

February 14, 2024

To Whom It May Concern

Name of the Company	NIPPON EXPRESS HOLDINGS, INC.
Name of Representative	Mitsuru Saito, Chairman and Representative Director (Code: 9147 Tokyo Stock Exchange Prime Market)
Contact	Miki Tomita, General Manager, Corporate Communication Division (TEL. 03-5801-1000)

Notice Concerning New Business Plan and Initiatives for Corporate Value Enhancement

At a meeting held February 14, 2024, the Nippon Express Holdings, Inc. Board of Directors resolved to adopt the NX Group Business Plan 2028 as described below.

1. Background

Looking ahead to our 100th anniversary in 2037, the NX Group pursues a long-term vision to become a logistics company with a strong presence in the global market. To this end, the NX Group has formulated the NX Group Business Plan 2028: *Dynamic Growth 2.0 Accelerating Sustainable Growth*. This business plan will serve as a guideline for group management for the next five years.

This business plan reflects a backcast from the achievement of our long-term vision, representing a second stage following our previous business plan. We will continue to take on the challenge of transformation under this new plan.

The subtitle of the plan is *Dynamic Growth 2.0 Accelerating Sustainable Growth*. This subtitle implies that we intend to accelerate growth toward achieving our long-term vision and that we will do so through our ongoing commitment to transformation. We aim for a dramatic leap ahead in growth within the group and globally.

As part of our initiatives to enhance corporate value, we plan to analyze and evaluate our current situation from the perspective of management that is mindful of the cost of capital and share prices. We will publish more information regarding initiatives as we engage in this process.

2. New Business Plan

A. Plan name

NX Group Business Plan 2028: *Dynamic Growth 2.0 Accelerating Sustainable Growth*

B. Plan Period

January 1, 2024 through December 31, 2028

C. Details (See Attachment)

(1) Basic Policy

- 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.

(2) Major strategies

- a. Business growth strategy
  - Accelerate growth in the global market
  - Rebuild businesses in Japan
- b. Sustainability management strategy
  - Sustainability management promotion
- c. Corporate strategy supporting business growth

(3) Initiatives from to Improve Corporate Value

- Achieve continuous increase of ROE through steady implementation of business plan
- Capital policies that achieve business growth and improved return on capital
- Promote ROIC-oriented business portfolio management

End

# NX Group Business Plan 2028

## Dynamic Growth 2.0

“Accelerating Sustainable Growth”

**NIPPON EXPRESS HOLDINGS, INC.**

February 14, 2024



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(Important Strategies and Policies,  
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5 | **Corporate Strategy  
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Corporate Value**

# 1 | Long-term Vision

# Long-term Vision



## 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

**A logistics company with a strong presence in the global market**

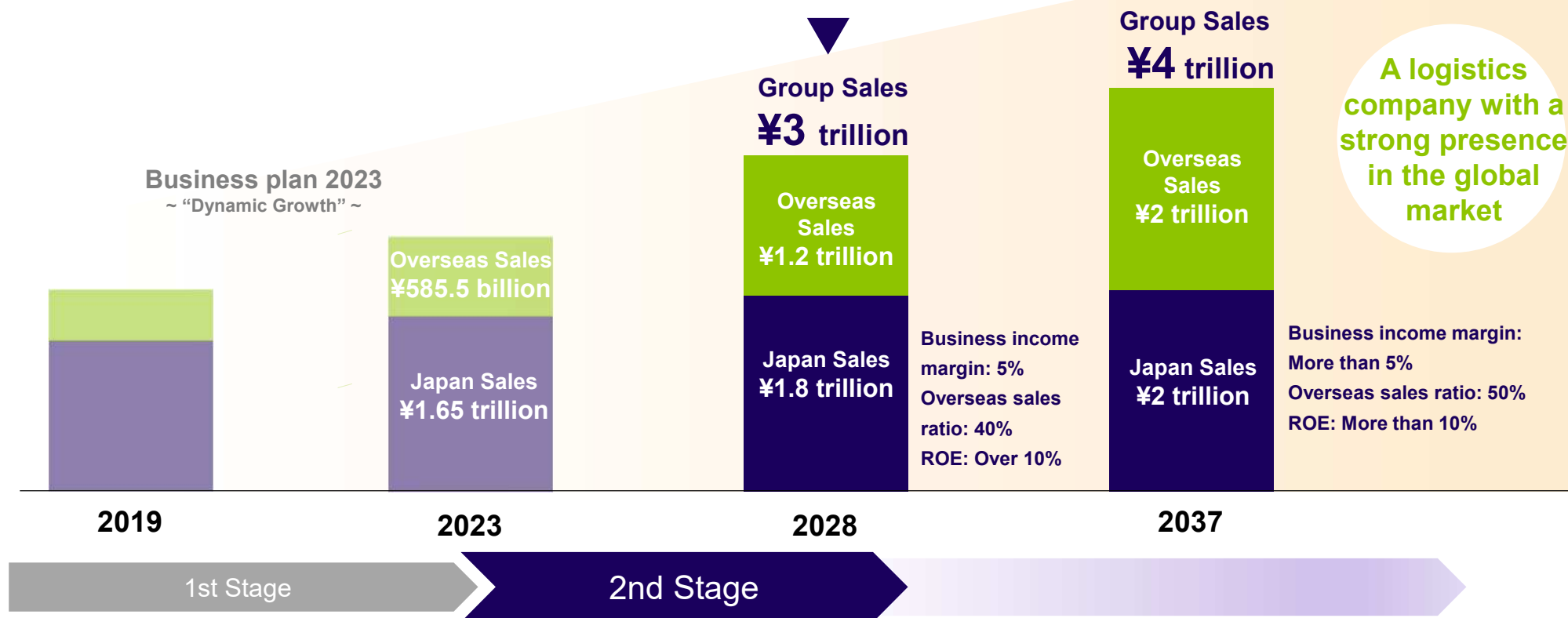
- Customers/Society** A company that contributes achieve a sustainable society through logistics
- Shareholders** A company that achieves sustainable growth by establishing corporate governance
- Employees** A company whose employees come from a variety of backgrounds, are proud of their work support customers and society, and feel happy

## Important Values

**Creating new value through innovation**  
**Safety Compliance Quality**  
**We Find the Way**

# Steps for Achieving 2037 Vision

## Business Plan 2028 Dynamic Growth 2.0 ~ Accelerating Sustainable Growth ~



# 2

## **NX Group Business Plan 2028** (Important Strategies and Policies, Management Target)



# Important Strategies and Policies in Business Plan 2028

## NX Group Business Plan 2028 Dynamic Growth 2.0

~ Accelerating Sustainable Growth ~

### Basic Policies

- 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.

