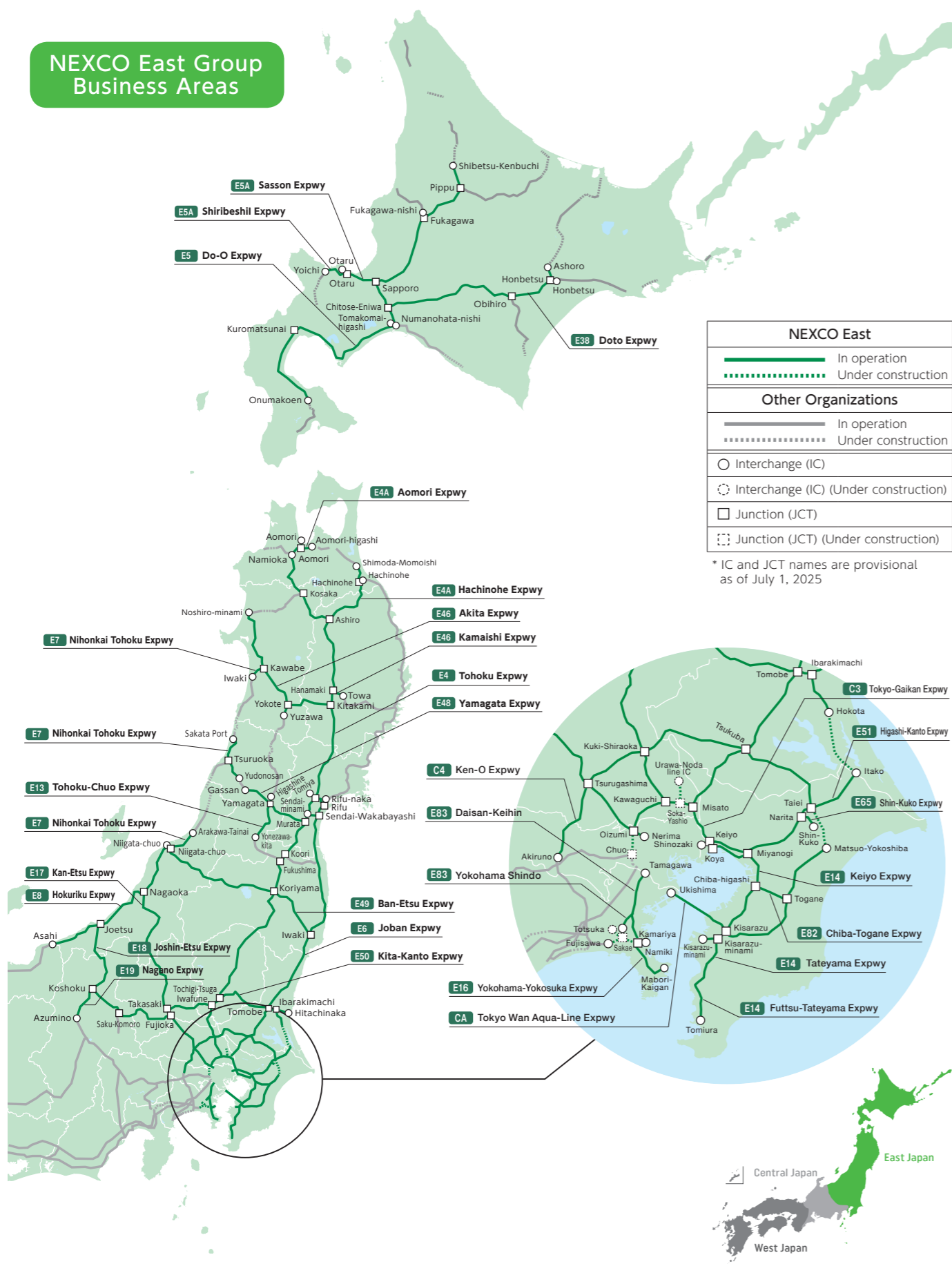


NEXCO East Group Business Areas



NEXCO East Annual Report 2025



NEXCO East Annual Report 2025

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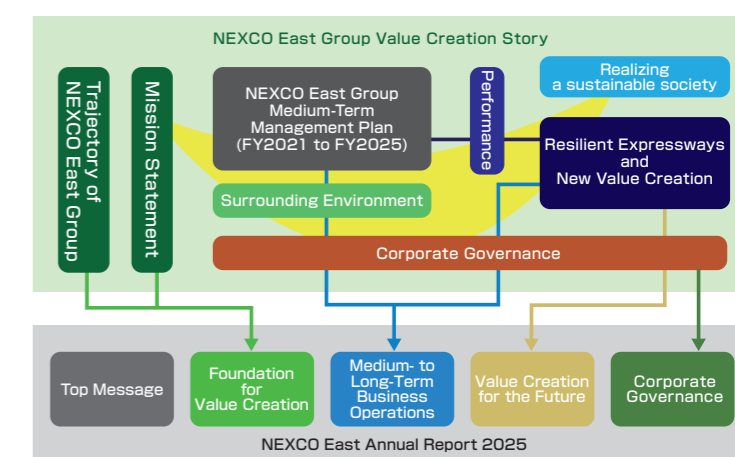
We are connected with communities by connecting communities to connect to the future.

NEXCO East Group is engaged in road business (management, construction, technology development, and environmental initiatives) and revenue-generating business (services area operations, expressway-related businesses, and overseas operations) in eastern Japan.

We will continue to grow as a company, contributing to all stakeholders by creating "interconnectedness" value (or the value of "connecting") through our expressway business toward realizing a sustainable society beyond regions, countries, and generations.

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Editorial Policy of This Report	This report is prepared to inform stakeholders about NEXCO East Group's expressway business and its initiatives toward sustainable societal development, based on the editorial concept described below
Scope of Report	NEXCO East and its 31 group companies.
Reporting period	April 1, 2024 - March 31, 2025 (including some activities outside this period)



* Road names and expressway facility names in this report have been abbreviated for convenience.

(Example 1) Road Names:
Metropolitan Intercity Expressway ⇨ Ken-O Expressway, etc.

(Example 2) Facility Names:
Interchange ⇨ IC, Service Area ⇨ SA, Parking Area ⇨ PA



The NEXCO East Annual Report can be downloaded from our corporate website
<https://www.e-nexco.co.jp/en/esr/download/>



Evolving the “Best Way” Toward the Future

YUKI Fumihiko, President and Chief Executive Officer East Nippon Expressway Company Limited

Three Changes in the Future Business Environment

This year marks the 20th anniversary of the NEXCO East Group. Looking back, these 20 years can be described as “a time that required us to respond to society’s needs through privatization.”

First, we have pursued improvements in the quality of expressway services. For example, we have worked on improving the cleanliness of restrooms in Service Areas (SA) and Parking Areas (PA) from the customer’s perspective. We have also implemented measures to promote greater efficiency, such as encouraging the use of ETC (Electric Toll Collection), to contribute toward repaying approximately 40 trillion yen in debt incurred during privatization. Regarding the organization, we have strengthened business transparency by focusing on transparent and fair operations, for example, by converting maintenance companies into subsidiaries and including them in our consolidated financial reporting.

We recognize that the business environment will undergo three significant changes, distinct from those of the past 20 years.

The first change is that “responsibility for sustainability will increase.” Specifically, this refers to how we fulfill our responsibilities to the next generation, our future stakeholders. The Act of Special Measures concerning Road Construction and Improvement was amended in 2023, allowing the toll collection period to be extended up to 2115, to secure funding for large-scale expressway renewal and repairs. This requires us to take a long-term view of business operations, maintaining expressways, reducing environmental impact, and contributing more to local communities.

The second change is that “the business environment will become more challenging.” Climate change is intensifying, and disasters are becoming more severe. In addition to heavy rains and snow, wildfires have begun to occur across Japan. In January of this year, a road collapse occurred in Yashio City, Saitama Prefecture. Infrastructure aging is progressing beyond imagination. Furthermore, major earthquakes, such as a Nankai Trough earthquake or a direct-hit earthquake in the Tokyo metropolitan

area, are expected in the future, making large-scale disaster preparedness indispensable. Depopulation is another issue that is becoming more serious. As the population decreases, both the number of car owners and the number of driver’s license holders decline. As a result, traffic volume falls, impacting our Group’s revenues. At the same time, prices, labor costs, and interest rates are all on the rise, increasing the financial burden on businesses. Sustainable services are required in this harsh business environment.

The third change is that “new opportunities for the future are emerging.” Unlike the previous

two changes, this is a brighter outlook. While there are formidable challenges to overcome in addressing global warming and logistics issues, technologies such as ICT and digital transformation are approaching a sufficient level for practical implementation. In addition, leveraging autonomous driving, generative AI, robotics, and renewable energy can be expected to open up new business opportunities.

Although challenging changes lie ahead, we believe that utilizing these new technologies will open up new prospects.

Sustainability initiatives through expressway businesses

Our Group has launched various initiatives to build on the results achieved since privatization and respond to the three significant changes previously mentioned.

First, we have been working on renewal projects since FY2015, aimed at extending the lifespan and enhancing the safety of expressway infrastructure. New renewal plans were added in FY2024. We are also working to reduce lifecycle costs by identifying the degree of structural deterioration in advance and taking appropriate measures to mitigate it.

Regarding earthquake reinforcement, we formulated a seismic reinforcement plan in 2024, prioritizing areas with a 26% or higher probability of experiencing an earthquake intensity of lower-6 or higher. This plan is scheduled for completion by the end of FY2030.

To combat congestion, an additional lane has been partially opened near Takasaka SA on the Kan-Etsu Expressway. In addition, we are working on preventing wrong-way driving as an ongoing challenge, such as enhancing warnings and implementing other countermeasures, as the number

of elderly drivers is expected to increase.

In the area of carbon neutrality, the Road Traffic Act was revised this year to introduce a framework requiring road administrators to develop decarbonization promotion plans based on the government’s Road Decarbonization Basic Policy. Ahead of this, our Group published its own “Carbon Neutral Promotion Strategy” last fiscal year.

Since worsening climate change is directly linked to disaster risk, we are also working to expand provisional two-lane sections to four lanes. All vehicles must be stopped if an accident or disaster occurs in provisional two-lane sections. Traffic functionality can be restored more easily in the event of heavy snowfall or slope collapses caused by heavy rain by expanding to four lanes. As a project adapted to heavy snowfall, our four-lane expansion project became the first in Japan to obtain a third-party opinion from “Sustainability Finance” (fundraising for projects addressing environmental and social challenges, such as climate change) in June last year.

Responding to a Challenging Business Environment Through Digital Transformation (DX)

We are also focusing on promoting digital transformation (DX) to address the social issue of labor shortages.

