, such positions should be limited to a reasonable number and disclosed each year.

Our company annually discloses the status of our outside directors holding additional posts through the Convening Notices of General Shareholder Meetings, Annual Securities Reports and Corporate Governance Reports.

Our board regularly checks whether or not our executive directors are serving as officers at other companies. Currently, there is no interlocking position which may limit the directors from fulfilling their roles and responsibilities. No full-time Audit & Supervisory Committee Member is serving as officers at other companies, so they can concentrate solely on their roles within our company.

Section 4: Responsibilities of the Board

Supplementary Principles 4.11.3

COMPLY

Each year the board should analyze and evaluate its effectiveness as a whole, taking into consideration relevant matters, including self-evaluations of each director. A summary of the results should be disclosed.

In addition to reports from each director on the status of the execution of their duties, an external institution is appointed to conduct an annual survey of directors, including those from outside our company, on the effectiveness of the Board of Directors as a whole, including the Remuneration and Nomination Advisory Committee, and collect their opinions. The results of analysis and evaluation of the survey are discussed and reviewed by the Board of Directors.

A questionnaire survey conducted by an external organization on the effectiveness of the Board of Directors included the following items, and based on the results of the survey, it was determined that the effectiveness of the Board of Directors as a whole has been maintained (Most recently, in December 2025, the survey was conducted for all Directors).

(Questionnaire items: (1) composition and operation of the board of directors, (2) management and business strategies (3) corporate ethics and risk management, (4) performance monitoring and management evaluation, (5) dialogue with shareholders, etc., (6) free responses for each major item)

The issues identified through the questionnaire in the recent effectiveness evaluation leading to the relevant evaluation, and improvements to address these issues, we have been working to improve the effectiveness of the Board of Directors, with a focus on strengthening the monitoring function, by reconsidering the ideal form of the Board of Directors in conjunction with the transfer of authority to the executive department following the transition to a company with an audit and supervisory committee, and by expanding and regularly holding discussions on important strategies such as sustainability, DX, and human resource strategies, and by making decisions with an awareness of capital costs and using the “matters for deliberation” to make decisions on such important management issues, after sufficient discussion.

Furthermore, efforts have been made to improve the effectiveness of the Board of Directors by providing opportunities for collaboration with and training for outside directors, such as holding Liaison Meetings for Independent Outside Directors and “Outside Directors’ Seminars.”

- (1) The relationship between internal and outside directors is healthy, and discussions are being held on various aspects of corporate activities, including efforts to improve corporate value.
- (2) Taking into consideration the results of the Board of Directors Effectiveness Evaluation Survey, the company has a clear intention to improve areas that need improvement and is sincerely working to make improvements.
- (3) There is the intention of incorporating the opinions, expectations, and concerns of shareholders into management, the Company receives opinions from shareholders through the disclosure of investor relations information, etc., and to share an outline of such opinions at the Board of Directors meeting, thereby ensuring that dialogue with shareholders is carried out appropriately.

As described above, the “relationship between the management team and outside directors”, the “response to issues for which understanding is gained through effective evaluations, and the “interaction with shareholders” were all evaluated as effective.

The issues identified through the questionnaire are as follows.

- (1) There is a need for further reporting on the details of deliberations on successor planning to the Board of Directors.
- (2) There is a need for more reporting and further discussions on respective strategies for personnel, DX and sustainability.
- (3) Further substantiation of provision of information necessary for deliberations on important strategies, etc.

As improvements to these issues, we will implement the following improvements, etc., and work towards improving the effectiveness of the Board of Directors and strengthening its supervisory functions.

- (1) Further reporting on successor planning to the Board of Directors will be made in a timely manner, by providing information as needed, primarily at periodical reports given at the meetings of the Board of Directors.
- (2) Regarding further discussion on respective strategies of personnel, DX and sustainability will be conducted at the Board of Directors’ meetings by expanding opportunities for reporting and by implementing site tours and the like.
- (3) Regarding further enhancement on the provision of information necessary for deliberations on important strategies, we will work to expand opportunities and information necessary for discussions by enhancing the process leading up to decisions using items for deliberation, etc., and by enhancing the provision of information related to discussions and deliberations on the executive side, such as by sharing management meeting materials and meeting minutes.