### Revenue

FY2023 **¥2,239 billion** → FY2028 **¥3,000 billion**

### Business Income

FY2023 **¥81.2 billion** → FY2028 **¥150 billion**

### ROE

FY2023 **4.8%** → FY2028 **Over 10%**

**Accelerate Growth in the Global Market**

**Rebuild Businesses in Japan**

### Overseas sales

FY2023 **¥585.5 billion** → FY2028 **¥1,200 billion**

**M&A** **¥370 billion**

**Sustainability Management Promotion**

### Business profit ratio

FY2023 **3.9%** → FY2028 **5.9%**

(Logistics Japan)

# Important Strategies and Policies in Business Plan 2028

Business Growth Strategy	Accelerate Growth in the Global Market	<ul style="list-style-type: none"> <li>● Growth of logistics businesses from a customer-oriented and customers supply chain perspective                             <ul style="list-style-type: none"> <li>▶ Growth for core logistics business supporting customers supply chains                                     <ul style="list-style-type: none"> <li>• Promotion of global account management</li> <li>• Provision of End to End solutions for customers supply chain</li> </ul> </li> <li>• Expansion of forwarding volume</li> <li>• Expansion of business with non-Japanese customers</li> </ul> </li> <li>● Achieve dynamic business growth with M&amp;As, alliance, and strategic investments                             <ul style="list-style-type: none"> <li>▶ Global M&amp;As, PMI</li> <li>• Implement PMI for cargo-partner</li> </ul> </li> </ul>
	Rebuild Businesses in Japan	<ul style="list-style-type: none"> <li>● Strengthen each business to improve profitability, and reform, organize and replace low-profit businesses                             <ul style="list-style-type: none"> <li>▶ Reform into a highly profitable, customer-oriented organization</li> <li>▶ Enhance expertise of specialized logistics businesses, to strengthen the competitive edge of logistics support businesses</li> </ul> </li> </ul>
Sustainability Management Strategy	Sustainability Management Promotion	<ul style="list-style-type: none"> <li>● Contribute to a sustainable society through businesses                             <ul style="list-style-type: none"> <li>▶ Address social issues (contribute to customers' social issues)</li> <li>▶ Reform to a company that is chosen by customers, society, shareholders, and employees</li> </ul> </li> </ul>
Corporate Strategy Supporting Business Growth		<ul style="list-style-type: none"> <li>● Enhance human capital and strengthen human resources engagement</li> <li>● Enhance and reform provided value and create new value by promoting DX and IT as the source of our competitive edge</li> <li>● Reform business management system and enhance uniformity as each corporate functions of the group</li> <li>● Strengthen governance and risk management supporting global growth</li> </ul>
Initiatives from to Improve Corporate Value		<ul style="list-style-type: none"> <li>● Achieve continuous increase of ROE through steady implementation of business plan</li> <li>● Capital policies that achieve business growth and improved return on capital</li> <li>● Promote ROIC-oriented business portfolio management</li> </ul>

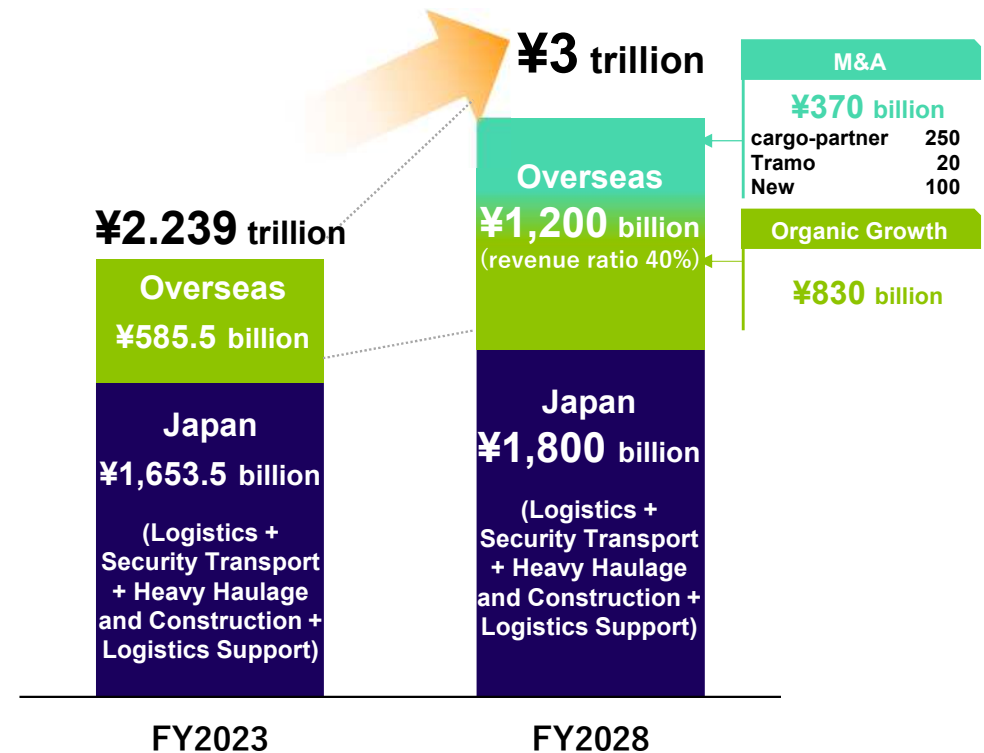
# Group Numerical Targets

## Numerical Targets

Target Item	FY2023	FY2028
Revenues	¥2,239 billion	¥3,000 billion
Segment Income (Business Income)	¥81.2 billion	¥150 billion
Business Income Margin	3.6%	5.0%
Operating Income	¥60.0 billion	¥150 billion
Profit Attributable to Owners of Parent	¥37.0 billion	¥100 billion
ROE	4.8%	Over 10.0%
Overseas Revenues	¥585.5 billion	¥1,200 billion

※ Assumed exchange rate during the period of the business plan 1US\$ = 141.0 yen  
 ※ Overseas sales revenue is shown after elimination of intersegment sales from this business plan (previous plan showed the figures before elimination)  
 ※ Numerical targets for FY2028 will be reviewed at the end of FY2026

## Revenue Breakdown



## Targets by Segment \*Before elimination of intersegment transactions

Segment	Revenue				Business Income			Income Margin	
	2023 (Results)	2028 (Plan)	5 year growth rate	CAGR	2023 (Results)	2028 (Plan)	Growth rate (compared to FY 2023)	2023 (Results)	2028 (Plan)
Logistics Japan	1256.5 billion yen	<b>1350.0</b> billion yen	7.4%	1.4%	48.5 billion yen	<b>79.0</b> billion yen	62.9%	3.9%	<b>5.9%</b>
Logistics Overseas	642.4 billion yen	<b>1280.0</b> billion yen	99.3%	14.8%	31.2 billion yen	<b>64.0</b> billion yen	105.1%	4.9%	<b>5.0%</b>
Region Total	642.4 billion yen	<b>910.0</b> billion yen	41.7%	7.2%	31.2 billion yen	<b>50.0</b> billion yen	60.3%	4.9%	<b>5.5%</b>
Americas	151.2 billion yen	<b>218.0</b> billion yen	44.2%	7.6%	9.2 billion yen	<b>13.5</b> billion yen	46.7%	6.1%	<b>6.2%</b>
Europe	192.6 billion yen	<b>253.0</b> billion yen	31.4%	5.6%	9.8 billion yen	<b>13.0</b> billion yen	32.7%	5.1%	<b>5.1%</b>
East Asia	157.6 billion yen	<b>222.0</b> billion yen	40.9%	7.1%	3.7 billion yen	<b>11.0</b> billion yen	197.3%	2.4%	<b>5.0%</b>
South Asia and Oceania	140.8 billion yen	<b>217.0</b> billion yen	54.1%	9.0%	8.3 billion yen	<b>12.5</b> billion yen	50.6%	5.9%	<b>5.8%</b>
M&A	- billion yen	<b>370.0</b> billion yen	-	-	- billion yen	<b>14.0</b> billion yen	-	-	<b>3.8%</b>
Security Transportation	67.8 billion yen	<b>73.0</b> billion yen	7.7%	1.5%	3.3 billion yen	<b>4.0</b> billion yen	21.2%	5.0%	<b>5.5%</b>
Heavy Haulage and Construction	51.1 billion yen	<b>58.0</b> billion yen	13.5%	2.6%	6.5 billion yen	<b>7.0</b> billion yen	7.7%	12.8%	<b>12.1%</b>
Logistics Support	425.8 billion yen	<b>476.0</b> billion yen	11.8%	2.3%	13.8 billion yen	<b>16.5</b> billion yen	19.6%	3.3%	<b>3.5%</b>
Adjusted (internal elimination)	(204.9) billion yen	<b>(237.0)</b> billion yen	-	-	(22.3) billion yen	<b>(20.5)</b> billion yen	-	-	-
<b>NX Group Total</b>	2239.0 billion yen	<b>3000.0</b> billion yen	34.0%	6.0%	81.2 billion yen	<b>150.0</b> billion yen	84.7%	3.6%	<b>5.0%</b>

