NIKKON Holdings Co., Ltd.

14th Medium-term Business Plan

March 6, 2026 | Stock Code: 9072

In preparing the 14th Medium-term Business Plan, the NIKKON Holdings Group, with over 70 years since its founding as a comprehensive integrated logistics operator specializing in packaging, transportation, and warehousing, has fulfilled its responsibility as a social infrastructure supporting its customers' supply chains. In the 14th Medium-term Business Plan, set to commence in April 2026, we regard significant environmental changes such as supply chain reforms addressing geopolitical risks surrounding the world and domestic labor shortages, along with the enforcement of logistics-related laws as new revenue opportunities, and will strive to enhance corporate value by achieving further business expansion and contributing to a sustainable society.

We will also enhance the efficiency of our balance sheet, which is a key challenge for our company, and promote an efficient organizational structure. In addition, we will accelerate entry into growth industries and expand our international operations, improve investment and capital efficiencies, and enhance ROE and ROIC to meet our shareholders' expectations and build a robust financial foundation. Furthermore, we will further accelerate labor-saving and automation, and advance the use of data related to accidents and quality to elevate our proactive safety and quality management.

On the other hand, the driving force to pioneer this era of change is our workforce. Recognizing the critical importance of continuously enhancing on-site capabilities and transformational leadership, we will actively invest in employee training and investment in human resources.

Furthermore, the decision by our core operating company, Nippon Konpo Unyu Soko Co., Ltd., to change its name to NIKKON Corporation this spring represents a declaration of intent to pursue new value creation beyond the continuation of existing business lines.

Together with our stakeholders, we will launch growth towards the next stage in earnest, fulfilling our responsibility to ensure stable service supply while achieving sustainable growth.

March 6, 2026
Masakatsu Kuroiwa

2. Review of the Previous Medium-term Business Plan (1)

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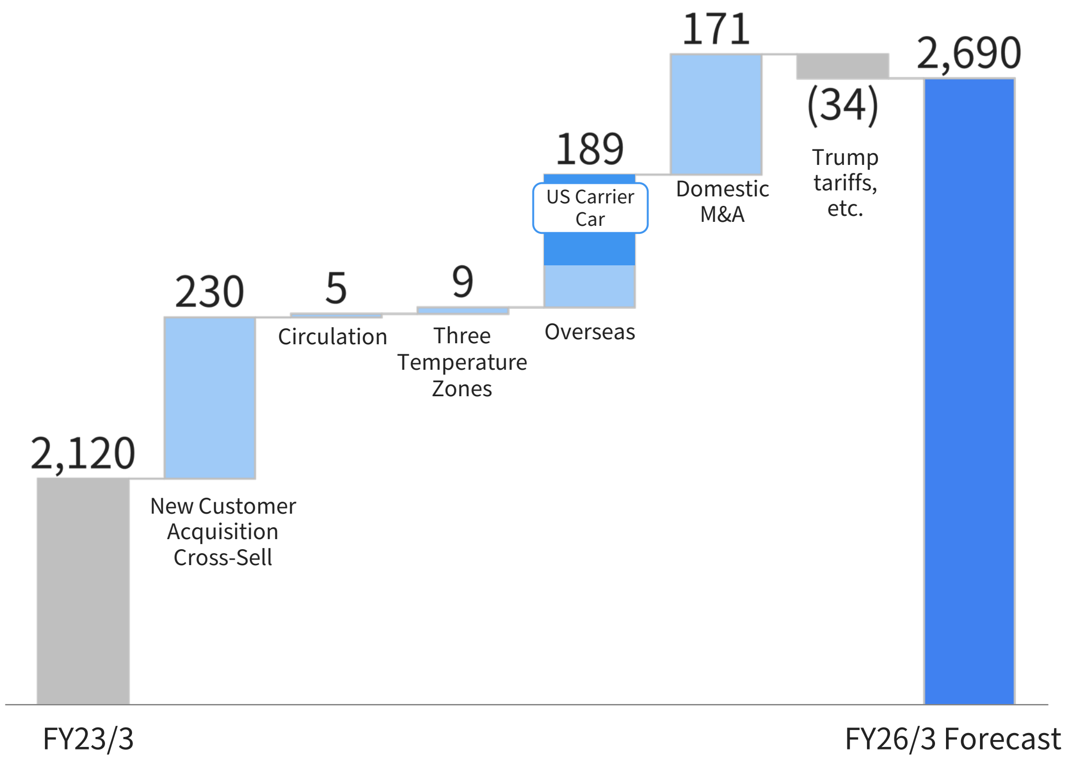
- Due to production disruptions caused by the Trump tariffs and semiconductor shortages, as well as one-off costs arising from M&A activities, both revenue and operating profit fell short of plan (with a revenue CAGR of 8.2% during the Medium-term Business Plan period).
- The circulation business and the three temperature zone business are expected to fall short of the initially anticipated scale due to changes in the business environment and challenges in the implementation framework.