One such initiative is the Smart Maintenance Highway (SMH). This project enhances productivity in expressway asset management by utilizing the latest technologies, including ICT, robotics, and AI. For example, inspection tasks that previously used paper trails for preparation and data entry can now be completed entirely on a tablet by introducing an inspection support application. We aim to enhance the efficiency and sophistication of our operations

by continually developing and advancing various SMH tools, while standardizing decision-making processes and increasing productivity across all tasks.

We are also mechanizing operations and simplifying documentation in dealing with contractors. In addition, we have developed guidelines to promote industry-wide adoption of “remote site monitoring,” which enables checking on-site conditions using wearable cameras and sensors without the need for physical presence. Additionally, in Hokkaido, we are collaborating with Isuzu Motors Ltd. to develop

a system that enables sign vehicles to follow rotary snowblowers using Quasi-Zenith Satellites automatically. This effort allows operations that previously required two workers to be carried out by a single person. DX in expressway operations requires not only our Group-wide initiatives but also close collaboration with partner companies. We are also pursuing unmanned stores at service and parking areas (SA/PA). As the first such initiative in Japan, we opened unmanned retail shops at Tobu Yunomaru SA (outbound) on the Joshin-Etsu

Seeding for the Future

What used to be a dream is now becoming a reality, and we recognize that we are currently in the preparation stage to meet expectations as a new kind of expressway.

For example, “moVision” is our concept for the next-generation expressways designed to accelerate the realization of an autonomous driving society. As part of a project to support safe driving, we are installing “multi-function poles” that collect and process roadside information along an 11.5 km stretch of the Tohoku Expressway, between Kanuma IC and Utsunomiya IC. These will improve information on accident vehicles ahead that cannot be detected by the car alone. Furthermore, EVs are approximately twice as heavy as non-EVs due to their batteries, which can cause damage to expressways. If wireless charging while driving becomes possible, it will contribute to the weight reduction of EVs and their carbon neutrality. To achieve this, we have collaborated with Kansai Electric Power Co., Inc. and others in responding to a public call by the New Energy and Industrial Technology Development Organization (NEDO), and have initiated technical

The Next Five Years: Building Strength to Navigate Rapidly Changing Times

When envisioning our Group's future, each employee must consider what is truly necessary and how to address society's challenges in a world where we can no longer assume continuous growth.

We are currently formulating our next Medium-Term Management Plan (FY2026–FY2030). Three key challenges lie ahead when we view the next five years as an opportunity to strengthen our ability to navigate a rapidly changing era through aspects of “systems” and “actions.”

The first challenge is “meeting expectations for future expressways.”

We will be required to address not only physical aspects, such as seismic reinforcement or four-lane expansion, but also intangible aspects like operational capabilities. We must prepare

Expressway in November 2024, and at Hasuda SA (inbound) on the Tohoku Expressway in March 2025. We are also focused on developing the next generation of talent beyond these DX initiatives. Our “Human Resource Development Policy,” formulated in FY2023, clearly defines the qualities, abilities, and skills expected of our employees. This enables us to strengthen our training programs, helping each employee maximize their capabilities and skills, and supporting their career development and growth.

development.

How effectively we use and share information is also vital. For instance, we inform customers in advance about changes to discount rates in the “ETC time-based tolling social experiment” on the Tokyo Wan Aqua-Line Expressway. This helps disperse traffic and reduce congestion during specific holiday time periods. Also, discounts can be limited to the distance traveled during the applicable time zone by tracking actual driving distance in the new late-night discount program. Furthermore, we are considering a reservation system for double-trailer truck parking at SA and PA.

As part of an initiative named “Drive Plaza Innovation Lab,” we have invested in two companies, BONX Inc. and AirX Inc., to incorporate the technologies of venture companies actively. BONX Inc. is developing a device that can transmit clear audio even in the midst of noisy construction sites. We are collaborating with AirX Inc. on sightseeing flights departing and landing at Chojahara SA (inbound) on the Tohoku Expressway, allowing us to explore synergy with the skies.

systems that maintain road functionality under any circumstances, including handling ETC system failures that occurred this April, continuing services during pandemics, or ensuring quick passage for emergency vehicles during disasters.

As a congestion countermeasure, we are also considering operational innovations to meet customer expectations, such as effectively providing drivers on local roads with expressway information and implementing traffic-dispersing systems, including variable toll discounts, as seen on the Tokyo Wan Aqua-Line Expressway.

Expressway tolls have remained at the same level for 30 years, a period of no cost increase. However, we recognize the need to seriously rethink the toll system to ensure sustainable expressway services as

inflation continues to accelerate.

Our second challenge is “working on sustainability.” Regarding renewable energy, our Tomioka Biomass Gasification Power Plant generates electricity, even powering toll booths, by using biomass such as grass clippings, pruned branches, and thinned wood from expressway maintenance. We have also installed a mega-solar facility at the former Izumi main route toll gate on the Tohoku Expressway. We are also exploring thin and flexible “perovskite solar cells” to utilize expressway space more effectively and generate renewable energy.

In response to the EV shift, we plan to install 337 fast chargers within our managed areas (1,073 across all three NEXCO companies) by the end of this fiscal year, eliminating “charging gaps” (greater than 70 km) along expressways. Expansion will continue in coordination with the government. Contributing to the sustainability of local communities is also an important issue. For example, we are exploring the creation of a “mobility hub” connecting Obuse PA on the Joshin-Etsu Expressway with the Michi-no-Eki Oasis Obuse, in collaboration with Obuse Town in Nagano Prefecture, as part of our “NEXCO East MaaS” initiatives, utilizing SA and PA as regional hubs. We are also considering ways to make commercial facilities at SA and PA, such as Hasuda SA (inbound), more accessible to local residents.

The third is “addressing seeds of the future.”

Evolving the Best Way Towards the Future

I believe there are two essentials for our Group to continue evolving toward the future: “the ability to see and understand the reality of the site,” and “keeping our antennas high and our interests wide.” I first realized the importance of “seeing the reality of the site” when I served as Deputy Mayor of Kyoto City. In 2009, during the outbreak of a new type of influenza, the national government initially instructed all childcare facilities to close.

The Mayor at that time had a deep understanding of the situation on site. He pointed out, “Many nurses leave their children in daycare centers. If daycare centers close, they will have to look after their own children, and hospitals will no longer be able to function.” After we explained this to the national government, the policy was revised to allow daycare centers to remain open flexibly, depending on the circumstances. This experience reaffirmed the importance of accurately assessing the situation on site and making informed decisions. One of our Group's strengths is that we have direct access to the field. Everything necessary is there on site. We must avoid falling into armchair theories and instead



Our Group must consider how to contribute to new logistics systems. One example is developing “relay transport hubs,” where multiple drivers share long-distance routes, swapping at SA/PA.

We would also like to leverage the information and big data our Group possesses better. Primarily, we strive to provide more accurate traffic information to alleviate congestion and also consider providing valuable insights for overall logistics and travel planning.

Additionally, we are exploring more efficient uses of existing resources, such as generating solar power using road surfaces and sidewalks, or utilizing expressway space for renewable energy transmission. We will actively collaborate with venture companies to develop new proposals in response to the seeds of the future.

maintain a perspective that considers whether our actions are truly solving the problems on site.

The second is “keeping our antennas high and our interests wide.” For example, this involves examining developments overseas and initiatives by venture companies. In terms of wireless charging for vehicles, we need to monitor examples from other countries closely. For snow and ice countermeasures, initiatives taken in Northern Europe and Canada can serve as valuable references. It is also essential to build connections with universities and research institutes, and to pursue joint research in fields such as civil engineering, information technology, and environmental science.

By spreading our wings and keeping our antennas tuned in this way, we will adopt new knowledge and gain the ability to navigate this rapidly changing era. Our Group will continue to provide safe, secure, comfortable, and convenient expressways, while also serving as a provider of sustainable, future-oriented social infrastructure, paving the way to the coming era. Please look forward to the “Best Way” that evolves toward the future.

Foundation of Value Creation

Our Group was established in October 2005 through the division and privatization of the Japan Highway Public Corporation (founded in 1956). We have since supported the expressway network in eastern Japan.

We have been in business for almost 70 years, including the history of Japan Highway Public Corporation. As we advance, we will continue to fulfill our social mission by leveraging the experience and expertise we have cultivated.

History of NEXCO East Group

1956

Japan Highway Public Corporation is founded



The entire route of Tomei Expwy is opened



Kan-Etsu Tunnel (outbound) is opened
The entire route of the Kan-Etsu Expwy is opened



Koriyama Truck Terminal begins operation

Sendai-minami Truck Terminal begin operation

1970

1975

1980

1985

1990

1995

2000

2005

2010

2015

2020

2024

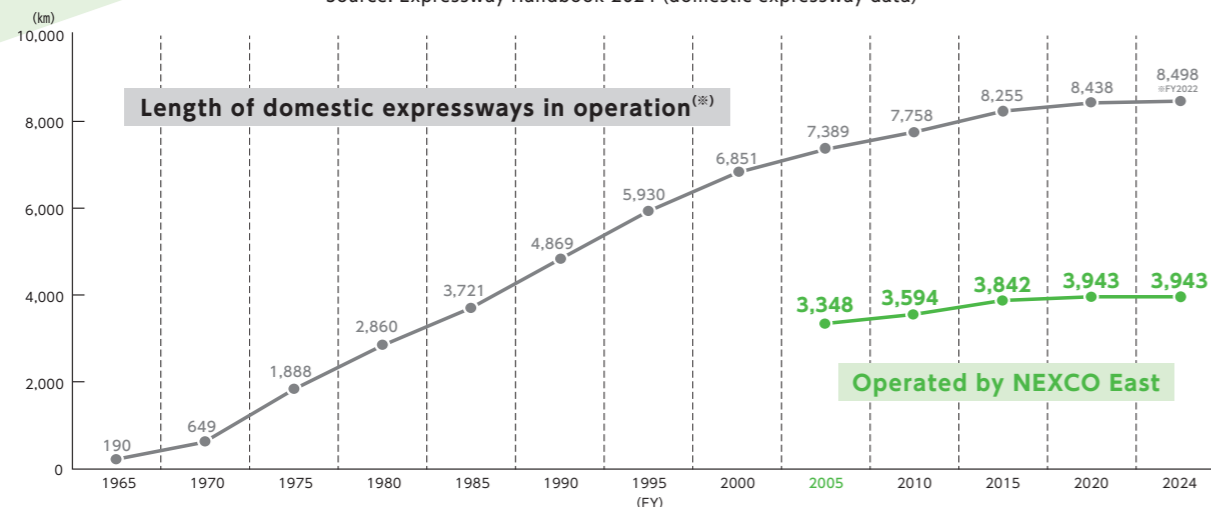
The Sapporo-Otaru Expwy. is opened (Currently part of the Sasson Expwy)

