



We Find the Way



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COMPANY PROFILE 2022

Creating New Value Through Logistics and Contributing to Sustainable Societies

Nippon Express Holdings, Inc.
President, Chief Executive Officer and Representative Director

Mitsuru Saito

The Nippon Express Group is pleased to announce that it has been transitioned to a holding company structure in January 2022 and made a new start as Nippon Express Holdings, Inc. The environment surrounding the logistics industry worldwide continues to be severely impacted by the COVID-19 pandemic, creating instability and increasingly unpredictable conditions, even as the industry also faces pressing needs to mount potent global responses to the Sustainable Development

Goals, digital transformation and a steadily growing list of other critical challenges.

Against this formidable backdrop, Nippon Express is determined to redouble its efforts to realize the long-term vision set forth in its current business plan of becoming “a logistics company with a strong presence in the global market.” Toward that end, we are restructuring our management system to achieve even speedier decision-making and maximize our value as a corporate group.

In conjunction with this transition, we have also been introduced NX as our new group brand, likewise changing our corporate group name the Nippon Express Group to the NX Group. Since its inception in 1937, the group has grown its business internationally from Japan and has striven through logistics to connect people, companies and regions and thereby contribute to the advancement of society. Under this new brand, we will be marshaling our group-wide strength to evolve into an even more powerful corporate entity while generating new value from the logistics domain.

The NX Group will continue keenly endeavoring from a long-term perspective to implement sustainable management and to shine as an even more trusted corporate presence in the eyes of its customers and society in the years to come. This will be accompanied by the dynamic pooling of our group’s strengths to create further growth and greater corporate value. As we undertake this transformation, we look forward to your continued and invaluable understanding, support and guidance in helping us attain our objectives.



The 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

Since our founding, the NX Group has employed its logistical strengths to connect people, businesses, and regions throughout the world. In so doing, we have continuously supported social development. While our mission never changes, we advance continuously to meet the world’s changing needs. Making no compromise in safety and maintaining a deep focus on environmental issues, we continuously strive to deliver innovative solutions at the next frontier of logistics. We will forever take pride in our ability to inspire trust and answer the call of society. Every move we make is aimed at advancing society and bringing an enriched life to future generations.

The NX Group Corporate Message

We Find the Way

The NX Group brings customers’ possibilities to reality. There are often many solutions, but only one way is the way. We use our determination to find the best way to overcome hurdles and take our customers across the finish line.

We

Our unified strength makes us unique, driving everything we do on the frontline and in the background to deliver unparalleled logistics services. The word “we” speaks to a complex system of individuals with specialized skills that work together to become an unstoppable force.

Find

Every client, project, and task is different, and sometimes we have to innovate to achieve our goals. Our work demands exploration and thinking outside the box. It’s how we find the best way. The verb “find” in its present form tells a story of a company willing to dig deeper for the best results.

the Way

Sure, there are many solutions, but there’s only one best way. We don’t find a way or some way; we find the best way, and we do it with passion and perseverance. Our efforts build connections to and between individuals and businesses.

Establishing a New Group Brand Identity

To respond to rapid changes in the social environment and in technological innovation, as well as to provide more advanced and higher quality services to customers in Japan and overseas, the NX Group (and our group companies) has decided to introduce a new unified group brand identity from January 4, 2022 as part of an effort to strengthen our brand.

About the New Group Brand Symbol



<What the Symbol Represents>

- The symbol is “NX,” a shortened form of the new holding company, Nippon Express, which has become a trusted name in Japan and overseas.
- This symbol will serve as a banner for group branding as we evolve in Japan and overseas through our united efforts, striving to achieve our group vision of becoming a logistics company with a strong presence in the global market.
- The symbol embodies our corporate message, *We Find the Way*, and expresses our strong desire to support the development of businesses, industries, and society.

*Long-term vision: Vision for the year 2037 as described in the NX Group Business Plan 2023 “Dynamic Growth”

Completion of the NX Group Building

Completed in September 2021 as the general headquarters of NX Group.
Location: 2 Kanda-Izumicho, Chiyoda-ku, Tokyo



The NX Group Value Creation Engine

~Solving Social Issues Through Logistics~

To support lives through social infrastructure logistics, contributing to sustainable societies by seeking a proactive understanding of the logistics and social needs of the times.