	FY23/3 Actual	FY26/3 Plan	FY26/3 Forecast
Sales	212 billion yen	280 billion yen	269 billion yen
Operating Profit	19.5 billion yen	28 billion yen	23.7 billion yen
Operating Profit Margin	9.2%	10.0%	8.8%
ROE	7.1%	8.0%	7.3%

Revenue fluctuations in the Previous Medium-term Business Plan

(Unit: 100 million yen)



Establishment of Growth Drivers

Introduction of Automated Equipment

- Automated equipment was introduced into OEM synchronous delivery operations, achieving labor reduction, increased work efficiency, and improved quality.

— Ota Inter Sales Office, Nippon Unyu Co., Ltd. —

① Robotic Arm
Pick up the required products

②AGV
Automatically transport products to the shelves

③PPS※
Irradiate the designated location

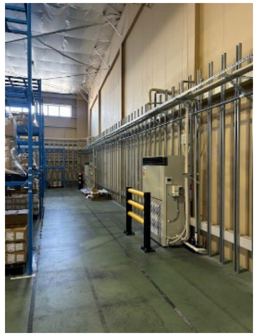
※ Projection Picking System

④ Key Cart
Automatically transport to the truck's shipping port

Expansion of Industrial Robot-Related Operations

- Expand industrial robot-related operations through cross-selling based on service and regional orientations
- Renovate existing warehouses and install air conditioning equipment to accommodate the storage of products that require temperature control

— Kitakyushu Logistics Center, Moji Sales Office, Nippon Konpo Unyu Soko Co., Ltd. —



Expansion of business in the United States

- Expand business in the United States, where stable economic growth is anticipated, to achieve a 30% share of overseas sales
- Acquired a leading local company engaged in career car transportation in May 2024
- Opened two new sites in Texas in December 2024

— Supreme Auto Transport, LLC —

— Dallas Office, NK AMERICA, INC. —

2. Review of the Previous Medium-term Business Plan (3)

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- Although the target for the proportion of female managers was not met, we focused on creating a work environment that is comfortable for female employees and a system that supports their challenges.
- CO_2 emissions were reduced by 7.4% compared to the base year of the fiscal year ending March 2023, achieving the initial reduction target of (3.7%) (forecast).

Female Ratio (Unit: %)		FY2023/3 Actual	FY2026/3 Target	FY2026/3 Forecast
Employees	Domestic	18.4	22.2	19.3
	Overseas	38.4	39.4	35.8
	Total	23.9	26.5	23.6
Executives	Domestic	9.9	17.2	11.7
	Overseas	35.1	41.3	35.1
	Total	17.9	25.5	17.7
Managers	Domestic	1.4	7.7	4.3
	Overseas	20.1	25.0	25.8
	Total	7.6	13.2	11.2

CO_2 Emissions Scope 1+2 (Unit: t-CO_2)	Base Year FY2023/3	Thirteenth Medium-term Business Plan FY2024/3	FY2025/3	FY2026/3
Plan	–	179,638	179,318	173,340
Actual ※1 ※2	180,048	177,732	169,313	166,775
Base Year Comparison	–	(1.3)%	(6.0)%	(7.4)%

※1 Companies that joined the group after April 2023 are not included.
※2 The fiscal year ending March 2026 is based on forecasted figures.

Efforts to establish a talent base

- We conducted a six-month hands-on training program for group company executives and department heads aimed at developing next-generation leaders.
- We expanded the overseas trainee program aimed at developing global talent.
- We held a donation lecture on logistics at Hitotsubashi University and King Mongkut's University of Technology in Thailand.

Efforts to reduce environmental impact

- Promoting the electrification of small vehicles and the introduction of large hybrid trucks.
- Promoting combined transport through the use of double-trailer trucks and improving transportation efficiency.
- Complete elimination of mercury lamps, excluding those planned for sale and certain overseas properties.
- Installation of solar power facilities.
- Transition to a renewable energy-derived power menu.

3. Recognition of the External Environment

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Politics

- Rising geopolitical risks and re-examining supply chains.
- Logistics stagnation due to protectionist trade policies.
- Ensuring fair transactions through the enforcement of two logistics-related laws.
- Cost of responding to stricter decarbonization regulations.

Economy

- Medium- to long-term growth of the global economy.
- Cost increases due to wage hikes and accelerating inflation.
- Rising domestic financing rates and lease fees.
- Highly volatile foreign exchange.

Society

- Worsening labor shortages, including drivers.
- The need to improve workplace environments in line with diverse work styles.
- Acceleration of investment in human capital.
- Increasing importance of decarbonization for a sustainable society.

Technology

- Productivity improvement through digital transformation and the need for business transformation.
- Advancement of AI technology and the transition to application stages.
- Initiatives for labor reduction, including autonomous driving and robotics.
- Collaboration with society at large through initiatives such as building logistics platforms.

Adapting to changes in the business environment by seizing opportunities in growth sectors and meeting increasingly complex customer needs.
Addressing labor shortages and rising costs by strengthening recruitment and promoting the use of digital technologies.