The entire route of the Meishin Expwy is opened

Japan's first expressway is opened (Ritto IC - Amagasaki IC, Meishin Expwy)

Changes in Length of Operating Roads (km)

Source: Expressway Handbook 2024 (domestic expressway data)



The entire route of Tohoku Expwy. is opened



East Nippon Expressway Company Limited is established (Privatization of the highway public corporations)



The entire route of the Akita Expwy is opened

The entire route of the Joshin-Etsu Expwy is opened

The entire route of the Hokuriku Expwy is opened

The entire route of the Ban-Etsu Expwy is opened



The Tokyo Wan Aqua-Line Expwy is opened

The entire route of the Joban Expwy is opened



The Infrastructure Longevity Plan (Action Plan) is formulated

The entire route of the Kita-Kanto Expwy is opened

SA with a disaster prevention base function is opened

India Liaison Office is established - First Overseas Office

Customer Relations Center is opened

The Electronic Toll Collection (ETC) system is implemented
The entire route of the Yamagata Expwy is opened

A local subsidiary, E-NEXCO India Private Limited (ENI), is established in India

The Carbon Neutral Promotion Strategy is launched

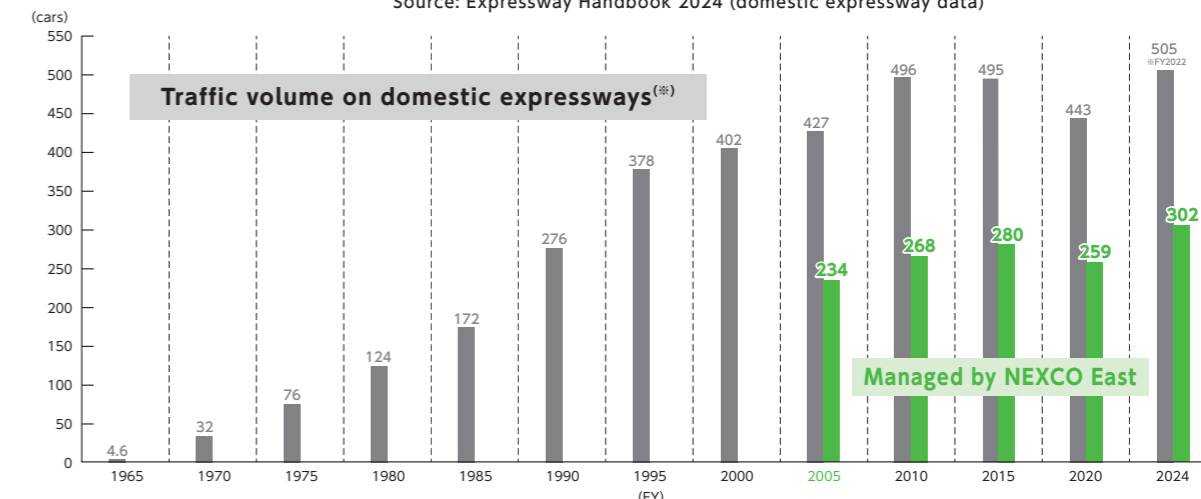
"moVision" starts

SMH operation begins

Integrated Technical Center starts operations

Trends in traffic volume (in 10,000 vehicles/day)

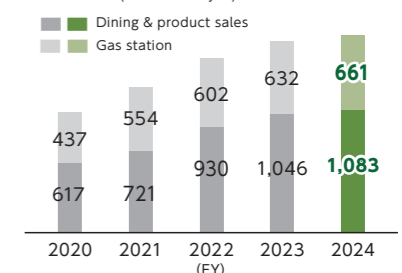
Source: Expressway Handbook 2024 (domestic expressway data)



Management Resources Status (as of March 31, 2025)

Capital	250.1 billion yen (including 52.5 billion JPY for the parent company)
Group Companies	31
Employees	Approx. 18,000 (including approx. 2,500 employees for the parent company)
ICs	446
Smart ICs	68
SA/PA (each direction)	329

Total Sales Revenue of Commercial Facilities at SA/PA (in billions of yen)

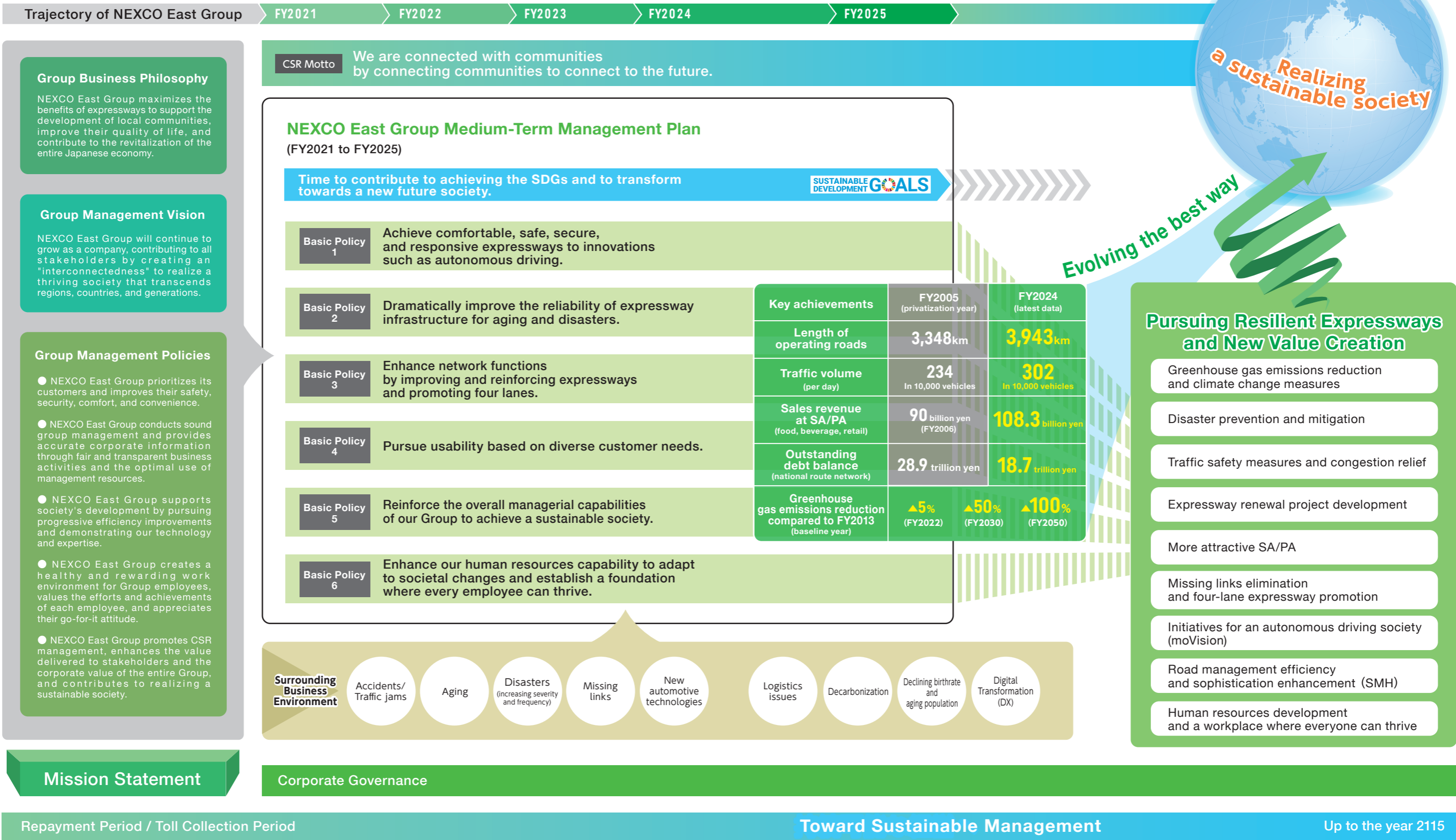


NEXCO East Group Value Creation Story

A Story of Continuing Contribution to a Sustainable Society

Our Group strives to create the value of "connection" and continues to grow as a company that contributes to all stakeholders. It aims to create a thriving society that transcends regions, countries, and generations, with a management philosophy that supports regional development, improves living standards, and contributes to revitalizing the entire Japanese economy by maximizing the benefits of expressways.

"Mid-Term Management Plan (FY2021-FY2025)" is positioned as a period of transformation toward a new future society, contributing to the achievement of the SDGs. We are advancing various initiatives with 'Connecting regions, connecting with regions, and connecting to the future' as our CSR keyword. By evolving into a sustainable 'best way' that connects to the future, we will contribute to the realization of a sustainable society.



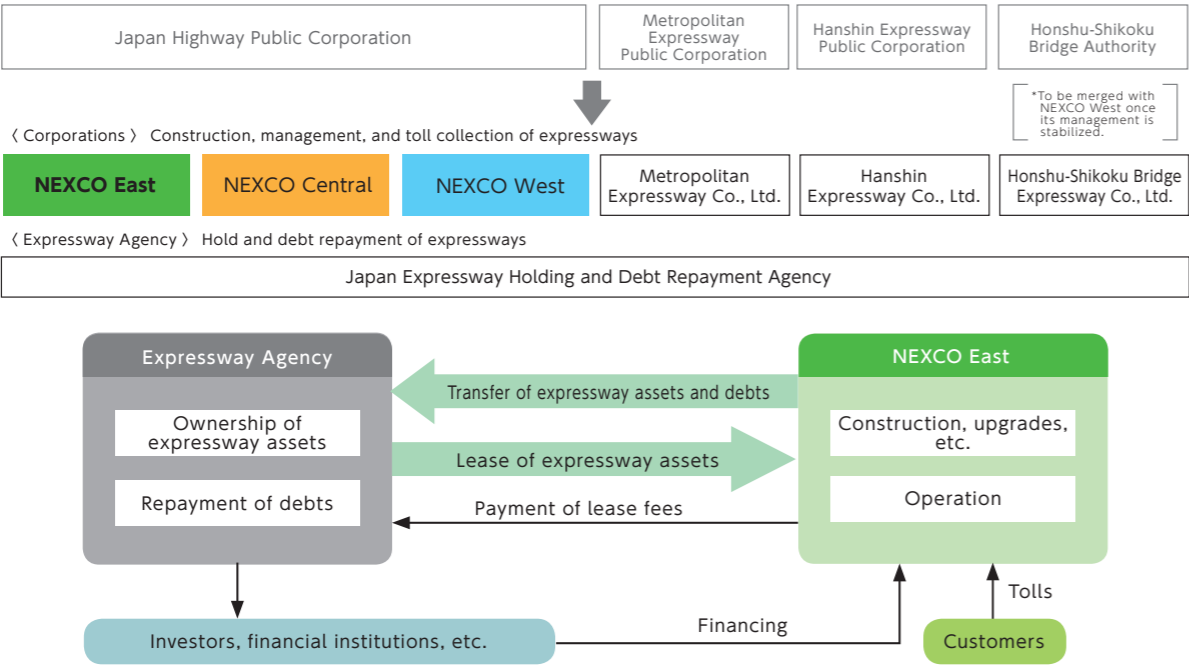
Businesses Overview

Framework for Expressway Business Operations

Founded in 1956, the Japan Highway Public Corporation was privatized along with other highway-related public corporations. Six expressway companies and Japan Expressway Holding and Debt Repayment Agency (hereinafter referred to as “Expressway Agency”) were established on October 1, 2005.