# 3 | Business Growth Strategy



# Requirements Underpinning Growth Strategies for Global Markets

**Acquiring untapped areas and improve engagement with existing customers**  
**How to increase the "Size of business with 1 customer"**  
 (Number of provided solutions x size of revenue of each solution) x Number of customers"

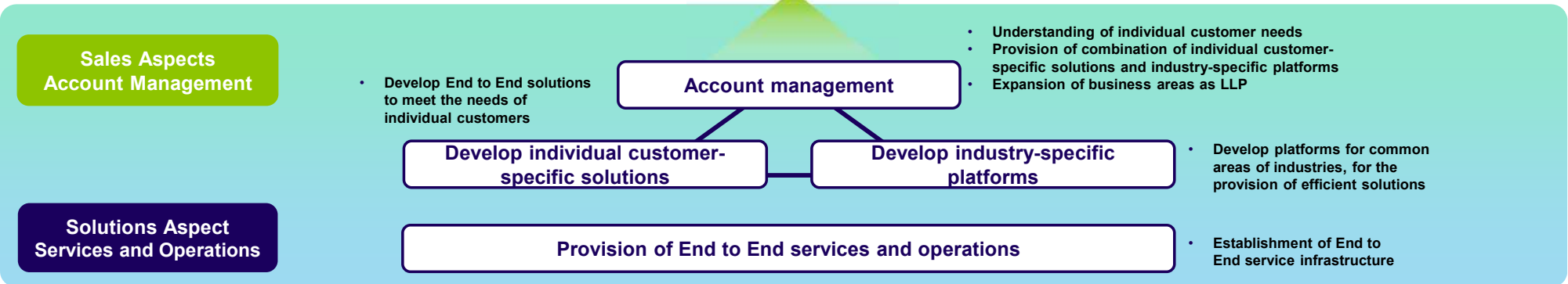


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# Common and Core Concept

**Provision of Account Management and End to End Solution with the aim of expanding business areas for each customer.**

**"Secure sales and increase profits from each customer" and "Expand important core account customers"**

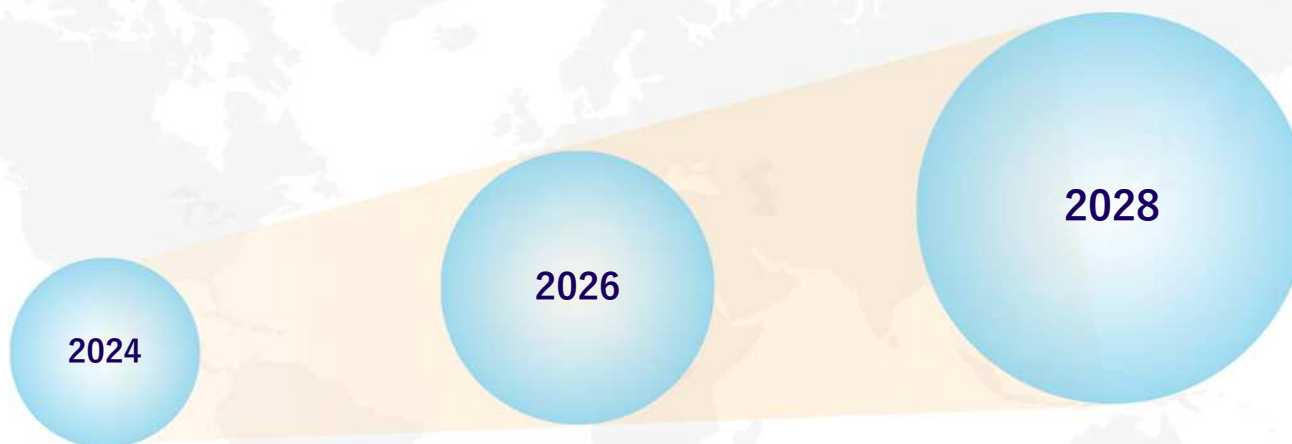


**Develop initiatives from a global perspective**

Accelerate Growth in the Global Market

## Upgrade Account Management

### Expand the customer base for global account management



### Reform and develop management system by industry and by accounts

- **Strengthen the account management system**
  - Strengthen organizations promoting account management
  - Develop rules concerning account management (responsibilities, authority, roles, evaluations)
- **Account Portfolio Strategy**
  - Market-sensitive target account selection
- **Develop Infrastructure Supporting Account Management**
  - CRM systems upgrades
- **Develop account management capabilities**
  - Augment account management educational tools
  - Training, hiring of account managers



## Accelerate Growth in the Global Market

## Priority Industries

Priority Industry		Main Products	2026 revenue target	2028 revenue target	Growth rate compared to 2023
Technology ▶	Core Domain	<b>Electric &amp; Electronics</b>	¥360 billion	¥400 billion	+34%
	Growth, Pursuit Domains	<b>Industrial Machinery</b>			
Mobility ▶	Core Domain	<b>Automobile</b>	¥240 billion	¥260 billion	+21%
	Growth, Pursuit Domains	<b>Construction &amp; Agriculture Machinery</b>			
		<b>Train, Airplane</b>			
Lifestyle ▶	Core Domain	<b>Apparel</b>	¥140 billion	¥160 billion	+26%
	Growth, Pursuit Domains	<b>Furniture, Jewelry, Cosmetics</b>			
Healthcare ▶	Core Domain	—	¥110 billion	¥130 billion	+60%
	Growth, Pursuit Domains	<b>Pharmaceutical</b>			
Semiconductor ▶	Growth, Pursuit Domains	<b>Medical Devices</b>	¥70 billion	¥100 billion	+125%
		—			
	<b>Semiconductor</b>				