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Challenge 14 of the 14th Medium-term Business Plan

Basic Policy	Our logistics service provides our customers with 'time'. Through safety-first, timely, and environmentally friendly logistics, we support the foundation of society and co-create a prosperous future. By anticipating changes and continuously honing our proposal and execution capabilities, we fulfill the trust of everyone.
Growth Strategy	① Focusing new customer acquisition in high-growth industries. ② Expanding our business through stronger collaboration among group companies. ③ Expanding our service areas in overseas markets and driving profit growth. ④ Promoting strategic partnerships in logistics.
Strengthening Management Foundations	① Strengthening investment in human resources strategies and human capital. ② Digitalizing management information and transforming business productivity through digital transformation.

4. 14th Medium-term Business Plan Overview (Financial Summary)

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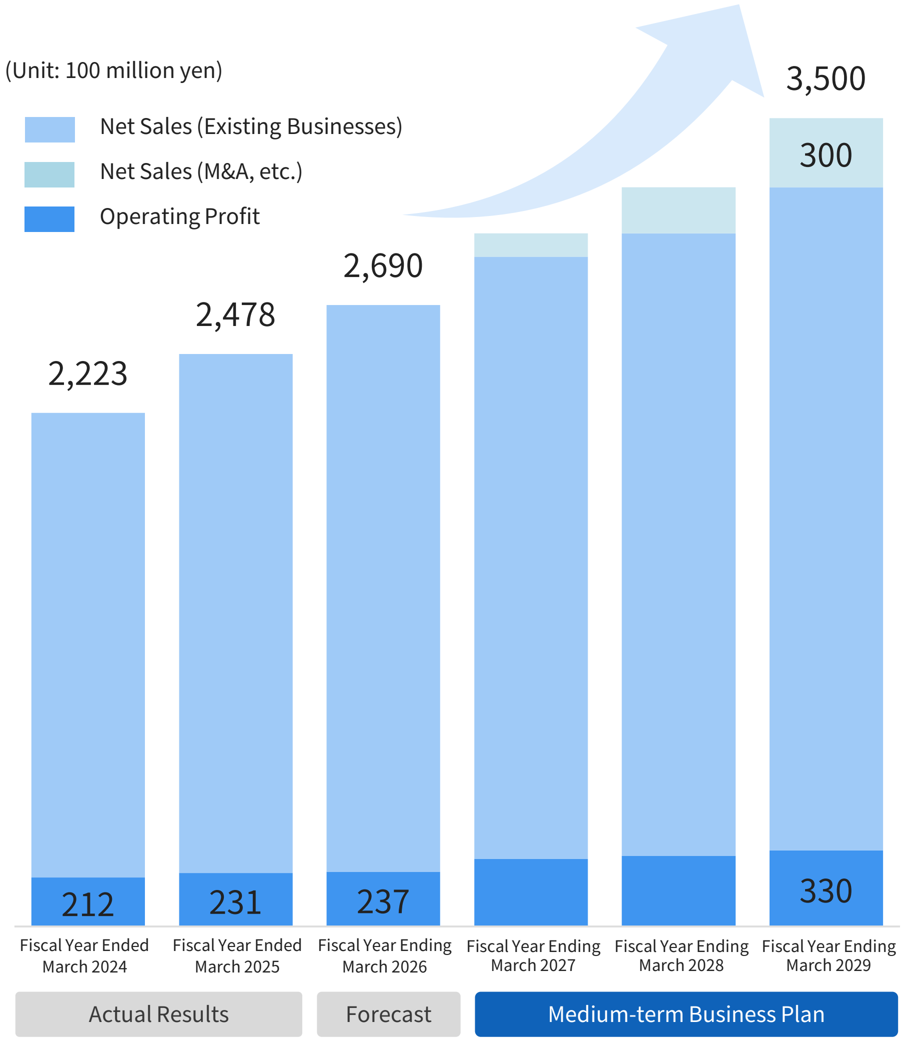
- Net sales for fiscal year ending March 2029, through the growth of existing businesses and M&A, are targeted at 350 billion yen.
- We aim to improve capital efficiency and target an ROE of 10% or more.

	FY2029/3
Net Sales	350 billion yen Of which contributions from M&A, etc.: 30 billion yen
Operating Profit	33 billion yen
Operating Profit Margin	9.4%
ROE	10.0%
ROIC	5.6%
Equity Ratio	Below 50%
Net Interest-Bearing Debt/EBITDA	Approximately 2.5 times



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① Focusing new customer acquisition in high-growth industries

- Promote business expansion in semiconductors, industrial machinery, aerospace and defense, medical devices, information and communications, and electric power sector.
- Conduct both new client development and horizontal sales to existing clients' growth divisions, depending on the various locations and resources of group companies.

② Expanding our business through stronger collaboration among group companies

- Develop cross-selling by integrating functions and services among group companies (transportation, warehousing, distribution processing, customs clearance, etc.).
- Implement regional cross-selling by covering untapped areas through regional cooperation between group companies.

Support the Entire Supply Chain for Customers

Transportation, Warehousing, Distribution Processing, Customs Clearance, and Supply Chain Optimization

③ Expanding our service areas in overseas markets and driving profit growth

- Focus on acquiring overseas operations from existing domestic clients through collaboration among group companies.
- Deliver seamless, high-value-added integrated logistics services, including customs clearance and forwarding.