We will continue to discuss ways to further improve the Board of Directors to ensure even greater effectiveness.

For an overview of the effectiveness evaluation survey, please also refer to “Corporate Governance Report” issued by our Company. Our company’s Corporate Governance Report is available on our websites:

- (Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/governance/>
 (English Website) <https://www.nipponexpress-holdings.com/en/ir/governance/>

Section 4: Responsibilities of the Board

Principle 4.12 Active Board Deliberations

COMPLY

The board should endeavor to foster a climate where free, open and constructive discussions and exchanges of views can take place, including the raising of concerns by outside directors.

Our board provides briefings of agenda topics to outside directors before board meetings so that they can attend meetings after obtaining the same level of understanding as other directors. They can actively state their opinions and join discussions. In addition, the Board of Directors will strengthen the supervisory function of the Board of Directors with respect to important management strategies and the status of business progress, and will set agendas for more active discussion and exchange of opinions, including those of outside directors, as well as reviewing the operation of the Board of Directors by setting agenda items for discussion as "deliberation items" rather than resolutions on important management issues.

Supplementary Principles 4.12.1

COMPLY

The board should ensure the following in relation to the operation of board meetings and should attempt to make deliberations active.

- (i) To distribute reference materials for board meetings sufficiently in advance of meeting dates;
- (ii) To provide sufficient information to directors (where appropriate, in organized and/or analyzed forms to promote easy understanding, in addition to the reference materials);
- (iii) To determine the schedule of board meetings for the current year and anticipated agenda topics in advance;
- (iv) To set the number of agenda topics and the frequency of board meetings appropriately; and
- (v) To allocate sufficient time for deliberations.

In order to make board deliberations active, our company is making the following efforts:

- (i) We provide reference materials for board meetings sufficiently in advance of meeting dates by using our website, etc. And materials are distributed to outside Directors approximately two to three days prior to the meeting date, and the Executive Officer or general manager in charge of the department in charge of the agenda provides sufficient explanation in advance.
- (ii) As well as reference materials for board meetings, the board Secretariat serves as a point of contact and works with relevant departments to provide additional explanations and additional materials to directors, as necessary.
- (iii) The annual schedule of board meetings, including standard agenda topics such as quarterly financial results, is determined three months before the beginning of each business year, and all directors are notified. Opportunities for advance briefings are also decided prior to the start of the relevant fiscal year and are set so that all outside directors can attend all scheduled opportunities for advance briefings.
- (iv) Board meetings should be held monthly in principle, and the number of agenda topics and the frequency of the meetings are appropriately set.
- (v) We do not set any time limitations for sufficient deliberations, and the Board of Directors fully deliberates each agenda item.

Section 4: Responsibilities of the Board

Principle 4.13 Information Gathering and Support Structure

COMPLY

In order to fulfill their roles and responsibilities, directors and A & S Board Members should proactively collect information, and as necessary, request the company to provide them with additional information. Also, companies should establish a support structure for directors and A & S Board Members, including providing sufficient staff.

The board and the A & S Board should verify whether information requested by directors and A & S Board Members is provided efficiently.

Our directors request the relevant departments to provide information and materials, as appropriate, regarding information necessary for the performance of their duties. The support system is provided mainly through the Secretarial Division, the administrative office for our Board of Directors, and the Internal Auditing Division, the administrative office for our Audit & Supervisory Committee. Respective administrative offices strive to provide information required by individual directors in a smooth manner, by collaborating with respective relevant departments to offer support for provision of information.

In accordance with the rules of the “Important Documents to be Forwarded to Audit & Supervisory Committee Members,” our Audit & Supervisory Committee Members check important requests for approval and other documents related to business execution. They then ask our company to provide explanations to directors, executive officers or employees as necessary and provide opinions. During the end of the year audit performed by Audit & Supervisory Committee, we check if important documents are forwarded to the Audit & Supervisory Committee Members.