Note: Red are new priority Industry added from this business plan

# Provision of End to End Solutions

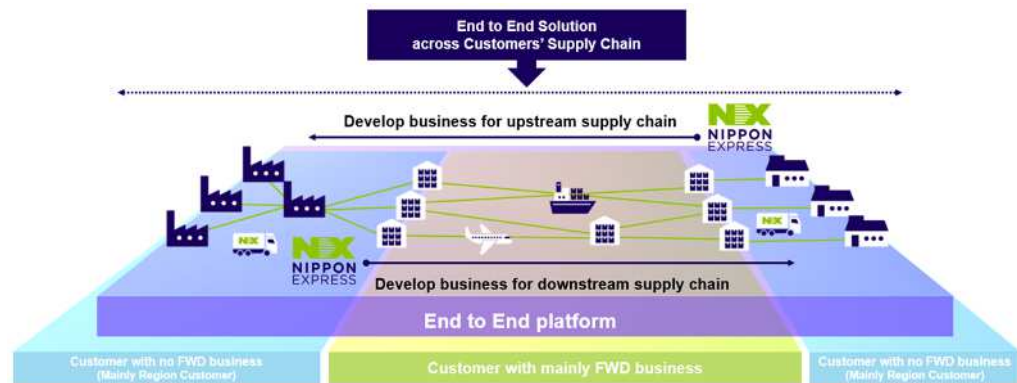
## Provision of End to End solutions

Growth for core logistics businesses

**Strengthen logistics solution offerings**

X

**Expand sales in forwarding**



### Strengthen Logistics Solution offerings

- Development of functions and services to respond to industry needs and customer needs, and creation of advanced solutions
- Enhance approach to untapped areas throughout entire customer supply chain

	Main KPI		
	FY2023	FY 2026	FY 2028
Warehousing and distribution etc. sales	¥451 billion	¥520 billion	¥590 billion

### Expand sales in forwarding

- Expand share in priority trade lanes (Asia - Europe and the United States, Intra-Asia)
- Strengthen sales at destination side, standardize and enhance operations, and improve products

	Main KPI		
	FY2023	FY 2026	FY 2028
Air cargo forwarding volume	690,000 t	1,100,000 t	1,300,000 t
Ocean cargo forwarding volume	720,000 TEU	1,200,000 TEU	1,400,000 TEU

# Main Initiatives for Overseas Regions

## Implement PMI for cargo-partner

Establish position as a leader in the NX Group's Eastern European business

- Create group synergy
- Expand existing and new global customers
- Reduce costs by integrating functions of European, China and American sites

## Strong presence in Indian market

Potential of the Indian subcontinent as a new region

- Expand domestic logistics business structure in India with the aim of capturing growth in the Indian economy
- Develop global supply chain with India as the base
- Enhance global logistics functions of "Indian subcontinent"
- Strategic expansion and enhancement of Middle East and African trade lanes departing from India

### European region

- Expand business in the Middle East, Africa, Northern Europe, and Eastern Europe
- Implement PMI for acquired companies
- Expand businesses across Trans-Atlantic lanes
- Expand lifestyle-related logistics business with Italy as the base of origin

### East Asia region

- Expand forwarding volume in the mobility industry
- Expand contract logistics business for semiconductor and healthcare
- Shift production sites to ASEAN countries and capture Chinese companies with plans to expand overseas as global brands

### South Asia and Oceania Region

- Expand business in the Indian subcontinent and Indian Ocean Rim
- Expand forwarding volume in trade lanes for Europe and U.S. and within Asia
- Expand warehousing and trucking business with an understanding of market growth in each country in the region, partly as a response to the China-plus-one trend

### Americas region

- Expand forwarding business in Trans-Atlantic, Latin American lanes
- Expand domestic and cross-border truck transportation business
- Expand contract logistics business for mobility and healthcare

Accelerate Growth in the Global Market

# M&A and PMI Initiatives

## M&A Initiatives

Carry out further M&A into target areas based on business growth strategy

- Strengthen competitiveness of core logistics business
- Strengthen responsiveness to the needs of each regional market with capabilities rooted in industry, business

## PMI Initiatives

cargo-partner PMI initiatives

Boost Presence in the Global Market with Synergy That Exploits Both Companies' Dominant Strengths

Network expansion and expansion of service offerings

Expansion of **network and services offered in the European region** by complementing our **logistics infrastructure in Central and Eastern Europe**, which is expected to grow as a production base within the European region.

Improvement of competitiveness through expansion of quantity of cargo handled

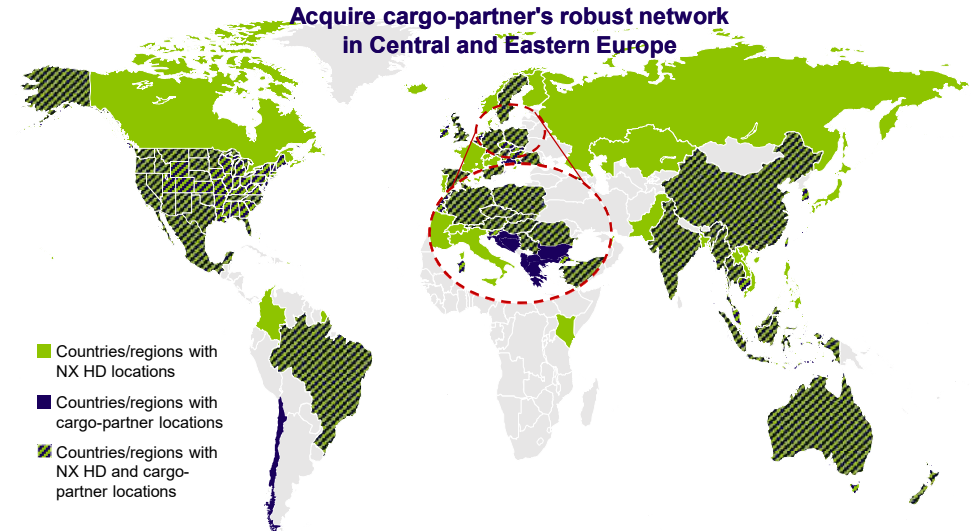
**Enhanced competitiveness** in the global market by expanding ocean and air cargo handling volume

Enhancement of ability to respond to global logistics demands

This acquisition will allow us to respond to the various demands of our global customers. In particular, it will enable us to increase **our ability to respond to the demand for logistics between Asia and Europe as well as strengthen our global account structure**

Creation of synergies and business expansion/development

**Creation, expansion and development of synergies in the logistics business through mutual complementation** based on each other's different customer bases and strengths in different countries and regions



# Nippon Express Business Growth Strategy

Address customers and social issues, and continue with reforms with the aim of achieving our long-term vision.

**Basic Policies of  
Nippon Express  
Business Plan 2028**

**Reform to a highly  
customer-oriented  
company**

**Reform to a highly  
profitable company**

**Reform to a company  
that is chosen**

**Enhance account management**

**Provision of End to End solution**

**Strengthen business foundation to  
suit customer and market needs**

**Strengthen competitiveness of  
businesses**

**Continue and enhance robustness of  
businesses in Japan**

**Restructure businesses and  
organization**

**Increase engagement**

**Addressing social issues**

**Worker  
shortages**

**Decarbonization**

**Business growth by resolving social issues**

Rebuild Businesses in Japan

# Nippon Express Business Growth Strategy

## Reform to a highly customer-oriented company

### Customer-oriented, market-oriented approach

- Develop important account management system
- Create industry-specific, customer-specific supply chain approach strategy
- Develop products and modes to suit social environments, market and customer needs