We construct expressways using funds procured through the issuance of corporate bonds and borrowings. After completion, we transfer both the expressway assets and the related liabilities, such as bonds issued for construction, to the Expressway Agency. We then manage and operate the expressway assets leased back from the Expressway Agency. We use the toll revenue collected from customers to pay asset lease fees to the Expressway Agency, which are applied toward debt repayment.

For this reason, the expressway tolls do not include profit margins. The toll revenue is used for asset lease payments, as well as for expressway maintenance, management, and various services.



Strong Governance created by a Close Integration with Government and Policies

The government must hold more than one-third of the voting rights of all our shareholders (currently, the government owns all shares). Our business operations are conducted under strong governance, including obtaining permits and approvals from the relevant government authorities.

Total Investment	○ The government continuously holds more than one-third of the voting rights of all our shareholders.	[Expressway Company Act, Article 3]
Appointment and dismissal of officers	○ Approval of the selection and dismissal of representative directors, auditors, etc.	[Expressway Company Act, Article 9]
Execution of business operations	○ Approval of business plans	[Expressway Company Act, Article 10]
	○ Approval of matters agreed upon with the Expressway Agency	[Special Measures Concerning Road Construction and Improvement Act, Article 3]
	○ Approval of the terms of use	[Special Measures Concerning Road Construction and Improvement Act, Article 6]
Financial Management	○ Approval of the solicitation of subscribers for corporate bonds or borrowing of funds with a repayment period of more than one year.	[Expressway Company Act, Article 11]
	○ Approval of the transfer or provision of important property as collateral	[Expressway Company Act, Article 12]
	○ Approval of amendments to the articles of incorporation, distribution of surpluses, other dispositions of surplus funds, mergers, divisions, and dissolution resolutions	[Expressway Company Act, Article 13]
	○ Interest-free loans for disaster recovery costs provided by the Expressway Agency	[Expressway Agency Act, Article 12]

Business Overview

We are steadily developing the expressway network and providing safe, secure, comfortable, and convenient expressway services to our customers through our business operations (road and revenue-generating businesses).



Organizational Chart: <https://www.e-nexco.co.jp/en/company/overview/organization/>

Medium-term Management Plan (FY2021-FY2025)

The Group has formulated the “Medium-Term Management Plan (FY2021-FY2025) and has been working closely together to grow into a corporate group that contributes to all stakeholders through creating value in “connecting,” as stated in our group management vision. We revised the Medium-Term Management Plan in FY2023, taking into account changes in the business environment surrounding our company since the plan was first formulated in FY2021.

Basic Policy 1 Achieve comfortable, safe, secure, and responsive expressways to innovations such as autonomous driving.		
Safety and Security	* Enhance safety through accident countermeasures and ensure punctuality through traffic congestion control	Installing wire ropes and conducting trial/testing of new technologies on provisional two-lane sections (P.20)
		Promoting additional lane projects and pacemaker lighting (P.19)
Adaptation to Innovation	* Develop road space adapting to innovations such as autonomous driving	Conducting a verification test for the real-time monitoring system of the entire route (P.32)
	* Promote the “moVision” project	Considering “mobility hubs” utilizing PA and Michi-no-Eki
		Establishing test facilities for contactless charging while the vehicle stops (P.32)
Basic Policy 2 Dramatically improve the reliability of expressway infrastructure for aging and disasters.		
Anti-aging measures	* Promote anti-aging measures and full-scale preventive maintenance	Promoting renewal work on bridges, tunnels, etc. (P.28)
Disaster Response	* Rapidly restore traffic functions through earthquake-resistance	Accelerating seismic reinforcement measures in areas with 26% or higher probability of a large-scale earthquake (P.21)
	* Respond to increasingly severe and frequent weather-related disasters	Implementing preventive road closures and intensive snow removal, and proactively communicating areas with potential travel restrictions or road closures
		Shifting to closure criteria that include the Soil Water Index
Basic Policy 3 Enhance network functions by improving and reinforcing expressways and promoting four lanes.		
Network Functions Enhancement	* Review and enhance the expressway network strengthening	Developing an expressway network and promoting four-lane expansion (P.23)
	* Implement smart IC and rest facilities for greater usability of expressway space	Implementing smart IC and rest facilities (P.23/P.25)
Basic Policy 4 Pursue usability based on diverse customer needs.		
Comfort and Convenience	* Enhance and expand service functions of SA/PA to meet customer needs, behavioral changes, and ensure long-term workforce sustainability	Renewing commercial facilities
		Developing walk-in gates
		Providing 24-hour services through an unmanned vending system (P.36)
	* Review congestion countermeasures and late-night discounts at rest facilities, addressing the “2024 Logistics Issue”	Testing short-term parking spaces
		Installing parking spaces for double-trailer trucks
		Reviewing late-night discounts
	* Enhance toll initiatives to promote expressway usage and disperse traffic	Conducting a social experiment of time-based ETC tolling on the Tokyo Wan Aqua-Line Expressway (P.12)
		Conducting a social experiment of commuter passes on specific sections in Hokkaido and Niigata Prefecture
		Planning and selling the “Dora-Wari” discount program
Basic Policy 5 Reinforce the overall managerial capabilities of our Group to achieve a sustainable society.		
Environmental conservation	* Formulating the “NEXCO East Group Carbon Neutral Promotion Strategy”	Minimizing energy consumption by installing LED lights (P.40)
		Generating biomass gasification energy utilizing plant waste materials (P.41)
		Absorbing and fixing CO ₂ through expressway slope planting (P.42)
		Installing rapid chargers to support the shift toward EVs (P.42)
Basic Policy 6 Enhance our human resources capability to adapt to societal changes and establish a foundation where every employee can thrive.		
Work Environment	* Strengthen human resource development to maximize the abilities and skills of each employee	Formulating the “NEXCO East Human Resource Development Policy” (P.45)
	* Address the 2024 Construction Industry Challenge	Formulating the “Guidelines for Smooth Construction” to resolve the increasingly severe worker shortages



For more information on the Medium-Term Management Plan, please visit https://www.e-nexco.co.jp/en/pressroom/head_office/2024/0424/00013739.html

Financial Plan (Profit and loss/Investment)

Expressway Business

Profit and Loss

Based on the agreement with the Expressway Agency, we commit ourselves to paying road asset lease fees to repay the debts that the Expressway Agency holds and diligently executing the necessary management of expressways, using the toll revenues.

Investment

We are engaged in the following projects based on the agreement with the Expressway Agency: repair projects such as Expressway Renewal Projects and new construction and reconstruction projects, such as the Tokyo-Gaikan Expressway (Oizumi JCT - Chuo JCT) project, the Yokohama Kanjo-Minami Route (Kamariya JCT - Totsuka IC) project, and the Joban Expressway four-lane expansion project. We will also maintain toll collection machines, ETC systems, as well as upgrade aging facilities.

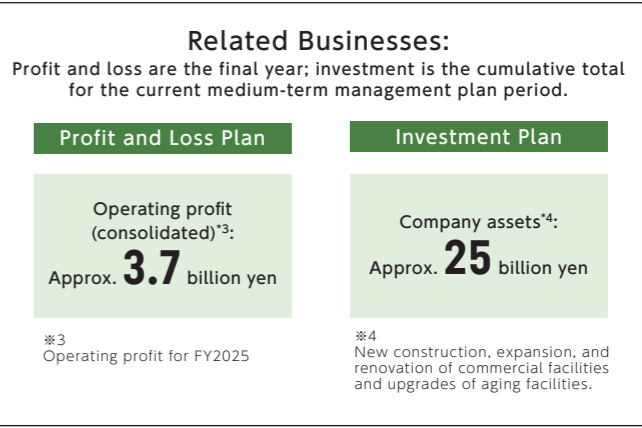
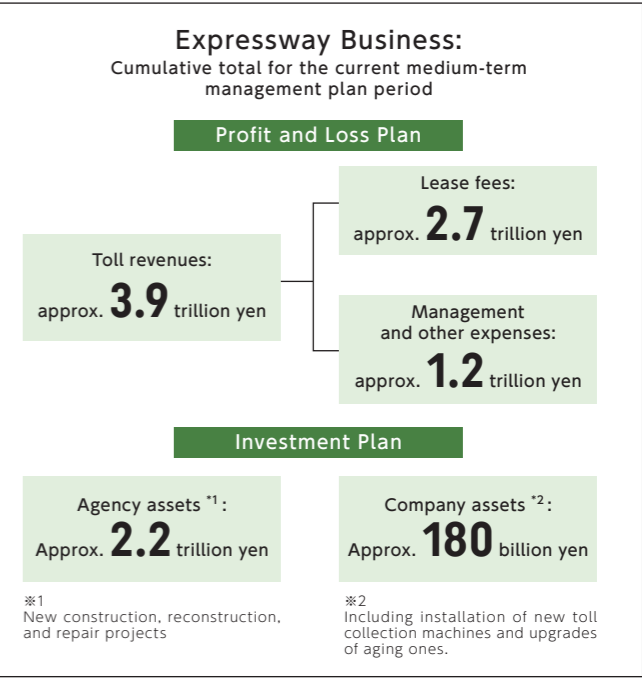
Related Businesses

Profit and Loss

We enhance customer service and corporate values by optimizing the use of management resources, while also improving profitability through increased efficiency.

Investment

We are engaged in new construction, expansion, and renovation of commercial facilities, as well as upgrades to aging facilities and system replacements.



TOPICS

Toll Initiatives Toward Traffic Dispersion : Social experiment with time-based ETC tolling on the Tokyo Wan Aqua-Line Expressway

The Tokyo Wan Aqua-Line Expressway has been experiencing severe congestion due to traffic concentration during specific hours on weekends and holidays. To address this issue, a social experiment was launched in July 2023, introducing time-based ETC toll discounts, with variable rates depending on the time of day. As a result, some traffic shifted away from peak congestion hours, demonstrating a certain level of effectiveness in easing congestion. However, since traffic remains heavily concentrated during peak hours, the components of the social experiment have been revised and have been implemented since April 2025.