④ Promoting strategic partnerships in logistics

- Advance the accumulation of logistics data through systematization, and promote the visualization, integrated management, and optimization of the entire supply chain.
- Provide a comprehensive range of logistics services from strategic proposals to on-site execution for customers.

6. Toward Achieving 10% of ROE

By improving asset efficiency through real estate liquidation and increasing financial leverage through the use of debt and shareholder returns, we aim to achieve an ROE that exceeds the cost of shareholder's equity.

ROE

	↑/↓	
Net Income	↑	Increase
Equity	↓	Decrease

FY2026/3		FY2029/3
7.3%	→	**10.0%**

Cost of shareholder's equity

Our view: 6-7%

×

Current Profit Margin

→ Flat

FY2026/3		FY2029/3
6.5%	→	Approximately 6.5%

- Even in an environment of rising costs, by improving productivity and passing on prices, the operating profit margins of existing businesses are maintained at 10%. The operating profit margin for new businesses is expected to be around 7%.
- One-time M&A-related costs and increased amortization of goodwill are still expected to occur.

Total Asset Turnover

↑ Rising

FY2026/3		FY2029/3
0.62 times	→	Approximately 0.76 times

- Only pursue projects that meet investment criteria.
- Continue reducing cross-shareholdings.
- Advance the liquidation of low-yield real estate.

Financial Leverage

↑ Rising

FY2026/3		FY2029/3
1.8 times	→	Approximately 2.0 times

- Shrink equity through dividends and share repurchases.
- While restraining overall capital expenditure, actively utilize interest-bearing debt for new investments.

Note: The forecast values are as of the current estimates for the fiscal year ending March 2026.

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In December 2025, the final report regarding the review of real estate holdings was received from the special committee.

Rental Properties

Recommendations from the Special Committee

Although examination of individual factors, such as the risk of recording losses on properties with unrealized losses and their business impact, is required, in principle the sellability of all 10 properties should be considered.

Published Response Policy

	Liquidation policy	Number of properties	Expected liquidation amount	Planned liquidation period
(1)	Liquidation through Sale	4 properties	Approximately 25 billion yen	Next Medium-term Plan period (FY26-28)
(2)	Liquidation involving Redevelopment	3 properties	Approximately 9 billion yen	At redevelopment completion (FY30-31)
(3)	Determine liquidation based on a thorough review of business impact	2 properties	—	

Progress Update

- The proceeds of 25 billion yen from the disposition of properties grouped under item (1) have already been incorporated into the cash inflows of the cash allocation.
- Redevelopment plans for the properties grouped under item (2) have been initiated.

Commercial Properties

Recommendations from the Special Committee

Even taking into account revenue improvement measures, properties with capital efficiency below the WACC should be disposed of sequentially, provided that after reviewing individual issues such as negative business impacts, they have been determined to be sold.

Published Response Policy

Based on the earnings levels, usage status, and future cash flow of each property, including those commercial properties not reviewed by the special committee, the company intends to proceed with the reorganization of its real estate holdings following a defined management and disposition process.

Progress Update

- Monthly monitoring of revenue improvement measures is ongoing.
- Additional verification of key properties (10 commercial properties) is underway.

7. Review of the Policy on Real Estate Holdings (2)

Sell 4 rental properties during the current Medium-term Business Plan period
For business properties, we will proceed with restructuring based on the established management and liquidation process.

Type	Classifi-cation	Initiative/Target	14th Medium-Term Business Plan (FY2027/3-FY2029/3)	15th Medium-Term Business Plan (FY2030/3-FY2032/3)
For Rent	Total 10 Properties	Sale	Execution of Sale (4 properties: approximately 25 billion yen)	
		Redevelopment	Plan Formulation	Redevelopment (3 properties)
		Examination	Determine Liquidation After Assessing Business Impact (2 properties)	
		Retain	Continued Ownership (1 property)	
For Business Use	Top 20 Properties	Profitability Improvement	Profitability Improvement and Evaluation (Properties with Asset Efficiency Below WACC) Liquidate Properties That Fail to Improve	
		Retain	Continued Ownership (Properties with Asset Efficiency Exceeding WACC)	
	Others	Sequential Verification (223 Properties)	Examine as per the Established Process (Especially for 10 Key Properties) Sequentially Examine in Accordance with the Established Process (Others)	