## Reform to a highly profitable company

### Make businesses in Japan more robust, strengthen specialized businesses and improve productivity

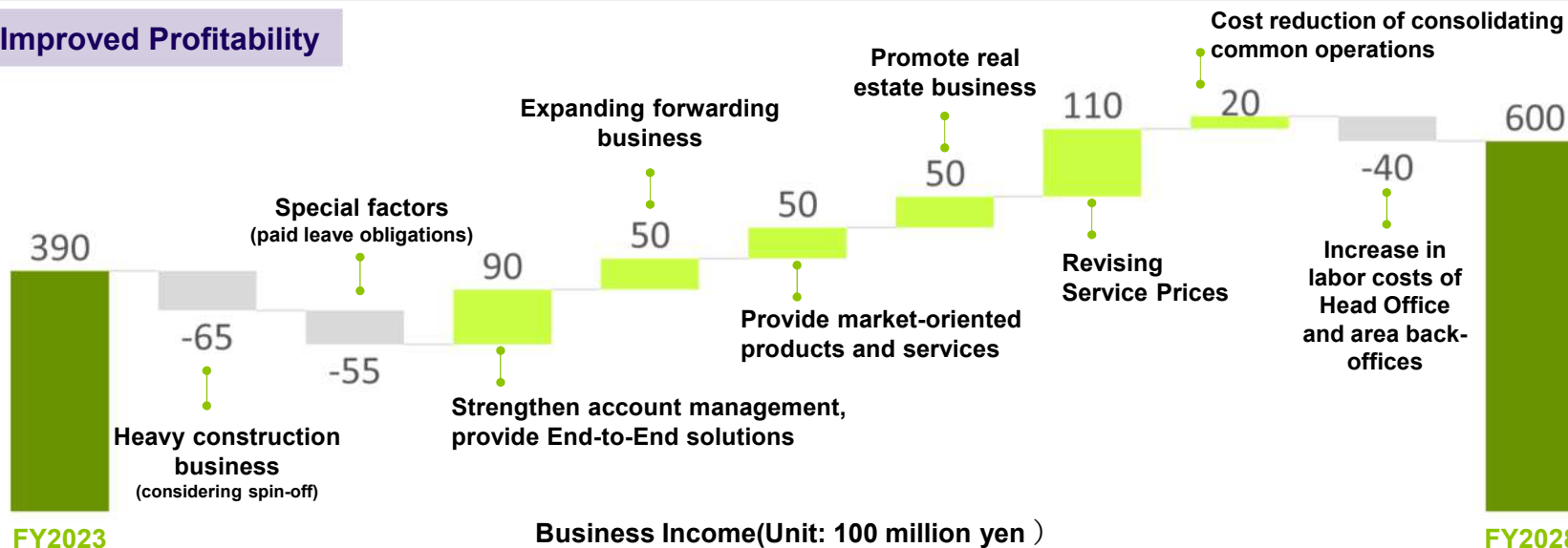
- Strengthen logistics business competitiveness
- Expand forwarding business
- Develop networking business infrastructure and strengthen specialized businesses
- Continue and enhance robustness policies of businesses in Japan
- Promotion of real estate business

## Reform to a company that is chosen

### Implement human capital management and increase social and environmental value

- Improve employee engagement
- Increase level of safety and quality
- Strengthening initiatives for climate change

## Stories for Improved Profitability



# Nippon Express Business Growth Strategy

**Begin concrete studies into of organizational restructuring with the aim of achieving the goal of Business Plan 2028**

Market size and quality differs throughout Japan depending on area

Targets, strategies, required management resources and fields of specialization needing strengthening differ depending on area

**Aim of organizational restructuring**

The introduction of the internal company system clarifies the roles of each area, and increases the degree of freedom of management

- Create strategies for each area, and achieve management to suit market characteristics for the goals set based on the characteristics of each area
- Develop system for hiring, assigning and training personnel suited to each area, increase employee engagement, and aim to strengthen competitive edge

**Kantoukoushin'etsu, Chubu, Kansai**

- Harness market potential and maximize sales and profits
- Strengthen account management and sales capabilities
- Extend related global businesses

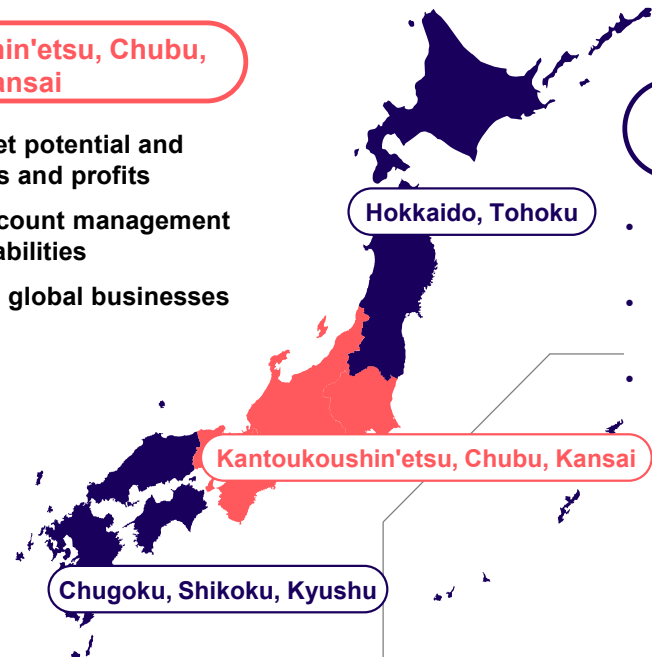
**Hokkaido, Tohoku**

**Hokkaido, Tohoku, Chugoku, Shikoku, Kyushu**

- Maximize profits, focusing on improving capital efficiency
- Acquire high-profitability businesses
- Improve productivity

**Kantoukoushin'etsu, Chubu, Kansai**

**Chugoku, Shikoku, Kyushu**



## Rebuild Businesses in Japan

# Growth Strategies for Logistics Support Businesses and Specialized Logistics Businesses

1

## Logistics Support Business

- Deploy LTS (Logistics Total Solution)
- Expand new energy and renewable energy businesses
- Increase profitability in overseas businesses

2

## Cash Logistics Business

- Expand cash logistics operations
- Expand sales of outsourcing operations within financial institutions
- Expand customers in retail chains and commercial facilities, and ATM services
- Collaborate on transport business with document & data solutions business

3

## Heavy Haulage and Construction Business

- Optimize in-house construction capabilities with contracted work volume
- Increase orders for renewable energy construction work (wind power generation, etc.)
- Passing on skills, strengthening human resource development, and pursuing expertise

4

## Document & Data Solutions Business

- Develop digital solutions service and expand sales
- Create new BPO domains/business models
- Expand digital domain along the axis of electronic contracting services
- Collaborate with cash logistics business to deploy business for financial institutions



# 4 | Sustainability Management Strategy

# Sustainability Management Strategy

## Materiality

These materialities are not limited to new initiatives, but are topics to confront if we are to improve corporate value in the present and future, based on ongoing efforts and intangible assets accumulated over time.