Tolls from July 2023 to March 2025 (standard vehicles)

Inbound (weekends/holidays): 0:00-13:00 ¥800, 13:00-24:00 ¥600

Outbound (weekends/holidays): 0:00-24:00 ¥800

Tolls from April 2025 (Standard Vehicles)

Inbound: 0:00-4:00 ¥400, 4:00-13:00 ¥1,600, 13:00-24:00 ¥800

Outbound: 0:00-5:00 ¥400, 5:00-7:00 ¥800, 7:00-24:00 ¥800

Toll Pattern Review

Added a time slot from 12:00 a.m. To 4:00 a.m.

Increased to 2 times from ¥800

Reduced by half from ¥800

Increased to 1.25 times from ¥800

Reduced by half from ¥800

For more information on the Tokyo Wan Aqua-Line Expressway Time-Based ETC Tolling (Japanese)
https://www.e-nexco.co.jp/en/pressroom/head_office/2024/1204/00014350.html

Financial Information

Stable Financial base grounded in the Business Scheme

We use the toll revenue collected from customers to pay asset lease fees to the Expressway Agency, maintain expressways, and provide various services. As a result, profit and loss tend to remain stable.

Meanwhile, funds required for expressway construction and renewal projects are raised by issuing corporate bonds and borrowing from financial institutions.

Consolidated Financial Statements (last five years)

◆ Consolidated Balance Sheet

The assets consist primarily of work-in-progress expressway assets to be delivered to the Expressway Agency. The liabilities primarily consist of expressway construction-related corporate bonds and long-term debts acquired to finance the construction of expressway assets.

Consolidated Balance Sheet						(unit: 100 million yen)
Account Items		FY2020	FY2021	FY2022	FY2023	FY2024
Assets						
	Current assets	10,073	11,805	13,775	15,807	17,646
	Cash and deposits	1,090	996	1,071	635	714
	Work-in-process expressway assets	6,212	7,609	9,066	11,103	13,502
	Other current assets	2,770	3,199	3,637	4,068	3,430
	Non-current assets	3,461	3,538	3,656	3,794	3,911
	Property, plant, and equipment	2,798	2,808	2,789	2,792	2,832
	Intangible assets	223	277	322	394	437
	Investments and other assets	438	452	544	608	640
	Deferred assets	14	18	18	18	19
	Total assets	13,550	15,362	17,450	19,621	21,577
Liabilities						
	Current liabilities	2,395	2,610	3,299	3,280	2,731
	Non-current liabilities	8,811	10,397	11,749	13,773	16,083
	Bonds and long-term loans payables for the construction of expressways	7,309	9,014	10,365	12,459	14,966
	Other non-current liabilities	1,502	1,383	1,384	1,313	1,116
	Total liabilities	11,207	13,007	15,048	17,054	18,814
Net assets						
	Shareholders' equity	2,444	2,427	2,501	2,588	2,646
	Capital stock	525	525	525	525	525
	Capital surplus	587	587	587	587	587
	Retained earnings	1,331	1,314	1,388	1,475	1,534
	Accumulated other comprehensive income Total net assets	△ 101	△ 72	△ 99	△ 21	115
Total net assets		2,343	2,354	2,401	2,567	2,762
Total of liabilities and net assets		13,550	15,362	17,450	19,621	21,577

(Calculations indicated on the table may not be accurate since figures are rounded down to the nearest 100 million yen.)

◆ Consolidated Income Statement

A significant portion of operating revenues is derived from toll revenue generated by the expressway business. It also includes asset gains from newly opened and completed expressways, as well as sales revenues from related companies. Most operating expenses consist of expressway asset lease fees, as per the agreement with the Expressway Agency, and management expenses for the expressway business. Furthermore, the cost of completed expressway assets equals the amount of the completed expressway assets in the operating revenue.

The operating profit for FY2024 was 3.1 billion yen, and the net profit attributable to the parent company's shareholders was 5.8 billion yen.

Consolidated Statement of Income						(unit: 100 million yen)
Account Items		FY2020	FY2021	FY2022	FY2023	FY2024
Operating revenue		11,946	10,303	11,086	11,115	11,718
	Expressway Business	11,281	9,838	10,495	10,450	10,978
	Toll income	7,143	7,416	7,917	8,164	8,369
	Appreciation of completed expressway assets	4,058	2,348	2,504	2,265	2,590
	Other operating revenue	79	73	74	20	19
Related Businesses		742	555	672	679	754
	Rest area and parking area business	243	248	311	340	352
	Consignment and other businesses	498	307	360	339	401
Elimination of intersegment transactions		△ 77	△ 90	△ 81	△ 14	△ 14
Operating expenses		12,005	10,351	11,137	11,059	11,686
	Expressway Business	11,300	9,871	10,572	10,439	10,994
	Lease fees for expressway assets	4,809	5,168	5,579	5,708	5,822
	Cost of completed expressway assets	4,058	2,348	2,504	2,265	2,590
	Administrative expense, etc.	2,432	2,355	2,488	2,465	2,581
Related Businesses		783	570	647	634	706
	Rest area and parking area business	291	267	288	300	309
	Consignment and other businesses	492	302	359	334	397
Elimination of intersegment transactions		△ 77	△ 90	△ 82	△ 14	△ 14
Operating profit (△loss)		△ 59	△ 47	△ 51	55	31
	Expressway Business	△ 18	△ 33	△ 76	11	△ 15
	Related Businesses	△ 41	△ 14	25	44	47
Ordinary income (△loss)		△ 25	△ 12	△ 17	90	68
Net profit attributable to owners of the parent company (△loss)		△ 97	△ 14	73	87	58

(Calculations indicated on the table may not be accurate since figures are rounded down to the nearest 100 million yen.)

Note: Our group's business segments and their main descriptions are as follows.

Business Segments		Main Contents
Expressway Business		New construction, reconstruction, maintenance, repair, disaster recovery, and other management for expressways.
Related Businesses	Rest area and parking area Business	Construction and management of rest areas and gas stations on expressways.
	Consignment Business	New construction, reconstruction, maintenance, and repair of roads based on commissions from the national and local authorities, and other projects based on consignments.
	Other Businesses	Parking lot business, truck terminal business, and others

◆ Consolidated Cash Flow Statement

Cash flow from operating activities is primarily influenced by changes in road assets in progress (inventory assets). Meanwhile, cash flow from financing activities mainly consists of borrowings, income from issuing road construction-related corporate bonds, and expenditures for their repayment and redemption.

Consolidated Cash Flow Statement (unit:100 million yen)					
Account Items	FY2020	FY2021	FY2022	FY2023	FY2024
Cash flow from operating activities	△118	△1,007	△564	△2,045	△2,765
(Including the inventory asset change (△ indicates an increase))	△128	△1,396	△1,456	△2,040	△2,402
Cash flow from investments	△474	△389	△364	△464	△479
Cash flow from financing activities	968	1,683	1,324	2,074	2,473
(Including income from borrowings and issuing of road construction-related corporate bonds)	5,099	4,476	4,157	4,514	5,423
(Including income from borrowings and issuing of road construction-related corporate bonds)	△4,114	△2,774	△2,813	△2,421	△2,930
Cash and cash equivalents	1,540	1,826	2,220	1,784	1,013

Investments in expressway construction and renewal projects (work-in-progress road assets) and the amount of expressway assets transferred to the Expressway Agency are classified as changes in inventory assets in the cash flows from operating activities.

Funds required for expressway construction and renewal projects are raised through borrowings and the issuance of road construction-related corporate bonds, as reflected in the cash flow from financing activities. After the completion of the expressway assets, the debts incurred for their construction are transferred (repaid/redeemed) to the Expressway Agency.

Therefore, the cash flows from operating activities tend to be negative if the investment amount in the expressway construction and renewal (increase in inventory assets) exceeds the number of expressway assets transferred to the Expressway Agency (decrease in inventory assets).

Secure Financing to Address Social and Environmental Challenges

Contributing to the SDGs through Sustainable Finance

We have raised funds through “Social Finance” to allocate funds for projects addressing social challenges since June 2019.

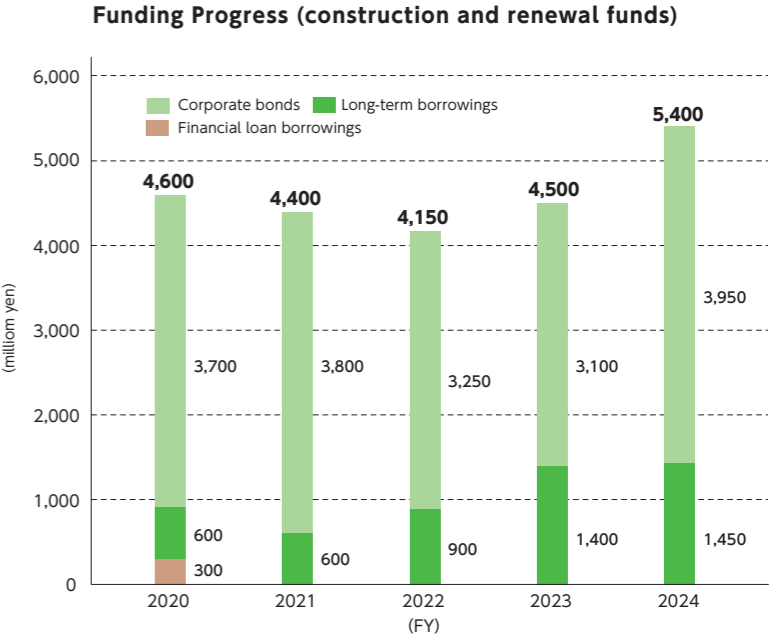
Projects recognized and received a third-party opinion as adapting to climate change (Green Projects)		
Environmental Issues		Target Roads and Sections
Securing Network Redundancy	Heavy snow/ Heavy rain	Mikawa IC - Yasuda IC, Ban-Etsu Expwy.
	Heavy snow	Shimukappu IC - Tomamu IC, Doto Expwy.
		Kitakami-nishi IC - Yuda IC, Akita Expwy.
		Aizubange IC - Nishiaizu IC, and Nishiaizu IC - Tsugawa IC, Ban-Etsu Expwy.
	Heavy rain	Tomamu IC - Tokachi-Shimizu IC, Doto Expwy.

We formulated a “Sustainability Finance Framework” in June 2024, which is compliant with the principles and guidelines established by the ICMA (International Capital Market Association) and other relevant organizations.

Our Group’s four-lane expansion of provisional two-lane sections (P.20) includes projects that help prevent network disruption due to stranded vehicles caused by heavy snow or road closures resulting from slope collapses due to heavy rain, and secure alternative functions when local roads running parallel to the expressways are closed.