In addition, opportunities for gathering information on the business activities of subsidiaries, etc., are provided by having part-time outside Audit & Supervisory Committee Members accompany the full-time Audit & Supervisory Committee Member on audits of subsidiaries.

Supplementary Principles 4.13.1

COMPLY

Directors, including outside directors, should request the company to provide them with additional information, where deemed necessary from the perspective of contributing to transparent, fair, timely and decisive decision-making. In addition, A & S Board Members, including outside members, should obtain information appropriately, including the use of their statutory investigative power.

In order to conduct transparent, fair, timely and decisive decision-making, our directors request relevant divisions to provide additional information if the information already provided is insufficient. The administrative office of the board reports important information to directors as necessary and provides additional information and advice in a timely manner. Outside directors exchange their opinions with representative directors as needed.

In addition, our Audit and Supervisory Committee has the right to investigate business assets, investigate subsidiaries, and demand an injunction against illegal activities, and express opinions at general shareholder meetings regarding the election, dismissal, and resignation of directors other than Audit and Supervisory Committee Members.

Full-time Audit and supervisory committee members attend board meetings and other important meetings in order to monitor the status of business execution based on the process of important decision-making by the executive officers. If the information they collect for audits is insufficient, the Audit and Supervisory Committee requests the Directors, Executive Officers, and related departments that execute business operations to provide explanations and necessary information and materials.

Audit and Supervisory Committee Members have meetings with the representative directors regularly and provide their opinions on our management policies, the issues our company is attempting to resolve and risks surrounding our company as well as the status of the preparation of the environment for Audit and Supervisory Committee Members’ audits and important issues regarding the audits.

In addition, with regard to the results of audits by the Audit and Supervisory Committee, the Audit & Supervisory Committee has established opportunities for directors who are full-time Audit and Supervisory Committee Members to report to the President and to provide individual explanations to Outside Directors who are not Audit and Supervisory Committee Members in order to promote cooperation with outside directors who are not Audit Committee members through exchanges of opinions. As part of this process, the materials for the “Audit Council Meetings” held every quarter by the external auditor and the directors who are Audit and Supervisory Board Members are shared with the outside directors who are not the Audit & Supervisory Committee members and used as a basis for exchanging opinions.

Section 4: Responsibilities of the Board

Supplementary Principles 4.13.2

COMPLY

Directors and A & S Board Members should consider consulting with external specialists at the company's expense, where they deem it necessary.

When our directors have issues of which they deem necessary to obtain opinions and views of a third party in order to complete their duties, they can consult a lawyer, a public accountant, a business consultant or other experts outside the company. Our company will bear these expenses.

Supplementary Principles 4.13.3

COMPLY

In order for the Board of Directors and the A & S Board to fulfill their functions, listed companies should ensure cooperation between the internal audit department, and directors and A & S Board Members by establishing a system in which the internal audit department also reports directly to them as appropriate.

One example would be the appointment of an individual who can act as a liaison and who is responsible for communication within the company such that any requests for information concerning the company by outside directors and outside A & S Board Members are appropriately provided.

In order to provide necessary information accurately to our outside directors, our company has assigned personnel in charge of liaison and coordination to the Secretarial Division and the Internal Auditing Division, securing cooperation between the internal audit department, and directors.

In addition, the Audit & Supervisory Committee has audit direction authority over the Internal Auditing Division, which coordinates audits and gathers internal information based on instructions from behalf of the Audit & Supervisory Committee as necessary.

Internal Audit Division reports directly to the president and the results and requests of internal audits results are reported monthly to the president and Audit & Supervisory Committee Members and twice a year to the Board of Officers and the Board of Executives. In addition, the analysis results are reported to the Board of Officers and the Board of Directors and the Audit & Supervisory Committee twice a year to ensure collaboration with outside directors.