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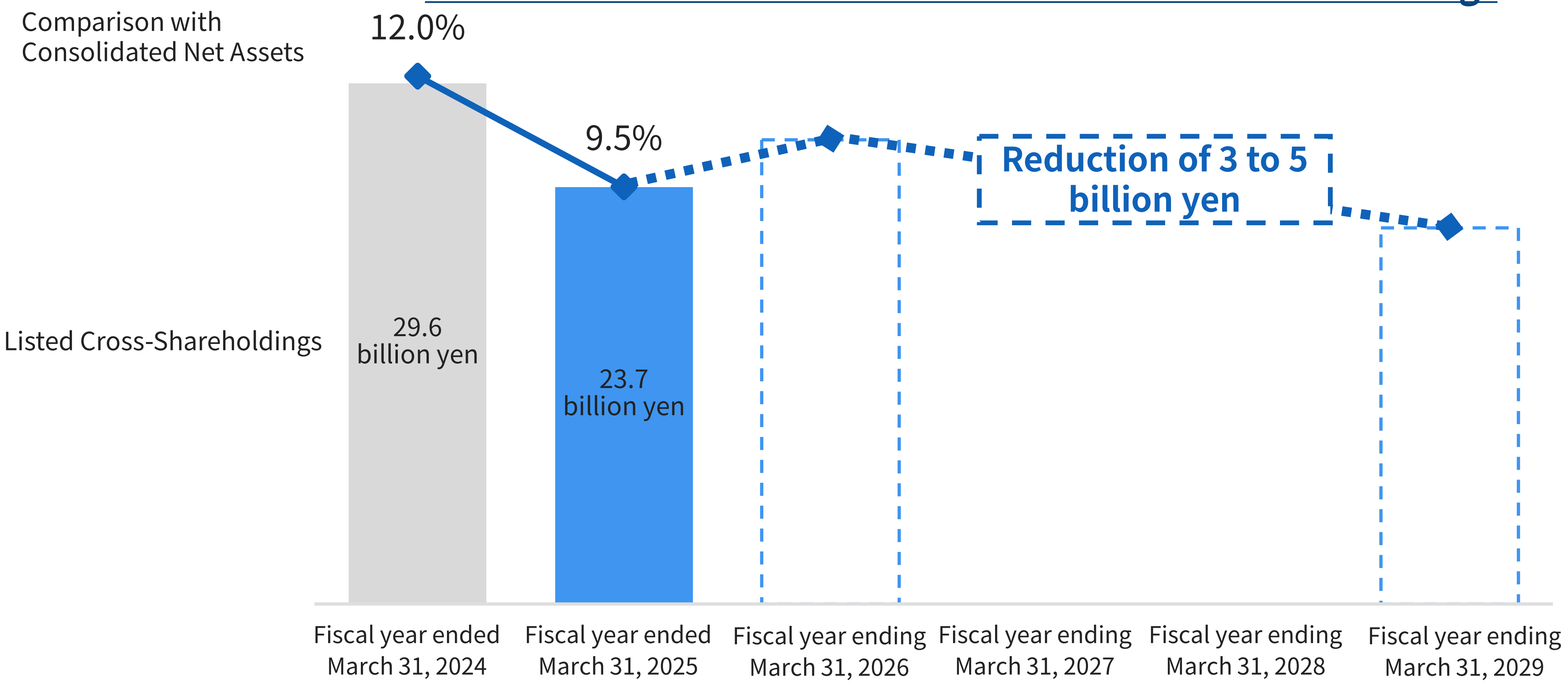
Cross-shareholdings will be reduced in principle, subject to consultations with the issuer.
Proceeds from the sale will be used for growth investments and shareholder returns.