- Compliance
- Ensure Safety and Security
- Respect Human Rights

- Secure and train skilled human resources
- Enhance well-being
- DE&I promotion

- Reduce CO2 Emissions(Scope1,2,3)
  - Reduce Fossil Fuel Use
  - Reduce Electricity Consumption and Expand the Use of Renewable Energy
  - Reduce CO2 Emissions from Consigned Forwarding
  - Reduce Industrial Waste Emissions

KPI	FY2023	FY2026	FY2028
Reduction in CO <sub>2</sub> emissions (SCOPE1 · 2)	Emissions 746,000 t <small>* FY2022 results</small>	Emissions 641,000t	Emissions 537,000t
Reduction in CO <sub>2</sub> emissions (SCOPE3)		YoY 2.5% reduction	YoY 2.5% reduction



- Strengthen Materiality Solutions
- Strengthen Decarbonization Logistics Solutions
- Strengthen Logistics Solutions through DX Promotion

- Strengthen the Business Foundation for Risks
- Improve IT Infrastructure and Enhancing Security-Level
- High Efficiency, High Quality, and High Profitability Logistics through DX Promotion

# 5 | Corporate Strategy Supporting Business Growth

Human Resources Strategy

# Human Capital Management

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



# Corporate Strategy

1

## DX Strategy

- Higher efficiency, higher quality and higher profitability logistics with an optimal balance between human resources and digital technologies
- Achieve more flexible and optimal logistics, capable of responding to changes in customer and industry supply chains
- Develop “engine” supporting DX strategies

2

## IT Strategy

- Create and implement future vision of system aimed at overall global optimization
- Creation of solutions contributing to increasing value provided to customers
- Promote data utilization across the group
- Develop robust group IT infrastructure and improve security level
- Strengthen group IT governance
- Advance digital human resources training and procurement

3

## Risk Management Strategy

- Develop management system and framework within the globally
- Develop procedures and tools factoring in globally common standards
- Further increase implementation capabilities of compliance and risk management

4

## Group Business Management Strategy

- Upgrade business management and build a global governance system with the aim of achieving sales revenue of ¥4 trillion (with a 50% overseas sales ratio)
- Promote business portfolio management prioritizing ROIC

# 6 | Initiatives from to Improve Corporate Value



"Action to Implement Management that is Conscious of Cost of Capital and Stock Price"

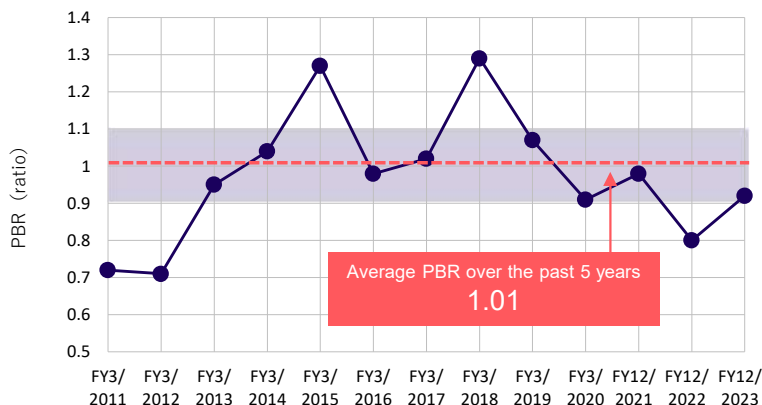
# Analysis and Evaluation of Current Status

- PBR** • Over the past five years, the average P/B ratio has hovered around 1, without remaining consistently above 1, including most recently.
- ROE** • ROE has averaged 7.6% over the past five years, failing to continuously or stably exceed the roughly 8% cost of shareholder equity recognized by the Company. In addition, the low ROE in the most recent forecast of 6.2% is considered to be the reason why PBR remains at the current level.
- PER** • We believe that improving PER is a critical factor in improving PBR. While PER is currently on a par with the industry average (Prime Market, land transportation business), we recognize that there is room for improvement in market expectations for our business growth.

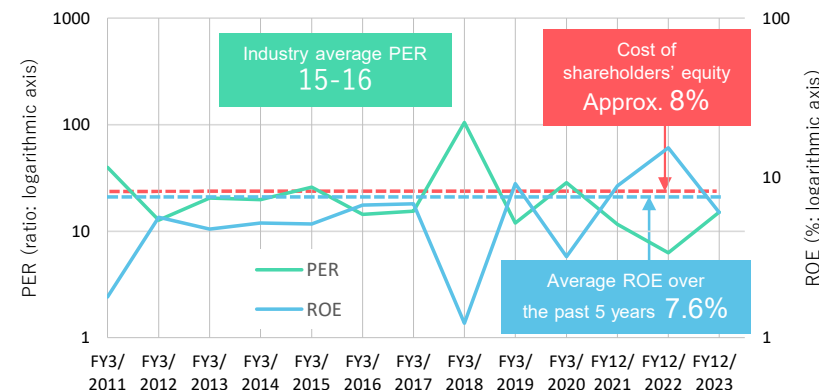
Regarding figures for FY12/2023: ROE is the forecast figure announced in November 2023, while PER and PBR figures are current as of February 2, 2024.

	FY3/2011	FY3/2012	FY3/2013	FY3/2014	FY3/2015	FY3/2016	FY3/2017	FY3/2018	FY3/2019	FY3/2020	FY12/2021	FY12/2022	FY12/2023 ※
<b>PBR</b>	0.72	0.71	0.95	1.04	1.27	0.98	1.02	1.29	1.07	0.91	0.98	0.80	<b>0.97</b>
<b>ROE (%)</b>	1.80	5.68	4.79	5.22	5.14	6.77	6.89	1.23	9.19	3.21	8.9	15.5	<b>6.2</b>
<b>PER</b>	39.68	12.73	20.46	19.71	25.98	14.38	15.4	104.63	11.96	28.59	11.58	6.27	<b>15.9</b>

