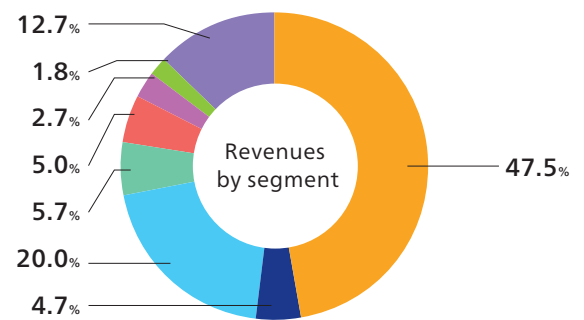


Company Profile

Company Name : NIPPON EXPRESS HOLDINGS,INC
 Address : 2 Kanda-Izumicho, Chiyoda-ku, Tokyo 101-0024
 Established : January 4, 2022
 Capital : 70,175 million yen
 Revenues : 2,574,826 million yen (as of December 2025)
 Operating Profit : 51,400 million yen (as of December 2025)
 Business Description : Management of group companies and related business

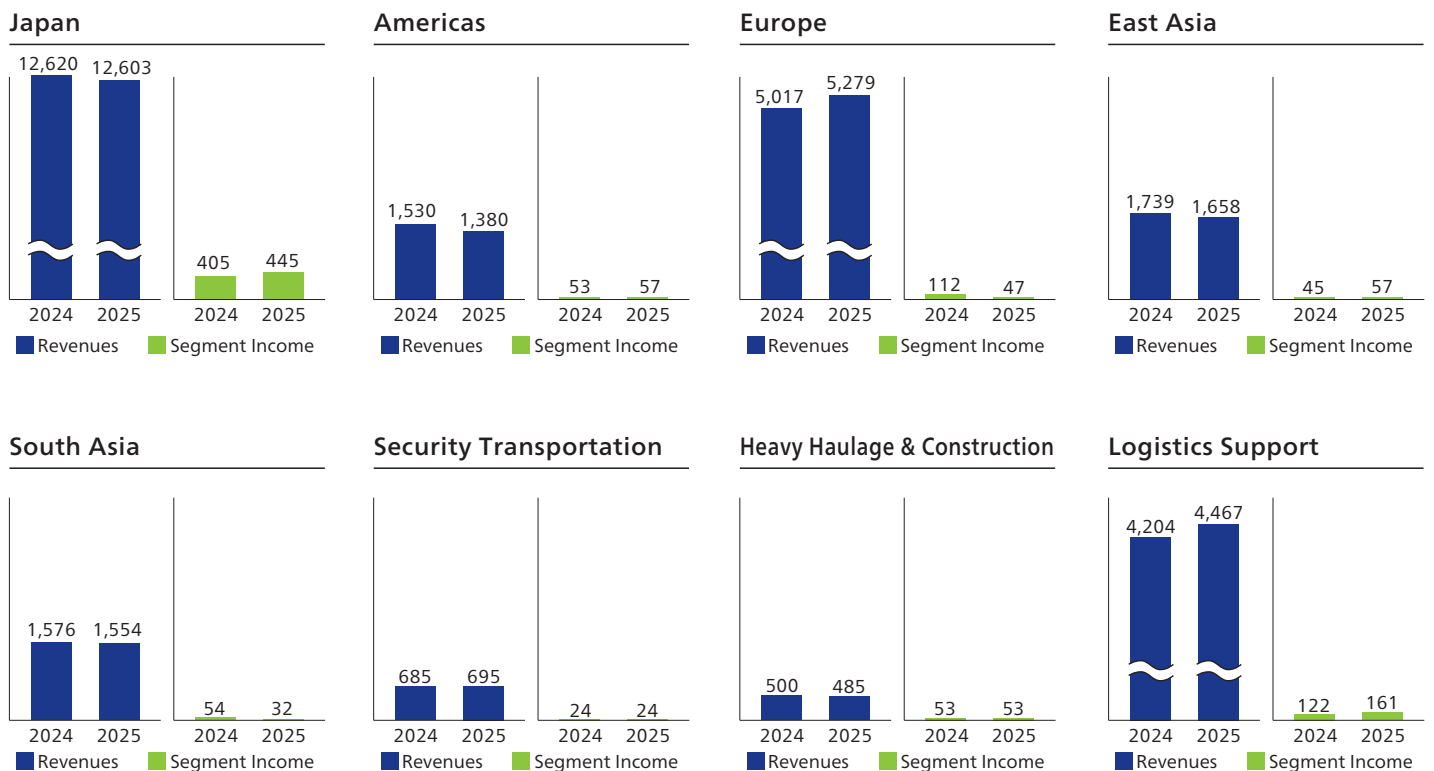
Revenues (consolidated)

2,574.8 billion yen



Japan Americas Europe East Asia South Asia & Oceania
 Security Transportation Heavy Haulage & Construction
 Logistics Support

Revenues and Segment Income (billions of yen)



The NX Group Organizational Chart

(Effective from January 1, 2026)



NIPPON EXPRESS HOLDINGS, INC Organizational Chart

(Effective from January 1, 2026)