Trend of Market Value Balance for Listed Cross-Shareholdings

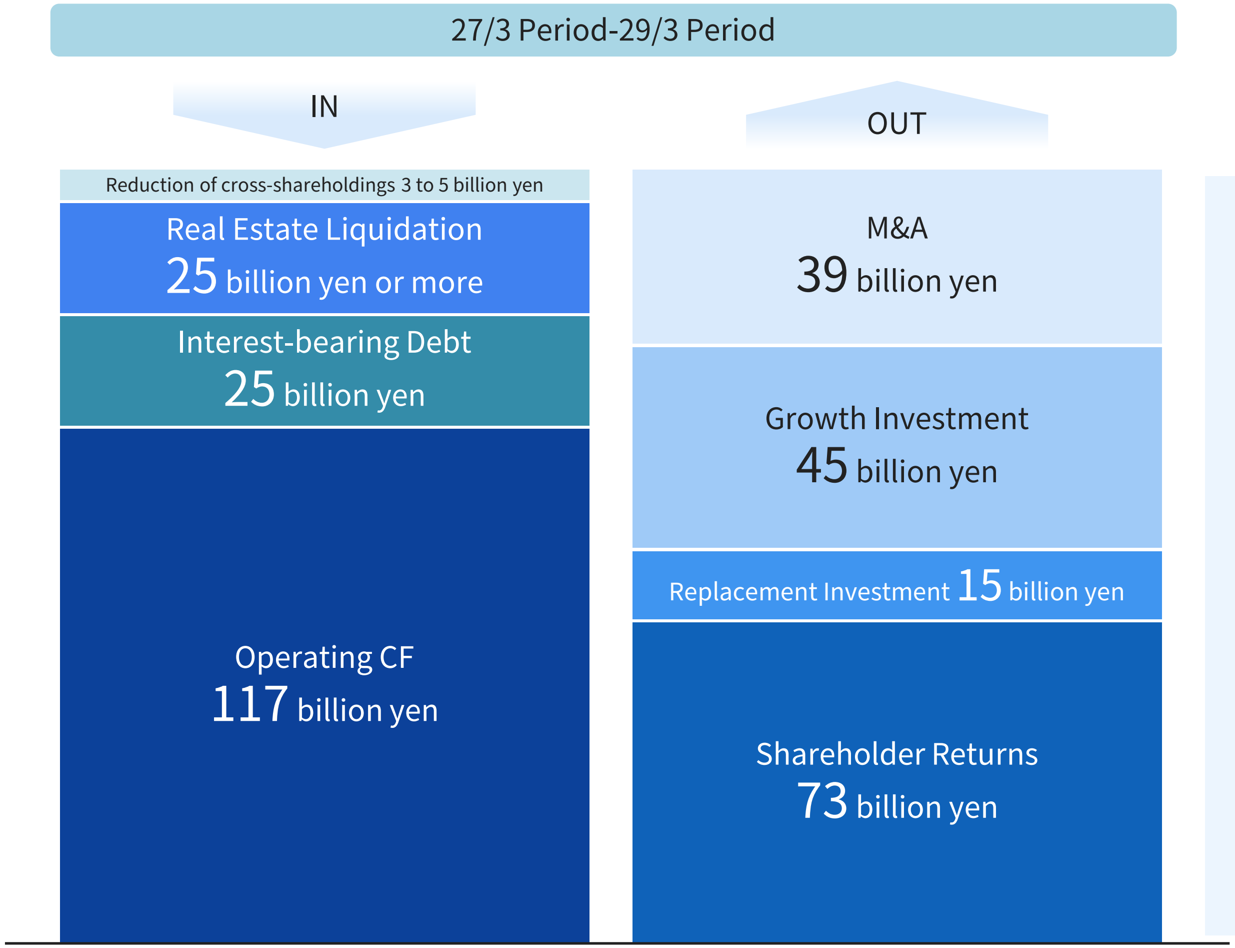


*** During the 13th Medium-term Business Plan period, reduction achievements: complete sale of 19 stocks, partial sale of 2 stocks, total 1.9 billion yen.**

* Cross-shareholdings are reviewed annually by the board of directors, taking into account associated gains, losses, risks, and capital costs; shares that no longer meet the above policy objectives will be reduced as appropriate and necessary.

9. Cash Allocation

In addition to cash generated from business activities, the company plans to invest 99 billion yen over three years (including M&A) through reductions in cross-shareholdings and real estate liquidation.



※Variable depending on the amount of real estate liquidation.

M&A
- Pursuing highly efficient and profitable business synergies in the logistics sector
- Optimization of the business portfolio: developing new shippers in growth industries and expanding overseas operations (especially in the US and India, which have significant growth potential)

Growth Investment
- Acquisition of warehouses for deepening customer relations and expanding overseas operations
- Introduction of labor-saving and automated equipment
- System investments to enhance productivity

Replacement Investment
- Replacement of aging warehouses and vehicles

Shareholder Returns
- Share repurchase: 35 billion yen
- Dividends: 38 billion yen

10. Investment Criteria

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Investment criteria: Only invest in projects that meet ROIC > WACC

Monitoring Methods

Verify annually whether the planned figures are exceeded

Investment returns exceeding WACC for three consecutive years

Monitoring Discontinuation

Falling short of the plan

Submit a revenue improvement plan as a remedial measure

The board will consider an investment recovery plan premised on a sale

Falling short of the improvement plan for three consecutive years

■ In cases where any of the following apply, an extension of the ROIC evaluation period will be permitted:

- ✓ The investment significance for securing business advantages※.
  ※Potential customer needs, strengthening growth areas, potential for profit contribution in the medium- to long-term.
- ✓ Potential to contribute to cross-selling opportunities along the service axis, group company axis, or regional axis.

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Strengthen shareholder returns: Increase DOE to 6% from the fiscal year ending March 2027
Conduct a cumulative acquisition of treasury stock totaling 35 billion yen over three years

Policy (1) Changes to Dividend Policy

FY2026/3 → 14th Medium-term Business Plan

DOE 4% → DOE 6%

Reinforce stable dividends by adhering to a progressive dividend policy and raising DOE