Principle 4.14 Director and A & S Board Member Training

COMPLY

New and incumbent directors and A & S Board Members should deepen their understanding of their roles and responsibilities as a critical governance body at a company, and should endeavor to acquire and update the necessary knowledge and skills. Accordingly, companies should provide and arrange training opportunities suitable for each director and A & S Board Member along with financial support for associated expenses. The board should verify that such opportunities and support are appropriately provided.

In our company, directors are appointed from among individuals with extensive knowledge of business, finance, and organization in order to play a role in the company's governance structure. In order to enhance directors' expertise in the performance of corporate governance, opportunities are provided for external training and other training as necessary, the cost of which is borne by our company.

Section 4: Responsibilities of the Board

Supplementary Principles 4.14.1

COMPLY

Directors and A & S Board Members, including outside directors and outside A & S Board Members, should be given the opportunity when assuming their positions to acquire any necessary knowledge of the company's business, finances, organization and other matters, and fully understand their roles and responsibilities, including legal liabilities. Incumbent directors should also be given a continuing opportunity to refresh such knowledge as necessary.

When directors assume their positions, our company provides internal orientation as required. They obtain the necessary knowledge of their roles and responsibilities by attending external seminars for newly appointed directors. Incumbent directors also have opportunities to acquire necessary knowledge about our company's business challenges, financial affairs and legal compliance as needed. Our company provides opportunities for seminars and social gatherings and bears these expenses.

In addition, in order to seek independent perspectives in management assessment from outside directors, we hold monthly "Outside Directors' Seminars." Through presentations by executive officers and senior management and visits to group company facilities, these seminars allow outside directors not only to develop deeper insight into our business, but also to understand our management issues and the management vision, goals and challenges of the divisions under their jurisdiction.

Supplementary Principles 4.14.2

COMPLY

Companies should disclose their training policies for directors and A & S Board Members.

Our company provides opportunities for seminars and social gatherings for directors to deepen their understanding of our company's business challenges and acquire the necessary knowledge of corporate governance, financial affairs and laws. The company bears the expenses of these.

In addition to internal orientation sessions upon appointment and as necessary, we have a system in place to help newly appointed directors to acquire the necessary expertise for their roles and responsibilities, providing opportunities them to enhance their expertise, particularly with respect to corporate governance, such as external seminars and other training tailored to their needs.

We also provide opportunities for seminars, exchange meetings, and other events where after their appointment, outside directors can acquire essential knowledge on the company's management issues, finance, legal compliance, etc., as appropriate.

We expect our Audit & Supervisory Committee Members to acquire wide knowledge through attending various meetings of the Japan Audit & Supervisory Board Members Association as its members and seminars held by the Japan Industrial Management & Accounting Institute.

For our outside directors, we provide opportunities to acquire knowledge concerning our company's business operations through participating in various internal events and site visits.

In addition, in order to seek management judgment from an independent perspective, we also hold monthly "Outside Directors' Seminars," in which executive officers and executives give presentations on the operational challenges facing the company as well as the management visions, goals, and challenges of the divisions under their jurisdiction, providing an opportunity for outside officers to develop an understanding of these topics.

For our executive officers and the candidates for our company's senior managers who are candidates for Representative Director, we provide external training courses, such as a Master of Business Management, so that they can acquire knowledge necessary for executive managers including global business management, financial literacy, business strategies and governance.

We consider the above trainings a good method for training successors of top management.

Section 5: Dialogue with Shareholders

General Principle 5

COMPLY

In order to contribute to sustainable growth and an increase of corporate value over the mid to long-term, companies should engage in constructive dialogues with shareholders outside general shareholder meetings.

During such dialogues, senior managers and directors, including outside directors, should listen to the views of shareholders and pay due attention to their interests and concerns and clearly explain business policies to them in an understandable manner. They should also endeavor to develop a balanced understanding of the positions of shareholders and other stakeholders and act accordingly.

Our company understands that holding constructive dialogues with shareholders and investors are important for sustainable growth and an increase of the corporate value of our company over mid to long-term. We have established various policies and systems to promote such dialogues. Also, as stipulated in our Disclosure Policy, we proactively disclose information which we deem useful for shareholders to deepen their understanding on our company's management policies and business operations in order to improve the quality of our dialogues.

