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Company at the time of disclosure. The Company's actual busi-

on certain assumptions judged to have been practical by the

The Company's future plans, predictions, strategies, and other

Caution Regarding Forward-Looking Statements

• Environmental Reporting Guidelines 2018 by the Ministry of

• IIRC International <IR> Framework

• GRI Sustainability Reporting Standards (Core)

Reference Guidelines

This report has been edited with reference to the International <IR> Framework issued by the International Integrated Reporting

Council (IIRC) and the Guidance for Collaborative Value Creation issued by the Ministry of Economy, Trade and Indus-

try. In addition, information disclosure as part of the sustain-

ability report complies with the Core option from the GRI*

Sustainability Reporting Standards.

* GRI: Global Reporting Initiative. An organization involved in the creation and spread of international guidance for sustainability reports. The GRI Content Index is available on our CSR website (https://www.nipponexpress.com/about/csr/)

Scope of This Report

The Nippon Express Group (including Group affiliates in Japan and overseas). Some of the materials reported applies only to

Nippon Express Co., Ltd.

Applicable Period

Fiscal 2019 (April 1, 2019-March 31, 2020) (certain sections may include information from or prior to fiscal 2018 and up to fiscal 2020)

Issue Date

August 2020

Reference Guidelines

• GRI Sustainability Reporting Standards (Core)

• IIRC International <IR> Framework

• Environmental Reporting Guidelines 2018 by the Ministry of the Environment

Caution Regarding Forward-Looking Statements

The Company's future plans, predictions, strategies, and other forward-looking statements in this report were prepared based on
certain assumptions (judged to have been practical by the Company at the time of disclosure). The Company's actual busi-

ness results and activities may differ significantly from these predictions due to the future economic environment, etc. For

the major factors, see "Competitive Advantage, Risk, and Opportunity." on Page 10 of this report.

Integrated Report 2020 Concepts

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Strategy & Action

In the Long-Term Vision, formulated to take us to our centennial anniversary in 2037, it states that we will become “a logistics company with a strong presence in the global market.” Under the Nippon Express Group Business Plan 2023 ~“Dynamic Growth”~, which defines the milestones required to achieve our Long-Term Vision, we will work to strengthen the business through a three-dimensional approach that has been defined as the growth stra-

ty for our core business, and aim to enhance the business by increasing the profitability of domestic businesses in Japan. We will aim for business growth by implementing this plan in step with our efforts to implement our long-term vision.

Supporting Sustainable Development and Greater Corporate Value

The contributions we make through our business to customers, society, and the solutions to social issues are an essential part of achieving sustainable corporate growth and greater cor-

porate value. We will achieve these two goals by deepening our engagement with our cus-

tomers, society, shareholders, employees, and a wide range of other stakeholders while we

address the expectations of and work together with our stakeholders to build up these con-

tributions. For this purpose, the Nippon Express Group Business Plan 2023 established ESG-oriented business management to realize sustainable development and improve cor-

porate value as one of our efforts to implement our long-term vision.
The Nippon Express 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 its founding, the Nippon Express 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 continuously advance 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.

Values to be Sustained
Safety, Compliance, Quality (priorities)

The Nippon Express 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

The Nippon Express Group Corporate Message

We Find the Way

The NIPPON EXPRESS 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.

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.

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.

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.


Growth Trajectory

Logistics and Nippon Express Support the Development of Society

Under our mission of efficiently transporting cargo over a network that connects every corner of Japan, the Nippon Express Group has continued to transform along with the evolution in logistics that has coincided with the development of Japanese society. By forging ahead in our core work of raising the economic value of the important cargo our customers have entrusted to us through transport and storage, we are taking the first steps on the road to becoming a corporate group that is the first choice of customers around the world and that has a strong presence in the global logistics market.

Nippon Express was launched as a semi-government company focused on developing modern transport and communication services providers. Nippon Express was launched as a semi-government enterprise for the purpose of seamlessly supplying materials in wartime. Despite having been designated as a company in 1948 subject to the Elimination of Excessive Concentration of Economic Power Law, which aimed to democratize Japan’s economy, after the war Nippon Express maintained its status as a creditor nation Post-war recovery. In the ocean and air transport modes. Moreover, the Company also opened branches in North America and Southeast Asia to expand its transport routes. In 1958, the Company established its first local Asian subsidiary, Nippon Express (Singapore) Pte., Ltd. Nippon Express (Nederland) B.V. established its Heavy Haulage & Construction Business in the Netherlands in 1977. Nippon Express USA, Inc. established Nippon Express (Nederland) B.V. established Nippon Express (Singapore) Pte., Ltd. Nippon Express (Nederland) B.V. established its Heavy Haulage & Construction Business in the Netherlands in 1977. Nippon Express USA, Inc. established Nippon Express (Nederland).

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