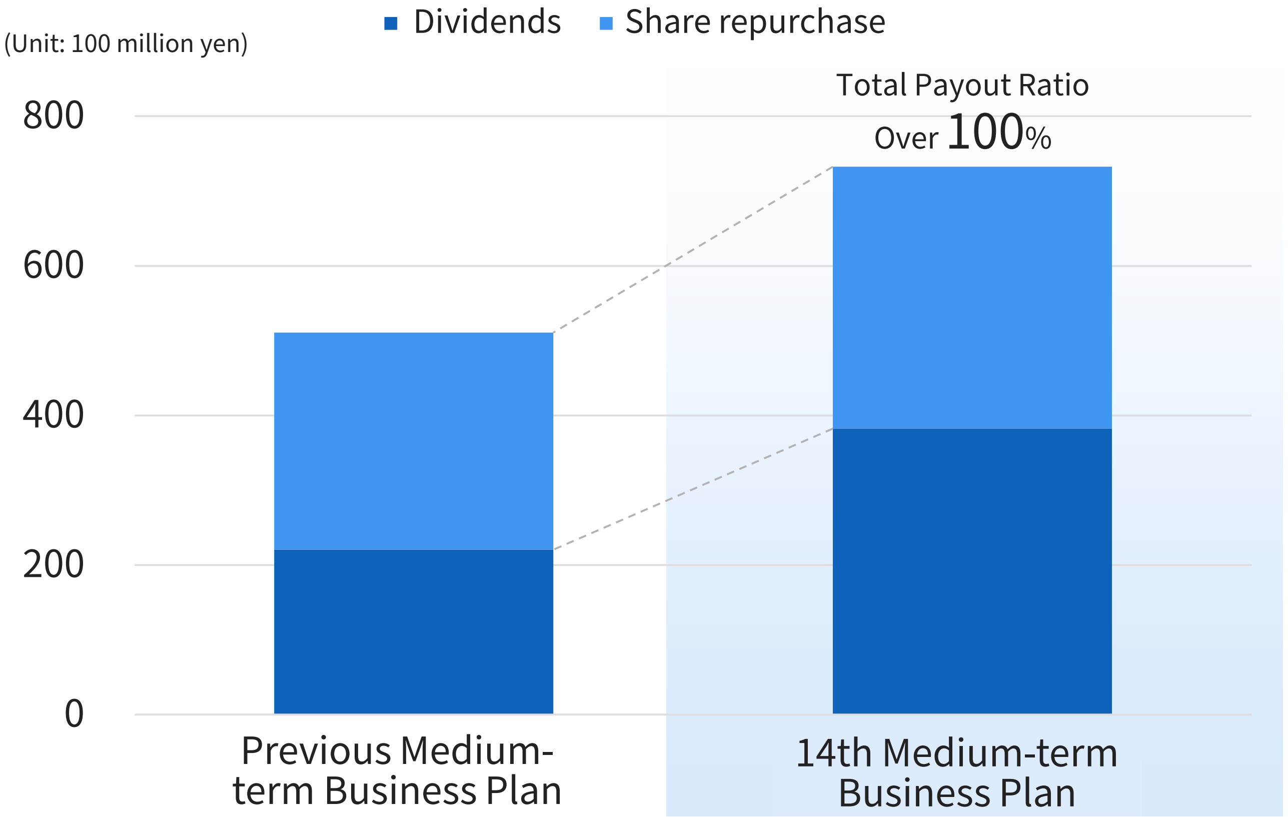
Policy (2) Share Repurchase

Cumulative acquisition amount over three years: **35 billion yen**

Carry out share repurchases flexibly on an annual scale of approximately 10 billion yen, taking into account performance, stock price levels, and investment opportunities

Total cumulative shareholder returns over three years

Equity Ratio below 50%
At the end of FY29/3



Note: The total payout ratio is based on actual profits, excluding special profits from real estate securitization

12. ESG (Governance Enhancement Measures)

Item	Initiative
① Strengthening the effectiveness of the Board of Directors Reinforcing the separation between execution and oversight	➢ Revision of the standards for submitting proposals to the Board of Directors: Focus on enhancing corporate value, strategy, capital policy, risk management, etc. ➢ Implementing on-site inspections and business understanding programs for outside directors ➢ Undertaking efforts to identify issues and improve based on evaluations of board effectiveness ➢ Optimizing the skill set of directors in alignment with the strategy ➢ Maintaining board independence and enhancing the supervisory function over management • Ensuring that outside directors constitute a majority of the board • Appointing an outside director as the chairman of the board to strengthen corporate governance
② Strengthening the functions of committees	➢ Documenting the nomination committee's succession plan ➢ Structuring the nomination and compensation committees exclusively with outside directors to enhance independence
③ Enhancing group governance	➢ Strengthening group governance over compliance and risk management led by the holding company ➢ Strengthening monitoring of group companies and post-M&A entities by the Audit Committee ➢ Implementing a unified group system and visualizing management data ➢ Considering the conversion of support departments (finance, human resources, IT, etc.) to shared services
④ Enhancing governance of the business portfolio	➢ Documenting investment criteria (including M&A) using ROIC and WACC ➢ Introducing post-evaluation rules for large-scale investment and M&A projects ➢ Continuing the policy of reducing strategic shareholdings
⑤ Advancing risk and compliance practices	➢ Enhancing cyber and information security governance ➢ Enhancing the effectiveness of the internal reporting system (ensuring anonymity and preventing retaliation)

12. ESG (Human Capital Management)

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Positioning of the Group's Human Capital Management

Providing an environment where employees of the group can flourish and grow autonomously, respecting each member's individuality and diversity, maximizing and uniting their abilities to strengthen organizational capability. By doing so, we will position and implement it as our human capital management to generate innovation and competitiveness, simultaneously achieving the growth of our employees of the group and the medium-to long-term, sustainable enhancement of corporate value.

Key Initiatives for Human Capital Management

Active engagement of diverse talent

Embracing diverse talent, respecting one another, and creating opportunities for equitable success.

- Implementation of systematic training for female staff before managerial positions.
- Support for the promotion of employment opportunities for persons with disabilities.
- Establishing effective utilization and collaboration of multinational employees.
- Strengthening the recruitment of highly specialized personnel.
- Initiating plans for the establishment of the Future Logistics Research Institute.

Unleashing individual strength and unity

By honing and uniting the individuality of each member, we maximize the overall strength of the group.