A history of supporting lives through social infrastructure logistics

Building a strong social infrastructure and pursuing efficient supply chains

Building a Global Network

In response to the recovery and growth of the Japanese economy, as well as the globalization of our customers, we have built a land, sea, and air logistics network in each region and country of the world, providing solutions that optimize global supply chains.

Services Tailored to Industry Characteristics

The NX Group provides solutions to industrial issues through our understanding of industrial characteristics and our strengths in logistics, including advanced transportation technologies and relationships with multiple companies.



Contributing to Sustainable Societies

We maintain global and social environments that are the foundation for social development through logistics

Industry-Specific Platforms

We build platforms that combine logistics and advanced technologies to provide solutions that solve industrial issues, tailored to the current state and characteristics of each industry.

Creating New Business Domains Through DX

With the objective of contributing to sustainable societies through backcasting based on future changes and social issues, we form hypotheses leveraging the use of digital technologies that lead to new business fields, which will form the future pillars of our company. At the same time, we aim to commercialize these new businesses by creating value in collaboration with other companies.

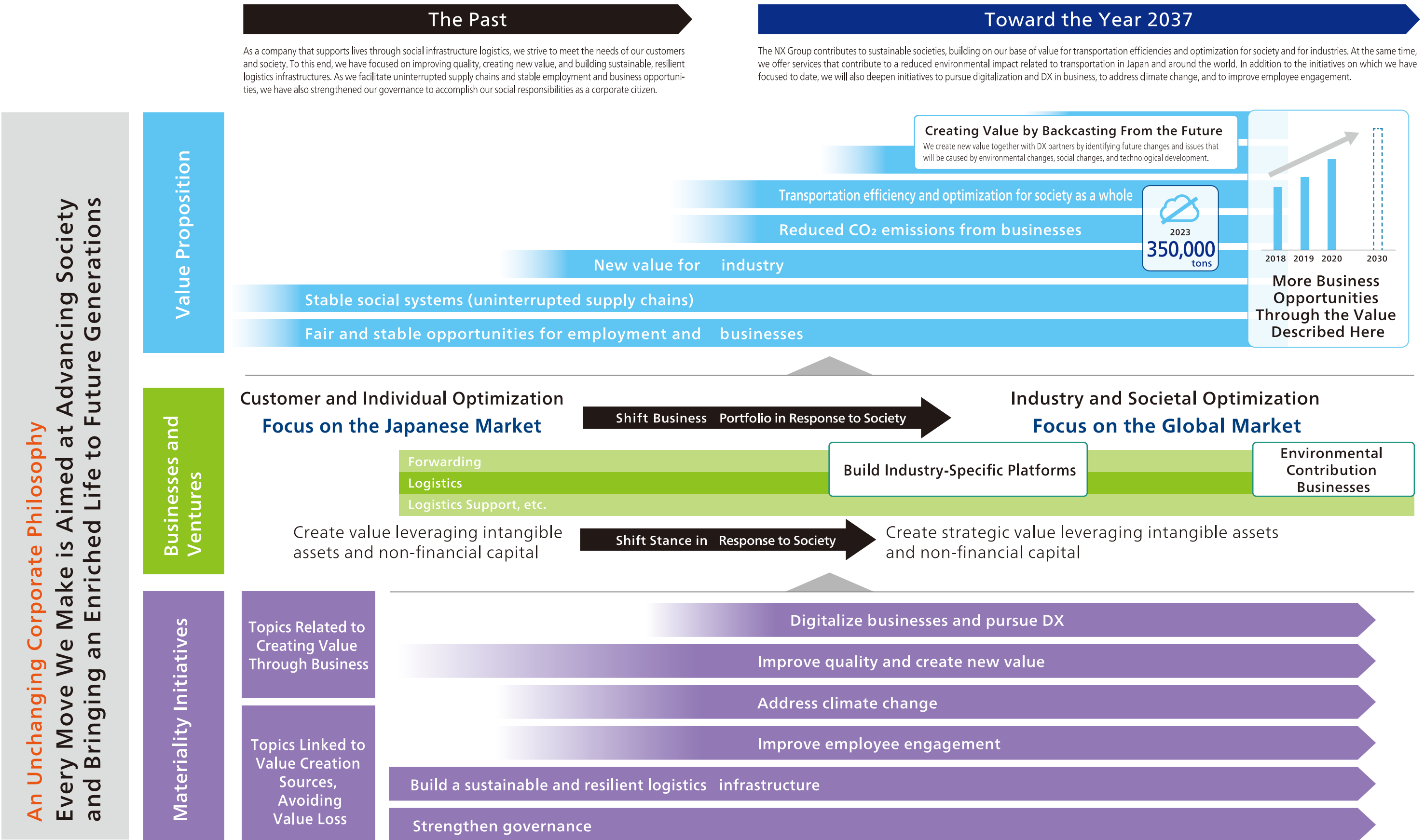
Creating Businesses That Contribute to the Environment of a Carbon-Neutral Era

