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Revenue of Nippon Express Co., Ltd.

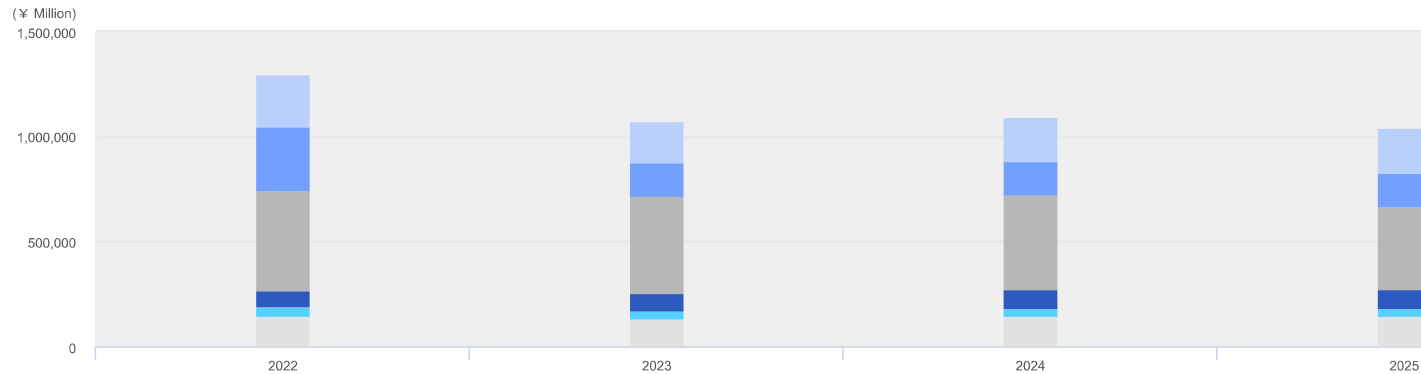
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Revenue of Nippon Express Co., Ltd.

Operating Expenses of Nippon Express Co., Ltd.

Operating Expenses of Nippon Express Co., Ltd.



	FY2022 (IFRS)	FY2023 (IFRS)	FY2024 (IFRS)	FY2025 (IFRS)
Personal expenses	246,956	197,325	210,614	220,697

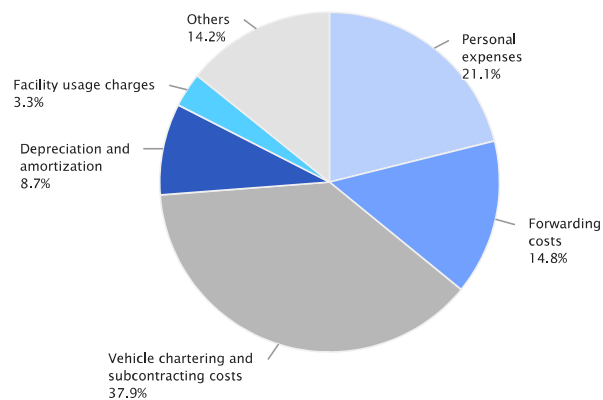
Forwarding costs	308,909	156,294	156,707	154,773
Vehicle chartering and subcontracting costs	476,574	466,616	451,980	395,503
Depreciation and amortization	73,949	79,641	89,587	90,688
Facility usage charges	47,160	36,540	37,023	34,471
Others	143,992	135,310	145,804	148,186

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Percentage of Operating Expenses of Nippon Express Co., Ltd.



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Due to a change in the fiscal year end, the figures for the nine-month period from April 2021 to December 2021 are shown as the figures for the fiscal year ended December 2021 in each data set.

From the annual securities report for the fiscal year ending December 2022, we have voluntarily applied International Financial Reporting Standards (IFRS) in place of the conventional Japanese standards.

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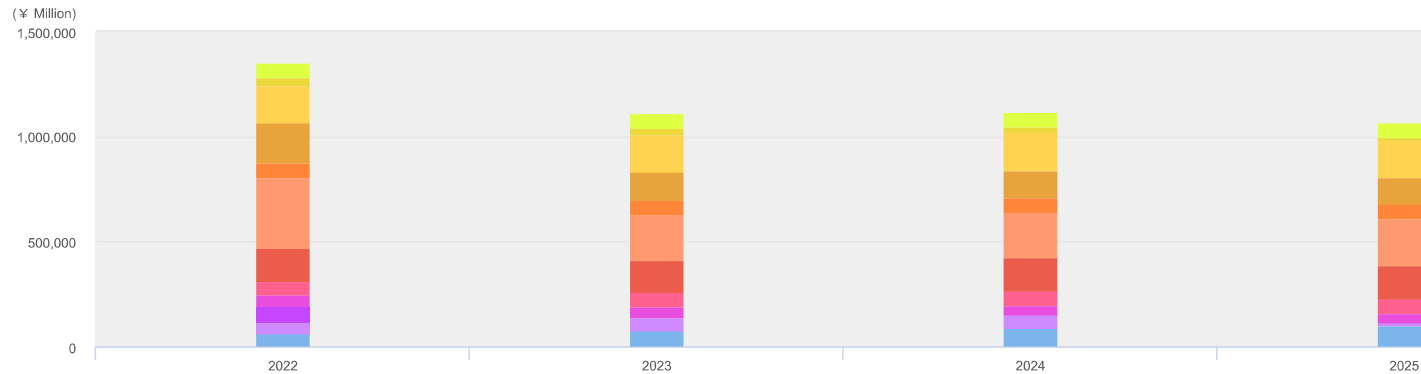
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Revenue of Nippon Express Co., Ltd.