These particular projects have been recognized as “projects adapting to climate change” and received a third-party opinion from R&I (Rating and Investment Information, Inc.). In addition, we issued our first Sustainability Bond (environmental and social contribution bond) worth 50 billion yen in July 2024.

The funds raised are used for various projects, including expressway construction and renewal projects. These initiatives contribute to addressing social issues, such as regional revitalization, disaster response, and traffic safety, as well as environmental concerns, including securing road network redundancy and adapting to climate change.



※ Corporate bonds and borrowings from July 2019 to May 2024 were social bonds and social loans. Funding has been procured as Sustainability Bonds, Social Bonds, and Loans since June 2024.

Achieving high credit ratings

We have obtained credit ratings equivalent to those of Japanese Government Bonds from R&I, Moody’s Japan, and Japan Credit Rating Agency (JCR), striving to help investors make informed and objective investment decisions.

NEXCO East Credit Ratings	
R&I Issuer Rating	AA+
Moody’s Issuer Rating	A1
JCR Long-Term Issuer Rating	AAA

Communicating with investors

We conducted a variety of activities to communicate with investors, including individual visits, panel discussions on sustainability finance, and webinars for multiple investors. We will continue to promote dialogues with our investors through various investor relations (IR) activities.



Panel discussion on Sustainability Finance

● **Sustainability Finance**…… Sustainability Finance refers to funding methods for projects addressing social and environmental issues. We raise the necessary funds for projects such as constructing and renewing expressways through sustainability bonds (corporate bonds), social bonds (corporate bonds), and social loans (borrowings). Over 400 investors and financial institutions have made investment and financing commitments.



To view our “Impact Report” (Japanese)
https://www.e-nexco.co.jp/assets/pdf/ir/impact_report/impact_report_2503.pdf

Medium- to Long-Term Business Strategy

Our Group's CSR lies in steadily advancing our expressway business. We continue to create value through "connection" by supporting customers' safety, security, comfort, and convenience, as well as by developing our expressway network. Expressways will always remain close to the daily lives of local communities.

Safe, Secure, Comfortable, and Convenient for 24 Hours a Day, Seven Days a Week

Management Operations

As professionals in expressway management, we are committed to providing safe, secure, comfortable, and convenient expressway spaces, while also preparing for the future to ensure stable operations.

Traffic Management: Watching over road traffic and protecting customers' safety



Traffic patrol
(Example of removing fallen objects)



Guidance and enforcement against traffic law violations at toll gates



Road Control Center, Kanto Regional Head Office, boasting one of the largest monitor panels in Japan

Traffic Patrol

We patrol the expressways 24 hours a day, seven days a week, checking for any abnormalities in the road or traffic conditions. In the event of an incident (such as an accident, breakdown, fallen objects, or other abnormal occurrences), we promptly respond to the scene, implement lane restrictions, and cooperate with the police, fire departments, and other relevant agencies.

Guidance and Enforcement against Traffic Law Violations

We enforce regulations against oversized and overweight vehicles (with general restriction values) and vehicles carrying dangerous goods that are prohibited from traveling through long tunnels, thereby preventing such vehicles from using expressways.

Traffic Control

We operate four "Road Control Centers (traffic management centers, located throughout our managing areas)" that monitor expressway conditions, respond to incidents, and provide information to customers. We also conduct constant surveillance of tunnels and emergency facilities, ensuring the safety and security of our customers around the clock.

Maintenance, Inspections, and Repairs: Maintaining good conditions to secure a comfortable driving environment

We regularly inspect and clean road surfaces, structures, and facilities, mow along expressways, and maintain expressways in good condition with planned repair works. We also promote the SMH (Smart Maintenance Highway) project (→ P.44), which actively adopts ICT (information and communication technology), robotics, and AI technologies to improve the efficiency and sophistication of road management.



Vegetation management work (example of mowing)



Road repair work after an accident



The bridge inspection

Toll Collection: Improving sophistication and efficiency

We are committed to ensuring customers' safe driving, maintaining smooth toll gate operations, and enhancing customer service standards. Furthermore, we promote cashless and contactless transactions by operating ETC-only toll booths to address the decline in the working-age population.



Operation center, collecting tolls remotely

Data on Expressway Operation and Maintenance

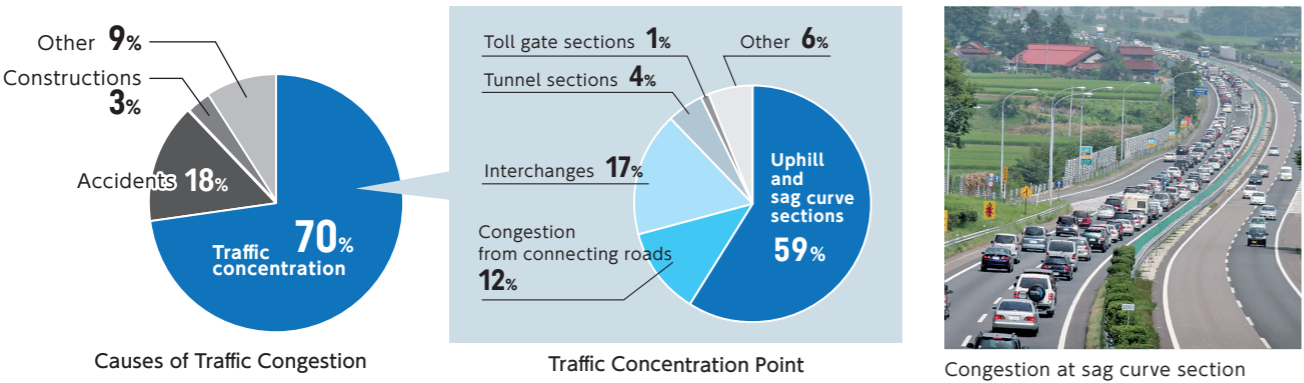
Traffic patrol distance Approx. 65,000 km/day Total distance traveled by road patrol vehicles	Fallen object removals Approx. 91,000 times/year Road obstacles removed by traffic management teams	Road surface comfort rate 95 % Percentage of all lanes with paved, comfortable road surfaces	Toll gates 457 locations Including ETC-only toll gates; excluding Smart ICs
Enforcement Cases Approx. 1,700 cases/year Enforcement cases targeting law-violating vehicles	Emergency calls received Approx. 8,400 calls/year Calls received by Traffic control centers	Traffic restriction time per km 191 hour/km Traffic restriction time per km (road construction)	ETC-only toll gates 12 locations Excluding smart ICs

Traffic Congestion Countermeasures/Traffic Safety Measures

Traffic Congestion Countermeasures: Reducing and alleviating traffic jams based on causes

60% of Congestion Caused by Traffic Concentration Occurs at the “Sag Curve Sections”

Among the causes of traffic congestion, 70% are traffic concentrations, with 60% occurring on uphill and sag curve sections (where downhill changes to uphill).

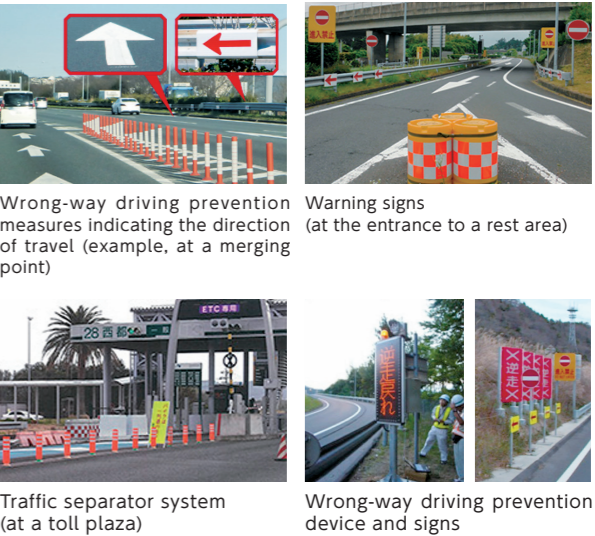


Traffic Safety Measures: Enhancing traffic safety facilities and awareness

Implementing Measures to Reduce Traffic Accident Risks

Wrong-way Driving Prevention

We are implementing multiple countermeasures to address the issue of wrong-way driving, which occurs more than once every two days, including directional signage to guide drivers correctly and warning signs to alert potential wrong-way drivers. In addition, we have introduced a traffic separator system around toll plazas, including surrounding and merge/diverge areas, to prevent vehicles from mistakenly entering the opposite lane after passing through the toll gate. Furthermore, there are warning boards that can be activated only when a wrong-way vehicle is detected, displaying a message such as “Wrong way, turn back.”

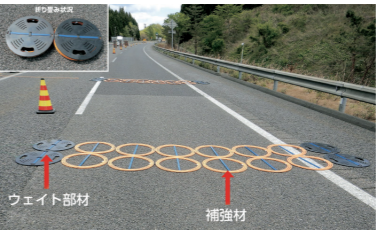


Safety Measures

We are implementing various measures to prevent accidents, such as overspeeding, head-on collisions in provisional two-lane sections, lane departure, and pedestrian entry.

Restricted Area Entry Prevention

Temporary rumble strips (devices to alert drivers using color, sound, and vibration to prevent drowsy and distracted driving) are used to warn drivers of ongoing roadwork.