We provide solutions that meet customer needs to reduce CO₂ emissions in their logistics processes. Our efforts include bringing visibility to not only our own emissions, but also to emissions across logistics processes of the supply chains of our partners and customers.

Corporate Philosophy

Every move we make is aimed at advancing society and bringing an enriched life to future generations

We strengthen our businesses and business foundations by engaging with materialities, creating new value toward achieving our vision



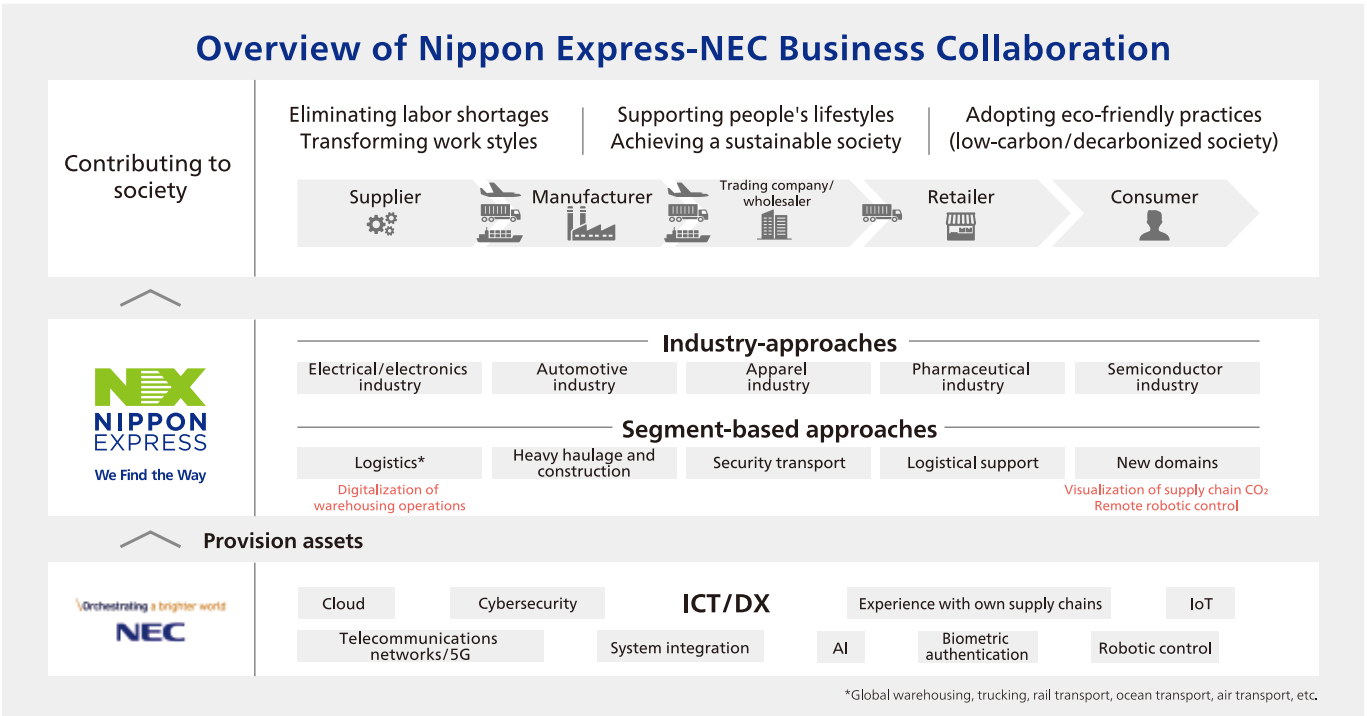
The NX Group's Value Creation Actions

The NX Group and NEC conclude business tie-up agreement on joint value creation through DX