Operating Expenses of Nippon Express Co., Ltd.

Revenue of Nippon Express Co., Ltd.

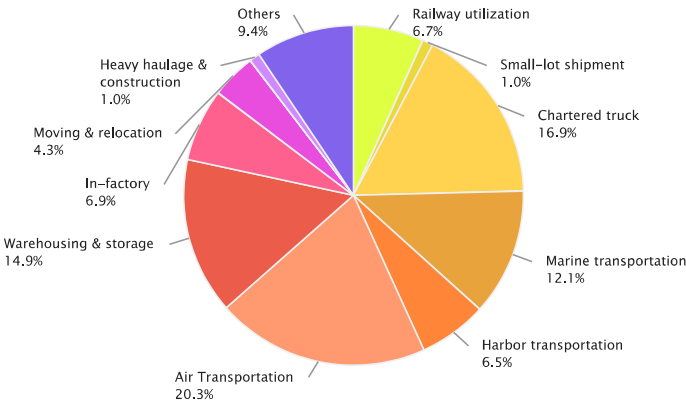


	FY2022 (IFRS)	FY2023 (IFRS)	FY2024 (IFRS)	FY2025 (IFRS)
Railway utilization	67,067	66,680	69,025	71,578

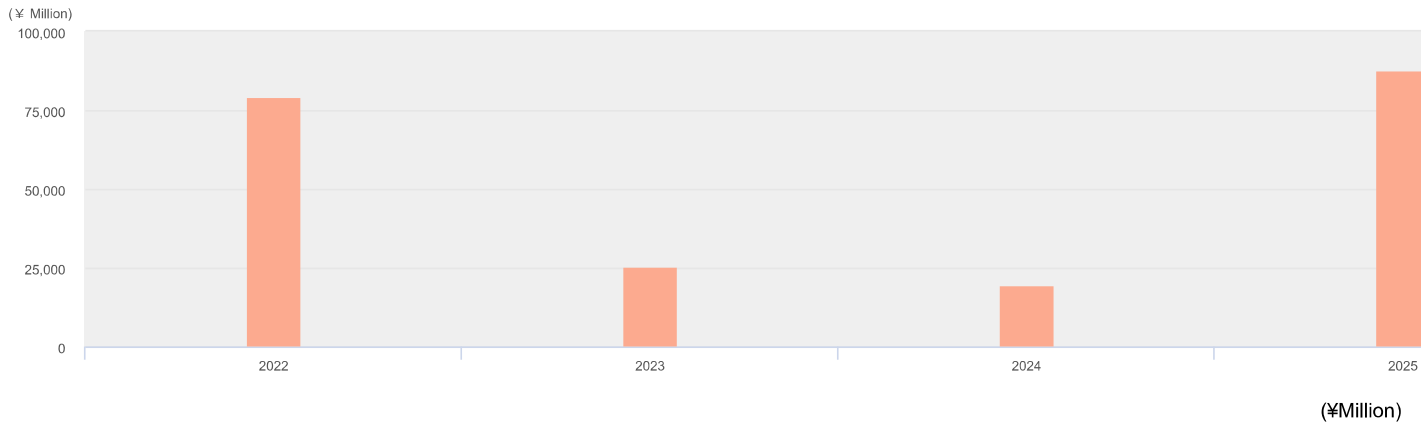
Small-lot shipment	37,714	34,770	29,622	10,666
Chartered truck	180,629	178,496	180,247	181,163
Marine transportation	193,051	132,059	131,366	128,938
Harbor transportation	69,415	67,756	67,954	69,494
Air Transportation	337,677	215,073	215,407	217,417
Warehousing & storage	156,463	153,877	158,379	159,296
In-factory	63,069	70,108	70,335	73,342
Moving & relocation	57,407	51,998	48,376	45,596
Security transportation	67,573	0	0	0
Heavy haulage & construction	56,247	61,621	59,941	11,161
Others	66,403	78,396	89,809	100,760

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Percentage of Revenue of Nippon Express Co., Ltd.



Operating profit



	FY2022 (IFRS)	FY2023 (IFRS)	FY2024 (IFRS)	FY2025 (IFRS)
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Operating profit	79,047	25,595	19,680	87,741
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