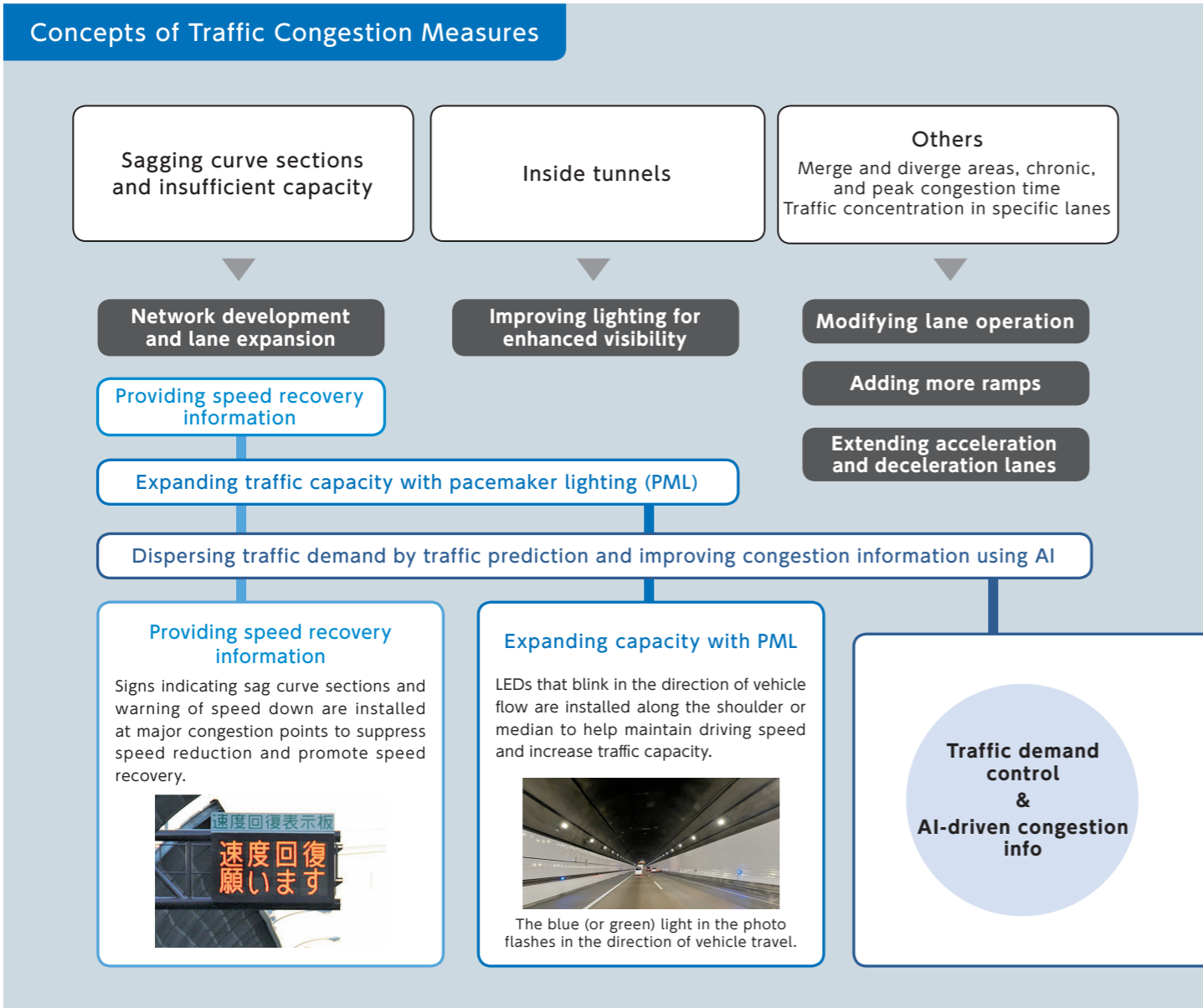
Lane departure prevention (Cable barriers installed in the provisional two-lane section)

Committing to Effective Community-based Traffic Safety Awareness Initiatives

We conduct traffic safety campaigns and events in collaboration with local police and Traffic Safety Association, distributing brochures and leaflets to raise awareness about safe driving on expressways, including the importance of adhering to traffic laws, practicing safe driving techniques, and improving driving etiquette. Additionally, we have launched a dedicated website to promote safe driving further.



Awareness-raising activity through a traffic safety campaign



AI-powered forecast for today's traffic congestion

We have developed AI traffic congestion prediction technology that combines real-time demographic data with past congestion data and traffic engineering knowledge in collaboration with NTT Docomo. We release predicted travel times and traffic demand for the Tokyo Wan Aqua-Line Expressway, Kan-Etsu Expressway, Keiyo Expressway, and Tateyama Expressway (all inbound) every 30 minutes, starting at 1:30 PM daily.

Long-term traffic forecast

We forecast traffic congestion for the entire year and publish this information several months in advance on our website.



More information on AI Traffic Prediction (Japanese)
https://www.driveplaza.com/trip/area/kanto/traffic/ai_traffic_prediction.html

Building Resilient Expressways

We are preparing for large-scale earthquakes and climate change-related disasters, such as increasingly severe and frequent typhoons, heavy rains, and heavy snowfalls. We are also committed to the rapid restoration of expressway functions after disasters.

Disaster Preparedness

Minimizing Damage and Recovering Expressway Functions Promptly

We are reinforcing bridge piers and installing bridge collapse prevention devices to prevent bridge and overpass collapses, bridge girder shifts, and surface drop-offs that can occur during earthquakes. Additionally, various measures have been implemented to prevent earthwork sections from collapsing during heavy rainfall, including removing stagnant water within the embankment. We are, in particular, accelerating countermeasures based on the "Expressway Seismic Reinforcement Implementation Plan" for regions with a high probability of experiencing large-scale earthquakes.



Example of a bridge collapse prevention device



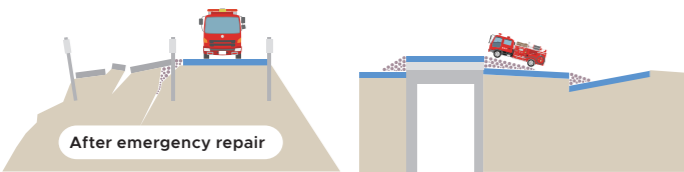
For more details on Expressway Seismic Reinforcement (Japanese)
https://www.e-nexco.co.jp/news/cms_assets/news/2024/01/13/02.pdf

Securing the "Lifeline Roads" through Rapid Inspection and Restoration Work Immediately after Earthquakes

Road restoration is conducted in three stages to serve as the "Lifeline Roads" for emergency vehicles and the transportation of emergency supplies to disaster areas. Emergency expressway restoration for emergency vehicles aims to be completed within approximately 24 hours after the disaster. We also aim to complete temporary restoration, allowing limited access for general vehicles, within seven days of the disaster.

[STEP 1] Emergency repair (about 24 hours later)

Secure roads for emergency vehicles by placing sandbags, etc.



[STEP 2] Urgent repair (about 7 days later)

Secure the road surface condition that allows regular vehicles to pass safely under some restrictions.



[STEP 3] Permanent Restoration

Secure the original service condition of the expressway surface.



(Numbers in red indicate the time from the earthquake to the recovery.)

Restoration of the embankment and road



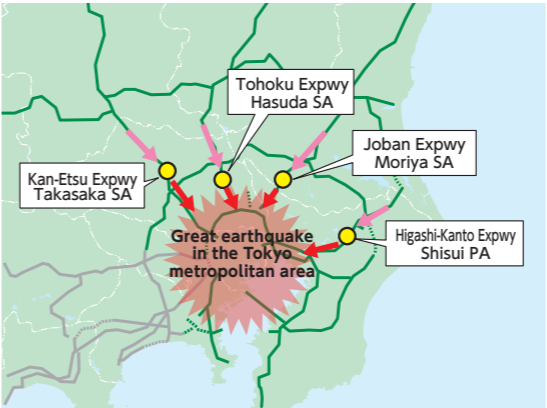
March 16, 2022: Immediately after the earthquake off the coast of Fukushima Prefecture (Between Kunimi IC and Shiroishi IC, Tohoku Expressway)



March 17, 2022: After emergency restoration (Road closures lifted 16 hours after the disaster)

SA and PA with Disaster-Prevention Functions: Preparing for a Tokyo metropolitan direct-hit earthquake

In preparation for disaster response, we have established Disaster Prevention Enhancement Areas (with wells, heliports, disaster preparedness storage warehouses, private generators, and increased oil tank capacity) based on the "All-Direction Strategy," the Tokyo metropolitan area epicentral earthquake road clearing plan, with the expectation of use by police, fire departments, the Self-Defense Forces, and DMAT (Disaster Medical Assistance Team).



Disaster Prevention Enhancement Areas based on All-Direction Strategy



Joint drill in the Disaster Prevention Enhancement Area (Hasuda SA, outbound on the Tohoku Expressway)

Measures Against Disasters Caused by Climate Change

Measures such as elevating roads are taken to prevent significant damage to expressway facilities caused by water-related disasters, including continuous rainfall from linear precipitation bands, torrential rain, overflow or flooding of nearby rivers, and runoff from outside the expressway. Adaptation measures to address the unavoidable effects of climate change are also included in the "NEXCO East Group Carbon Neutral Promotion Strategy (→P.39).



Flooded Mito-kita Smart IC on the Joban Expressway due to river overflows

TOPICS

Prioritizing Human Life and Minimizing the Impact of Heavy Snow : Winter Road Safety Measures

Our group operates in many regions with harsh winter weather conditions. As a result, snow removal and the prevention of icy road surfaces are a crucial mission to ensure safe driving for our customers. In FY2024, snowfall levels exceeded the average in many areas. This included record-breaking snow in Obihiro, Hokkaido, in early February, as well as widespread snowfall across the Tokyo metropolitan area in early March. However, drawing on past experiences (such as over 2,000 vehicles stranded due to heavy snow), we worked to prevent vehicle stranding at all costs by implementing "preventive road closures." With these measures, we prioritized human life and successfully managed through the winter season.

Driving distance for snow removal operations

690,000km

Equivalent to about 17 trips around the Earth

Construction Operations

We will steadily improve our expressway network to secure alternative routes during disasters and continue to enhance local communities' quality of life by providing "safe, secure, comfortable, and convenient expressway services."

Closing Missing Links
(Unconnected and Unopened Sections of the Road Network)

A section between Sakai-Koga IC and Tsukuba-Chuo IC on the Ken-O Expressway (2017), and another section between Misato-Minami IC and Koya JCT on the Tokyo-Gaikan Expressway (2018) were opened in the Tokyo metropolitan area. These sections have connected multiple routes linking the Kan-Etsu Expressway to the Higashi-Kanto Expressway, enhancing convenience. We are currently working on sections of the Ken-O Expressway and the Tokyo-Gaikan Expressway. Eliminating missing links is expected to reduce travel time, revitalize the local economy, and serve as an emergency transportation route during disasters.

Converting Provisional Two-Lane Sections

Widening provisional two-lane sections to four lanes is expected to alleviate and reduce traffic congestion, prevent serious accidents such as head-on collisions, and reduce road closures during maintenance and repair work or in the event of accidents. Moreover, we are systematically working on four-laning to improve functionality for safety and security, as it will ensure time reliability and traffic functionality during disasters and heavy snowfall.

Installing Smart IC

We are developing ETC-vehicle-only smart ICs that can be installed at a low cost to utilize existing expressways effectively, promote improvements in the quality of life in local communities, and stimulate local economies.