New initiatives launched to resolve social issues through business

Recent years have seen the logistics industry confronting increasingly serious labor shortages due to declining birthrates and shrinking populations as well as changes in work styles, complicated supply chains and digitalization. On the environmental front, reducing CO₂ emissions has become a major social issue, and companies are being called on to help bring about decarbonized societies in line with declarations made by Japan and other countries to achieve carbon neutrality by 2050.

To meet the demands of society for ever more sophisticated logistics, the two companies launched an exploratory project for value co-creation in October 2020 and more recently signed a business tie-up agreement. By combining the NX Group global logistics network and logistics know-how with NEC's state-of-the-art AI, IoT and other digital technologies and integration capabilities to resolve social issues through new businesses, they hope to play a critical part in realizing a sustainable society.



Commencement of the “ONE-STOP NAVI” service able to provide an aggregated search of the optimal transport modes in Japan

“ONE-STOP NAVI” is a service that enables the instantaneous comparison and consideration of the available transportation modes anytime and anywhere, by simply entering the pickup and delivery locations, the number of units and the weight using a PC, smartphone or tablet. Using our strength as a comprehensive logistics business operator, the Company proposes the optimal transportation mode to the customer using our own transport network based on various considerations such as the freight, lead time as well as CO₂ emissions.

In particular, CO₂ emissions can be accurately calculated by calculating the different pickup and delivery distances for each transportation mode using distances linked to map data. This scheme is the first in the logistics industry to receive third-party verification (from SGS Japan Inc.) and the resultant CO₂ emissions data can be used for official procedures for administrative institutions and others. We support the visualization of CO₂ and initiatives for reducing customers’ CO₂ emissions.



Discovering and Creating New Business Via Collaborative Creation of Value with NEC
Three Endeavors for Achieving a Sustainable Society: From Digitalization to DX

NX Group is endeavoring on a collaborative creation of value with IT corporations through the short-term solution of digitalization and mid-term solution of DX (digital transformation), in order to solve social issues through new businesses and to contribute to the achievement of a sustainable society.

Time scale	Endeavors	Issues to Resolve
Short-term	Digitalization of workers' knowhow and tacit knowledge	■ Maximizing warehouse performance, contributing to the resolution of labor shortages, and creating an environment where workers can work safely and with peace of mind ■ As a long-term goal, achieving zero accidents and optimizing staffing in logistics settings as a whole, including transportation and delivery
Mid & long term	Making possible the creation of a society where people can support each other regardless of the distance between them	■ Offering labor by utilizing AI and remote-controlled robots in places where manpowered work was difficult to deliver, such as industries with worker shortages, locations with poor working environments, dangerous areas, on the other side of the world, to resolve labor shortage issues and avoid safety and health risks in the workplace
Mid & long term	Visualization and reduction of CO ₂ emissions in distribution processes	■ Contributing to the achievement of a carbon-free society through our efforts in the visualization and reduction of CO ₂ emissions, not only within our own logistics processes but that of the entire supply chain, including our partners and customers

Safety Initiatives

The NX Group Izu Training Center

The NX Group Izu Training Center, completed in October of 2021, is where NX Group employees receive training in skills that ensure safety and quality. We will continue to improve our safety and quality in order to have a presence that is trusted and sought after by society.



Social Contribution Activities

Forest Growing Activity

The NX Group has established the NX Group Forest, where employees and their family members can, with support and instruction by the local municipal office and forest owners' cooperatives, perform forest growing activities such as planting trees and weeding.



Promotion of Sports

There are five active sports clubs in the NX Group: kendo, judo, sumo, golf, and baseball, the last known for its prominence among corporate baseball clubs and as a club to which many professional baseball once belonged. The baseball club holds baseball lessons for children every year.



The NX Group and Logistics Supporting the Advancement of Society