NXHD (Nippon Express) PBR Trends



NXHD (Nippon Express) ROE/PER Trends

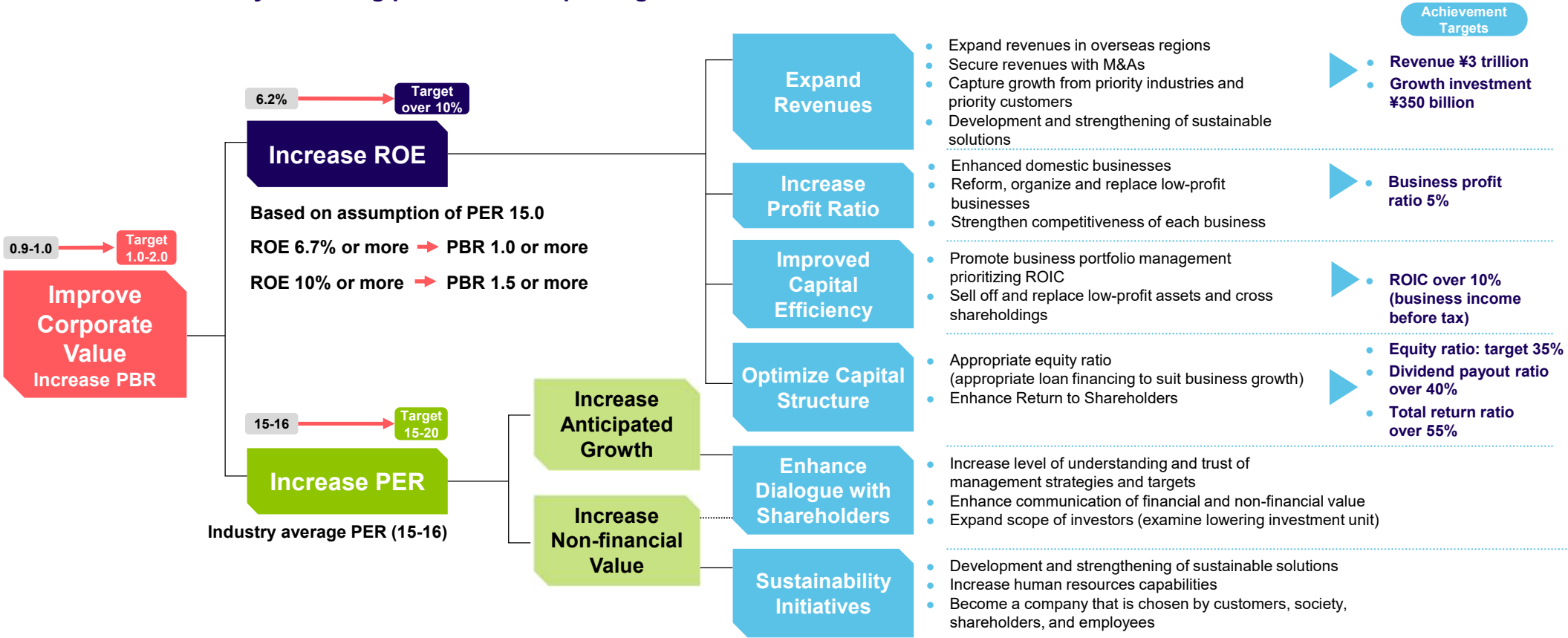


"Action to Implement Management that is Conscious of Cost of Capital and Stock Price"

# Improve Corporate Value (increase PBR)

Policies / Targets

Achieve the over 10% ROE medium-term target stated in the business plan by steadily implementing the initiatives in the plan, including "increasing ROE" to consistently exceed the cost of capital (around 8%), and "increasing PER, thereby achieving potential anticipated growth."

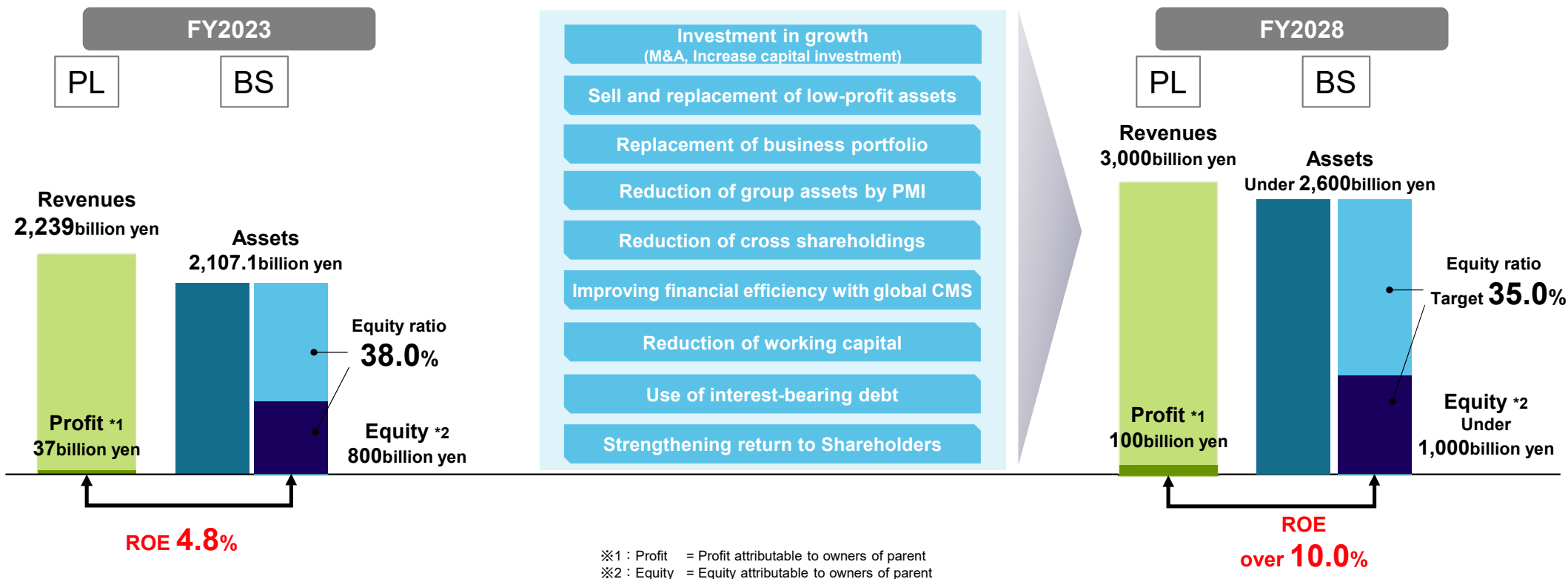




"Action to Implement Management that is Conscious of Cost of Capital and Stock Price"

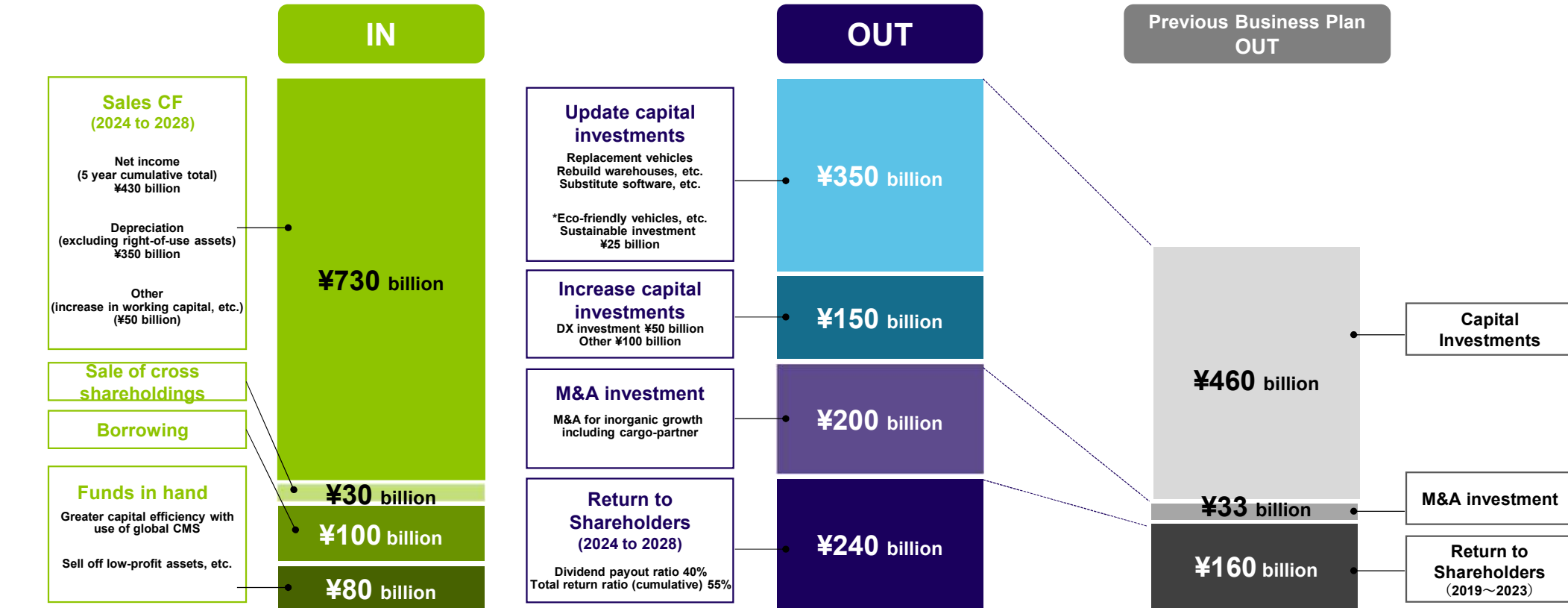
# Strengthen BS management

- Improve profitability by investment in growth with a conscious of capital efficiency and accumulating high quality assets without bloating the balance sheet by replacing the business portfolio, reducing cross shareholdings, and selling low-profit assets.
- Achieve continuous improvement of ROE by optimizing the capital structure through the utilization of interest-bearing debt and strengthening return to shareholders.