We are working to clearly communicate and gain understanding of the management strategies and policies of our group through the Investor Relations Promotion Group of the Corporate Planning Division, which is part of the corporate strategy department overseen by senior management. We report the opinions of our shareholders and investors to the Board of Directors on a semi-annual basis, and we strive to reflect them in our management following discussions at the Board of Directors, which includes outside directors. Since 2024, we have been holding small meetings once a year with outside directors serving as the main speakers, and we plan to continue this in the future. In order to ensure that these are reflected in corporate activities, information is shared with the company and senior management of our main subsidiary Nippon Express Co., Ltd. (executive officers, general managers of the head office, etc.), presidents of regional headquarters of overseas operating companies, and on a quarterly basis, with employees of the company and other group companies, while appropriate feedback will also be provided. This will be used to achieve sustainable growth and enhance our corporate value over the medium to long term.

Section 5: Dialogue with Shareholders

Principle 5.1 Policy for Constructive Dialogues with Shareholders

COMPLY

Companies should, positively and to the extent reasonable, respond to requests from shareholders to engage in dialogues (meetings) so as to support sustainable growth and increase corporate value over the mid to long-term. The board should establish, approve and disclose policies concerning measures and organizational structures aimed at promoting constructive dialogues with shareholders.

For dialogues with shareholders and investors, the Investor Relations Promotion Group of the Corporate Planning Division within the Corporate Strategy Headquarters, which is managed by our top managers, responds to requests. Giving consideration to topics and dates, our top managers, the officers in charge and/or senior managers (including executive officers) attend the meetings.

In terms of how dialogues are conducted, we hold one-on-one base meetings in Japan and overseas as well as each quarter's financial results briefings is held via web conference, with the main speaker for the first and third quarters being the Executive Officer in charge of finance, and the second and fourth quarters being explained by president. We also hold site visits, business result presentations, an Investor Day (IR Day) where each Executive Officer and General Manager give a briefing, and small meetings, attending outside directors, as necessary. We attend small meetings and Investor Relations Conferences held by securities firms in order to create opportunities for dialogues with shareholders and investors.

Opinions and requests received from shareholders and investors through dialogue are reported semiannually at board meetings by the officer in charge of investor relations. To outside Directors, we will provide an opportunity to gain a deeper understanding of the opinions of shareholders and investments through Board of Directors and to have a forum for discussion at Board of Directors, which will lead to an opportunity to place greater emphasis on market participants. To the senior management of the company, the senior management of our main subsidiary Nippon Express Co., Ltd. (including executive officers and division managers of the head office, etc.), and presidents of regional headquarters of overseas operating companies, we share the content of questions raised with investors and others at closing results briefings via emails as necessary. We also send feedback to relevant internal divisions quarterly and incorporate successful initiatives into our corporate activities.

Inside our company, the Investor Relations Promotion Group serves as the administrative office for information disclosure. The group establishes, implements and amends the Disclosure Policy with cooperation from other divisions such as the Corporate Communication Division, the Secretarial Division, the Accounting Division, the Financial Planning Division and the Corporate Planning Division. The group also discusses the appropriateness of information disclosure activities with these divisions. The results are then reported to the board for it to make a final decision. In accordance with the Disclosure Policy determined by the board, a senior manager or other officer nominated as the individual responsible discloses the information. The board obtains the progress of our information disclosure activities through reports by the director in charge of the Corporate Planning Division and also checks the appropriateness of the policy.

Our company's Disclosure Policy is available on our websites:
(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/disclosure/>
(English Website) <https://www.nipponexpress-holdings.com/en/ir/disclosure/>

The policy regarding the establishment of systems and initiatives to promote constructive dialogue with shareholders is described in Supplementary Principle 5.1.2.