- Visualizing talent and promoting optimal placement within the group.
- Enhancing the trainee program between Japan and overseas.
- Strengthening the Nikkon Business School to develop next-generation managers.
- Encouraging certification acquisition and promoting individual reskilling and expertise enhancement.

Finding a sense of fulfillment at work despite challenges

Prioritizing safety and security, supporting autonomous individual growth, fostering pride as group employees, and aiming to become a vibrant corporate group.

- Continuing to hold the 'All Nikkon Safety Conference' and 'AHK Conference (A: Anzen (Safety), H: Hinshitsu (Quality), K: Koritsu & Kankyo (Efficiency & Environment))' on a global scale.
- Group-wide engagement survey and its improvement.
- Continuing social contribution activities and donation lectures at domestic and international universities.

Growth Strategy

1. Expanding the customer base in growth industries.
2. Business expansion centered on group collaboration.
3. Strengthening overseas operations.
4. Establishing logistics strategy partnerships.

1. Expanding the talent base that supports sustainable growth.
2. Developing capabilities to address customer challenges.
3. Fostering talent responsible for group collaboration.

Numerical Targets (Projected FY2026/3 → FY2029/3)

Female employee ratio	Female executives ratio	Female management ratio
19.3% → 23.1%	11.7% → 15.8%	4.3% → 10.7%

Setting tier-specific targets and promoting the development of a talent pool

Scope: Domestic consolidated companies

Employment of Persons with Disabilities

Statutory employment rate met across all target workplaces

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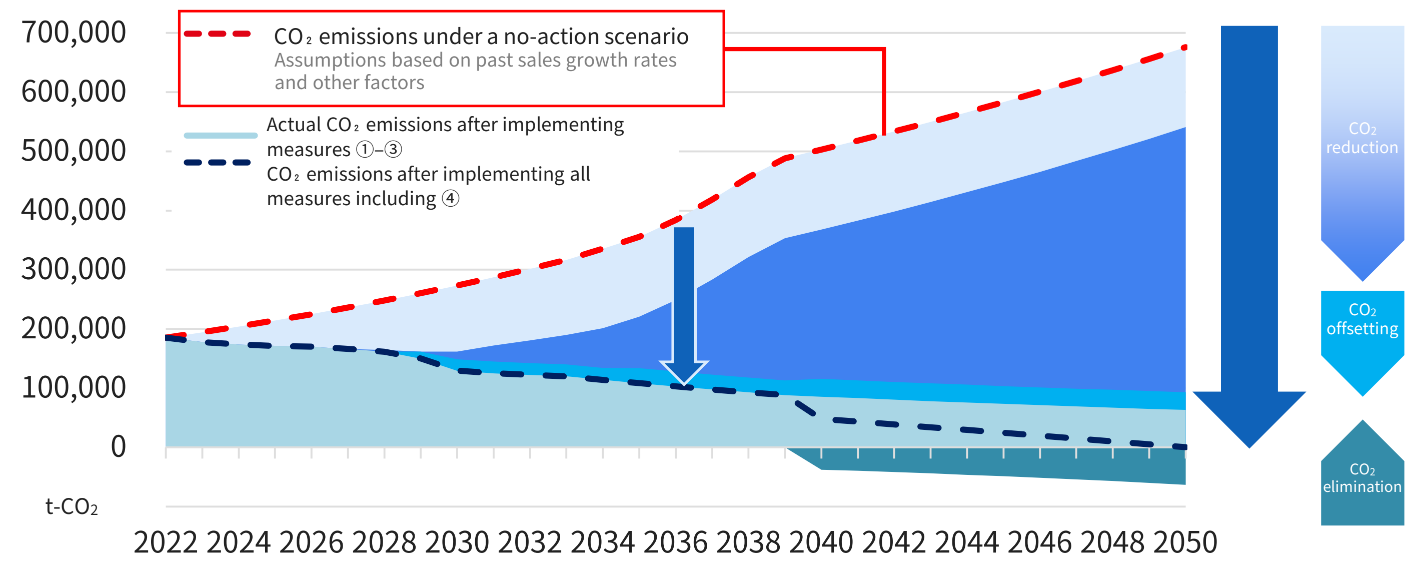
While striving to balance economic rationality with the premise of stable provision of logistics services, to contribute to the realization of a decarbonized society.

(Unit: t-CO_2)		FY2022 (Base Year)	FY2025 (Forecast)	FY2028	FY2030	FY2050
Scope 1+2	Emissions	185,056※	171,303	161,591	129,539	0
	Compared to Base Year	※Revise base year emissions to reflect M&A impacts	(7.4)%	(12.7)%	(30.0)%	(100.0)%

Long-term transition strategy (Scope 1+2)



① Improved fuel efficiency through operational improvements
Emission reductions from introducing non-fossil power

② Decarbonization through technological innovation such as eco-friendly vehicles and biofuels

③ Utilization of carbon credits

④ Utilization of negative emission technologies

Policy concerning Scope 3

Establish a system to calculate emissions in line with the SSBJ Standards, enhance calculation accuracy and visualization of emissions, and gradually advance initiatives to reduce them.