Capital Policy

# Cash Allocation (2024 to 2028 cumulative total)



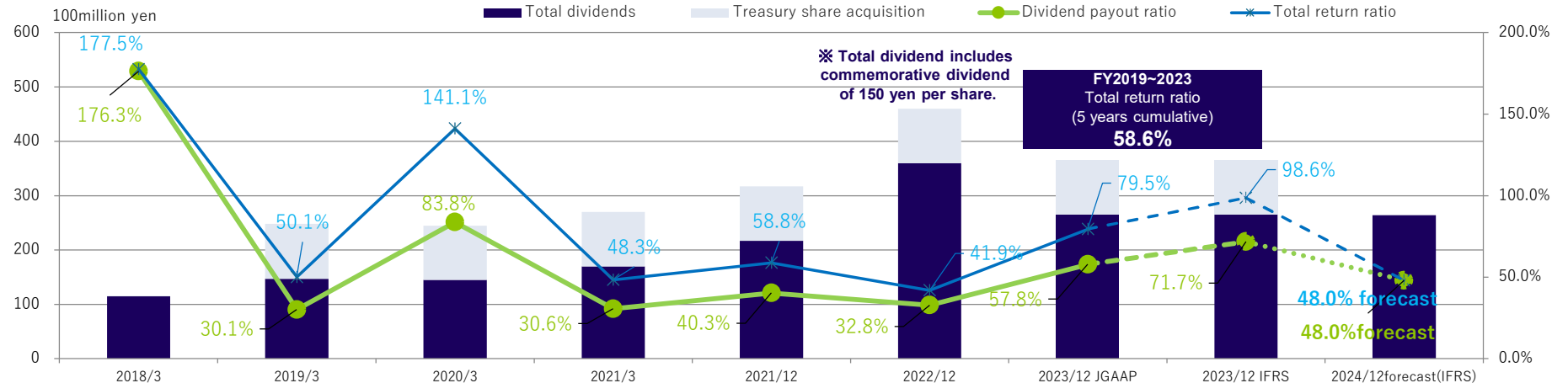
Capital Policy

# Dividends/Return Ratio, Equity Ratio

Strengthen shareholder returns by raising the dividend payout ratio and total return ratio

Target Item	Business plan 2023 Target	Business plan 2028 Target
Dividend payout ratio	Over <b>30.0%</b>	Over <b>40.0%</b>
Total return ratio (5 years cumulative)	Over <b>50.0%</b>	Over <b>55.0%</b>
Equity Ratio	Target <b>35.0%</b>	Target <b>35.0%</b>

## Changes in various results



# Promote Business Portfolio Management

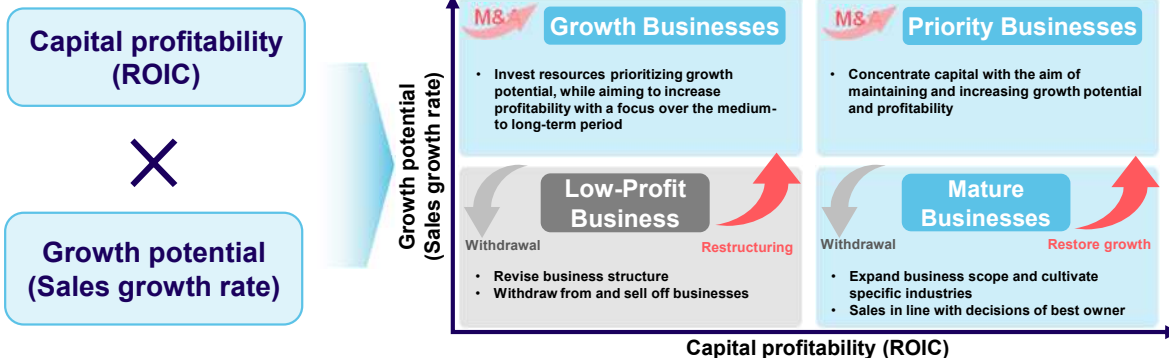
## Basic policies underpinning the Business Portfolio

### Basic Policy

- The NX Group has established the long-term vision of becoming “a logistics company with a strong presence in the global market” based on the NX Group Corporate Philosophy. Our business portfolio comprises operations that align with this corporate philosophy and long-term vision through business that supports sustainable social development.
- In working toward sustained growth of the Group, and increased corporate value over the medium to long term, we evaluate each business operation in terms of criteria that include capital profitability and potential for growth, positioning within the group and creation of synergy, as well as our future growth strategy.
- Having established a system for the implementation of our business portfolio management, the Board of Directors evaluates, reviews and amends the basic policy and strategy of our business portfolio and its implementation on a regular basis.

### Quantitative Evaluation

### Qualitative Evaluation



In addition to evaluations from the following perspectives for quantitative evaluations, examine strategies linked to increasing corporate value of NX Group

- Alignment with Corporate Philosophy and long-term vision
- Market trends and competitive tendencies
- Business growth potential, strengths/weaknesses
- Functionality and synergy within Group
- Sustainability and contribution to resolving social issues
- Best-owner perspective

Conduct quantitative analyses and mapping of each business to identify current position of businesses and overall direction

# Promote Business Portfolio Management

## Business Portfolio strategy to achieve sustainable growth and enhance corporate value

- Conduct analyses and evaluations of the current state of each business, align corporate philosophies and clarify roles for achieving long-term vision.
- Aim for sustainable growth with strategic allocation of investment (funds) into growth businesses and priority businesses.
- Spin off companies to strengthen business, and organize priority of businesses and functionalities within the Group.
- Utilize methods such as M&A, capital tie-ups and business transfers when strengthening business.

### Strategic Orientation by Segment

#### Growth Drivers

##### Logistics Overseas

Use aggressive investment and M&A to accelerate growth

Expand sales while maintaining a high level of capital profitability

#### Foundation of Sales and Profit

##### Logistics Japan

Greatly increase profitability by restructuring operations  
Strengthen alliances with respect to network business

Greatly improve capital profitability

##### Security Transportation

Enhance specialized expertise and profitability through company spin-off (implemented in January 2023)

Improve capital profitability

##### Heavy Haulage and Construction

Improve specialized expertise and expand scale  
Consider strengthening business through company spin-offs

Expand sales while maintaining a high level of capital profitability

##### Logistics Support

Improve competitiveness and profitability  
Promote portfolio management at the level of individual business units within a segment

Improve capital profitability

Future management will advance by subdividing each segment into finer units



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