Section 5: Dialogue with Shareholders

Supplementary Principles 5.1.1

COMPLY

Taking the requests and interests of shareholders into consideration, to the extent reasonable, the individual who attends meetings should, as a rule, be a member of senior management, a director, including any individuals from the team of outside directors, or an A & S Board Member

We deal with dialogues with shareholders and investors as follows: the Investor Relations Promotion Group in the Corporate Planning Division is responsible for setting up dialogues with institutional investors. For private investors, the administrative procedures, including dialogue applications, are conducted through the Stocks team of the Secretarial Division, and explanations concerning business operations are conducted through the Investor Relations Promotion Group in the Corporate Planning Division.

A representative for dialogue (meetings) with shareholders and investors will be selected from the management team, including the president, the officer in charge of finance, the officer in charge of corporate planning, outside directors, and executive officers, based on the number of shares held, preferences, and areas of interest, within reasonable limits. Since 2024, we have been holding small meetings once a year with outside directors serving as the main speakers, with the aim of building relationships of trust with shareholders and investors, and ensuring and improving management transparency.

The main questions and answers (summary) from the small meeting held on December 16, 5, consisted of discussions focused on efforts to improve corporate value, including growth investments such as M&A, restructuring of the Japanese business, and improving business profitability, with an outside director serving as the main speaker.

Main topics of questions and answers given on the day are posted on our website.

(Japanese Website) <https://xml.irpocket.com/C9147/small20241216.pdf>

(English Website) <https://xml.irpocket.com/C9147/En-small20241216.pdf%20.pdf>

Supplementary Principles 5.1.2

COMPLY

At a minimum, policies for promoting constructive dialogue with shareholders should include the following:

- (i) Appointing a member of management or a director who is responsible for overseeing and ensuring that constructive dialogue takes place, including the matters stated in items ii) to v) below;
- (ii) Measures to ensure coordination between internal departments such as investor relations, corporate planning, general affairs, corporate finance, accounting and legal affairs with an aim to support dialogue;
- (iii) Measures to promote opportunities for dialogue aside from individual meetings (i.e., general investor meetings and other investor relation activities);
- (iv) Measures to appropriately and effectively relay shareholder views and concerns learned through dialogue to the senior management and the board; and
- (v) Measures to control insider information when engaging in dialogue.

Our company's responses toward dialogue are as follows:

(i) The Investor Relations Promotion Group of the Corporate Planning Division, which is part of the corporate strategy department overseen by senior management, undertakes dialogue with shareholders and investors, for which the officer in charge of finance and the officer in charge of IR hold responsibility. In addition, in order to promote constructive dialogue with shareholders, the President and Representative Director, the officer in charge of finance, or the officer in charge of IR visits investors in Japan and overseas, and once a year, a small meeting is held for analysts and domestic institutional investors, with an outside director serving as the main speaker. The outcomes are shared with the senior management of our company, the senior management of our main subsidiary Nippon Express Co., Ltd. (including executive officers and division managers from the head office), and presidents of regional headquarters of overseas operating companies as necessary.

(ii) When we offer disclosure and explanations, including our financial reports, the group exchanges opinions with other divisions such as the Corporate Planning Division, Finance Division, Accounting Division, Corporate Communication Division and the Secretarial Division, based on their professional views. In addition, we have set up regular quarterly information sharing meetings between the IR Promotion Group and each business division of the company and its major subsidiary Nippon Express. As well as reviewing quantitative and qualitative information on business conditions, these meetings will share opinions and other information obtained through dialogue with shareholders and investors with the senior management of our company and the senior management of our main subsidiary Nippon Express Co., Ltd. (including executive officers and division managers from the head office), as well as presidents of regional headquarters of overseas operating companies, with the aim of collaborating to promote appropriate information disclosure and dialogue.

Section 5: Dialogue with Shareholders

(iii) In addition to individual interviews, financial results briefings are held each quarter for analysts and institutional investors, at which the Representative Director or the officer with responsibility for finance provides explanations.

In addition, the Company holds small meetings and investor days (IR Days) with upper management and various executives as speakers as well as small meeting held with outside directors serving as main speakers, while senior management participates in small meetings and IR conferences hosted by securities companies. In FY2025, in addition to holding one investor day (IR Day), one small meeting with the Representative Director as speaker, and one small meeting with an outside director serving as main speaker, we participated in three conferences sponsored by a securities firm, and furthermore, the IR Promotion Group participated in two online company information session for individual investments hosted by a securities company as a speaker. The company implemented stock splits and minimum dividends, and online company information sessions for individual investors, in addition to explaining the Company's business activities and performance, the Company also explained initiatives to increase opportunities for such individual investors to invest in the Company.

In holding each of these events, we consider the convenience of the participants and look into appropriate methods of participation, including web conferencing, video streaming, and hybrid formats that include face-to-face meetings. The number of individual meetings held with institutional investors and the main topics of dialogue are posted on our website.

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/dialogue/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/dialogue/>

(iv) Opinions obtained through dialogue are sent to the board as feedback once every quarter by the director in charge of the Corporate Planning Division. The board then holds reviews and discussions on the content. Business operations matters are shared with our company and the senior management of our main subsidiary Nippon Express Co., Ltd.(including executive officers and division managers from the head office) and the relevant internal divisions at least once each quarter and are incorporated into our corporate activities.

In light of the questions we have received regarding trends in our air and marine forwarding business in dialogue with shareholders, we have included "Trends in Gross Profit and Gross Profit Margin of Air Export Business from Japan and Overseas Segment" from the second quarter of the fiscal year ending December 31, 2022 and "Trends in Gross Profit Margin per TEU of Marine Export Business from Japan and Overseas Segment" from the first quarter of the fiscal year ending December 31, 2023, in the materials and supplemental materials for the financial results meeting.

In addition, in individual interviews, there has been a strong demand from shareholders for disclosure of income and expenditure by business segment, so from Q2 FY12/2022, we have included in our financial results briefing materials the actual quarterly sales and operating income figures for each business segment (air and marine forwarding, logistics, and other) in Logistics Japan and Overseas. Additionally, we have documented and published the content of the "Initiatives to Improve Corporate Value" ,updated version in the full-year closing announcement for the fiscal year ending December 2024, released in February 2025.

(v) In order to help achieve constructive dialogue with shareholders and investors aimed at improving corporate value, we proactively disclose information useful for investment decisions in addition to that for which disclosure is legally required.

And our company has established and implemented anti-insider trading regulations, and has thoroughly upheld the management of important internal information. In addition, in order to prevent leaks of our financial results information and to ensure fairness of disclosures, we have established a quiet period. During the time between the day after the end of each accounting period and the day of its announcement, we limit dialogues and interviews with investors. We stipulate our standards for fair, timely, highly transparent and appropriate disclosure as above in our Disclosure Policy.

Our company's Disclosure Policy is available on our websites:

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/disclosure/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/disclosure/>

Supplementary Principles 5.1.3

COMPLY

Companies should endeavor to identify their share ownership structure as necessary, and it is desirable for shareholders to cooperate as much as possible in this process.

In order to facilitate IR activities and constructive dialogue with shareholders, we are working to better understand our shareholder structure by conducting a survey of effective shareholders twice a year and additionally as required. Based on the results of these surveys, the results of past interviews, and the content of past interviews, we are working to select appropriate representatives and consider agendas in order to stimulate dialogue, while considering approaches that meet the needs of investors in terms of interviews. Moreover, in order to promote shareholding by overseas investors, we make use of the survey results to narrow down the list of investors to be included in the target of the overseas IR activities that we conduct about three times a year, thereby making even more effective dialogues and enhance relationships with overseas investors.

Section 5: Dialogue with Shareholders

COMPLY

Principle 5.2 Establishing and Disclosing Business Strategies and Business Plans

When establishing and disclosing business strategies and business plans, companies should articulate their earnings plans and basic capital policies, and present goals for profitability and capital efficiency after accurately identifying the company's capital costs. Also, companies should review their business portfolio and provide explanations that are clear and logical to shareholders with respect to the allocation of management resources, such as capital investments and other investments such as R&D, human resources and any specific plans that will be taken in order to achieve their goals.

Our group is currently working on various measures to implement our long-term vision under the "NX GROUP Business Plan 2028-Dynamic Growth 2.0 "Accelerating Sustainable Growth" our business plan for the five years.

The business plan sets numerical targets for sales revenue, segment income (business income), business income margin, operating income, net income, and ROE for the final year of the plan. In conjunction with this, we have set out the "Initiatives to Improve Corporate Value" as "Action to Implement Management that is Conscious of Cost of Capital and Stock Price," and founded on an analysis of the cost of shareholders' equity at around 7%, we have presented a capital policy based on our financial strategy and disclosed our efforts to achieve our ROE target and KPIs such as ROIC, along with shareholder return and investment plans.

In terms of business portfolio management, in addition to sales revenue and income margin targets, we identify the cost of capital for each business, set ROIC targets for each business unit, assign budgets, and conduct evaluations accordingly. Furthermore, in accordance with the basic policy formulated in February 2024, we have evaluated each business from both a quantitative and qualitative perspective, and have positioned each overseas logistics region with high growth potential as a "business with growth potential" or "priority business," while evaluating each business in Japan as a "business requiring review and improvement" or "mature business." Going forward, we will implement business selection and consolidation, mergers, acquisitions and sales as necessary in order to create a business portfolio that is aligned with the direction of our management plan for achieving our long-term vision. We will also work to strengthen our financing, cash management, and balance sheet management in support of M&As and other new growth opportunities.

We report the progress of our management plans, including these initiatives, via financial settlement briefings and general shareholder meetings as needed. Presentation materials for the financial settlement briefings are available on our websites:

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/event/policy-meeting/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/event/plan/>

As for Cost of Capital Conscious Management, we have disclosed in Feb 2025 as "Initiatives to Improve Corporate Value [Business Plan]"

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/management/plan/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/management/plan/>

「Earnings Presentations」

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/event/data-room/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/event/presentations/>

「Action to Implement Management that is Conscious of Cost of Capital and Stock Price".」

(Japanese Website) <https://xml.irpocket.com/C9147/2025/corpvalue0214jp2.pdf>

(English Website) <https://xml.irpocket.com/C9147/2025/corpvalue0214en.pdf>

Section 5: Dialogue with Shareholders

Supplementary Principles 5.2.1

COMPLY

In formulating and announcing business strategies, etc., companies should clearly present the basic policy regarding the business portfolio decided by the board and the status of the review of such portfolio.

The Board of Directors recognizes that appropriate business portfolio management is essential for achieving its goals and enhancing corporate value, and after repeated discussions, it has set the basic policy on its business portfolio and a business portfolio strategy to ensure sustainable growth and enhance corporate value. Based on these policies and strategies, we regularly evaluate each business based on criteria such as capital profitability and growth potential, its role within the Group and synergy creation, and future growth strategies. The “NX Group Business Plan 2028” also positions the business portfolio management as a key strategy under “Initiatives to Improve Corporate Value,” and in addition to sales revenue and profit margin targets, we identify the cost of capital for each business, set ROIC targets, assign budgets, and conduct evaluations accordingly. In order to achieve our long-term vision, we have evaluated each business from both a quantitative and qualitative perspective, and have positioned each overseas logistics region with high growth potential as a “business with growth potential” or “priority business,” while evaluating each business in Japan as a “business requiring review and improvement” or “mature business.” We will also work to strengthen our financing, cash management, and balance sheet management in support of M&As and other new growth opportunities.

Our company’s “Basic Policy regarding Business Portfolio” is disclosed together with the Company’s Management Plan. “The management plan is posted on the Company’s website:

<Website “Business Plan”>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/management/plan/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/management/plan/>

In addition, the progress of the business plan, including these initiatives, is reported at financial settlement briefings and general shareholder meetings, and the approach and progress of the business portfolio review are also explained in the integrated report.

The Presentation materials for the financial settlement briefing and the Integrated Report are available on our company website:

<Website “Investors”>

(Japanese Website) <https://www.nipponexpress-holdings.com/ja/ir/>

(English Website) <https://www.nipponexpress-holdings.com/en/ir/>