Developing Smart IC



Ken-O Expressway, Tsukuba-nishi Smart IC

Eliminating Missing Links



Inside Shodo Tunnel, between Kamariya JCT and Totsuka IC, Ken-O Expwy (Yokohama Ring South Route)



Taiei JCT, located between Taiei JCT and Matsuo-Yokoshiba IC on the Ken-O Expwy

Widening Interim Two-lane Sections to Four Lanes



Near Hoshusan Tunnel, between Mikawa IC and Yasuda IC, Ban-Etsu Expwy



Between Penkeotasoi River Bridge and Hirouchi Tunnel, Tomamu IC to Tokachi-Shimizu IC section, Doto Expwy

Ongoing Construction Projects (As of April 1, 2025)

<New projects>

Construction section

<Four-lane projects>

Construction section

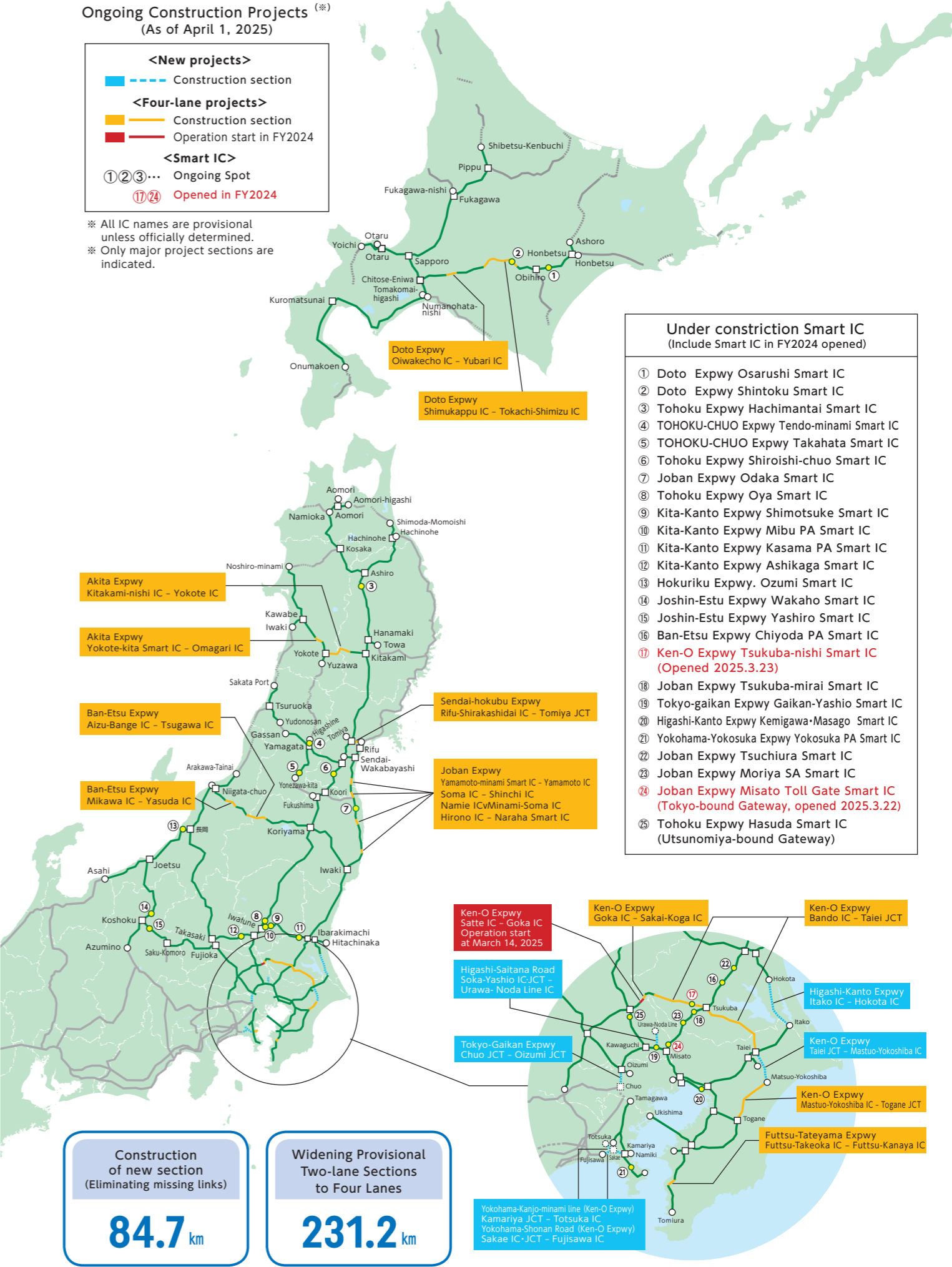
Operation start in FY2024

<Smart IC>

①②③... Ongoing Spot

⑪⑫ Opened in FY2024

※ All IC names are provisional unless officially determined.
※ Only major project sections are indicated.



SA and PA Business

Raising the quality of SA and PA to meet changing customer needs is also part of our CSR initiatives, in addition to ensuring smooth traffic flow on the roads.

Enhancing Commercial Facilities: Pursuing greater convenience and comfort

Unique, Enticing, Pleasant Area

Pasar

7 locations

Dramatic Area

20 locations

Basic Area

Basic Area

111 locations

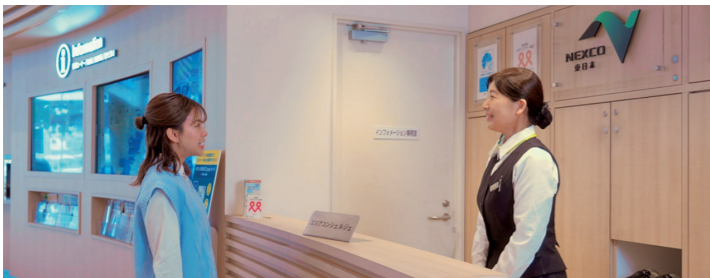
Convenience Store Area

48 locations

In addition to the above, 128 vending machine areas and five restroom-only areas have been installed.



Food courts have been established for casual dining.



Area concierges provide enhanced guidance.

“Unique, Enticing, Pleasant Area” and “Basic Area”

We are renovating our SA and PA to create more appealing experiences by pursuing the “Enchanting Area” through unique services and the “Basic Area” through overall quality improvements.

Dining Styles to Meet Your Needs

We are developing our restaurants, food courts, and cafes to meet customers’ needs, such as the desire to enjoy meals leisurely, a variety of menu items casually, and meals made with local ingredients.

Supporting Peace of Mind

Our information centers, staffed with area concierges, have obtained certifications such as the “Barrier-Free Mindset” (Japan Tourism Agency) and the “Foreign Tourist Information Center (category 1)” (Japan National Tourism Organization), and offer personalized guidance.

Supporting Comfort

We have developed facilities for families with small children and those with disabilities (e.g., baby care rooms, multi-functional restrooms) as well as facilities to meet customer needs (e.g., shower rooms, powder rooms), all designed to support a comfortable rest experience.

Data about SA/PA

Barrier-free accessibility rate

Approx. 60%

Children's toilet installation rate

Approx. 80%

Total shower stalls installed

10

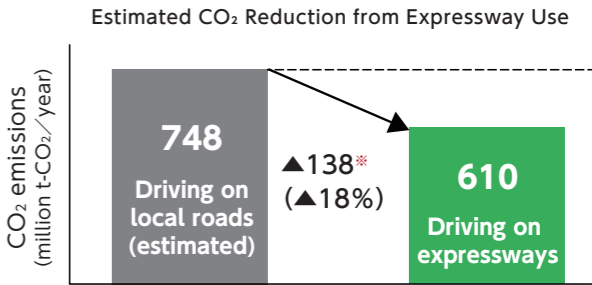
SA/PA certified for “Barrier-Free Mindset”

35

Environmental Impact Reduction

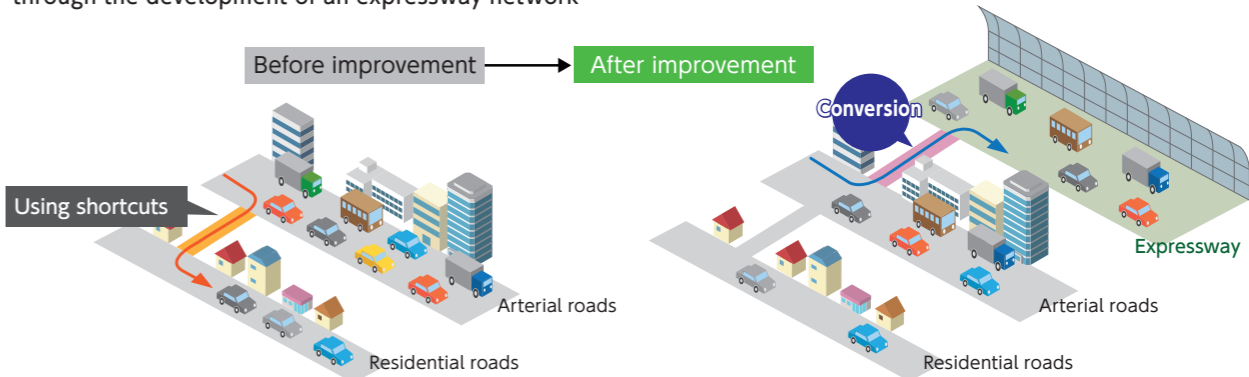
Reducing CO₂ Emissions through Network Development

Vehicles can travel at more stable speeds on expressways, resulting in lower CO₂ emissions compared to driving on local roads. Furthermore, traffic flow on local streets improves when through-traffic is diverted to expressways, facilitating smoother traffic on local roads and reducing CO₂ emissions. In this way, the expressway network contributes to CO₂ emissions reduction by providing smoother traffic flow.



* Figures are calculated by multiplying the CO₂ emissions per vehicle-kilometer (based on average speeds of local roads and expressways) by the total vehicle-kilometers traveled on expressways in FY2022.

Smoothing traffic on local roads through the development of an expressway network



Noise and landscape Measures

We have been taking action to reduce the impact on the living environment along the expressways by installing noise barriers and creating buffer zones.

High-performance paving

Noise is less likely to occur as the air can escape through gaps. Air escapes through gaps in the pavement surface.

Rainwater can be quickly drained from the road surface by using highly porous asphalt mixtures in the surface and base layers. The porous paving surface also allows air to escape, reducing traffic noise by about three decibels.

Block direct sound from the source and reduce noise through sound diffraction (path difference).

These panels reduce sound generated from the overpass and prevent vehicle noise traveling underneath from reflecting off the bridge structure and dispersing into surrounding areas.

1 High-performance pavement with noise reduction effect

2 Noise barriers

3 Ecological buffer zone

4 Sound absorbing panels underside of the overpass

We created 10- to 20-meter-wide environmental zones on the outer side of the roads, incorporating features such as tree planting, noise barriers, sidewalks, and bicycle paths. These zones reduce noise, vibration, and exhaust emissions while promoting beautification and greening of roadside areas.

Creating Natural Environments and Conserving Biodiversity

We are engaged in initiatives called Eco-Roads (road construction with consideration for the natural environment) to preserve local biodiversity and maintain a healthy ecosystem.

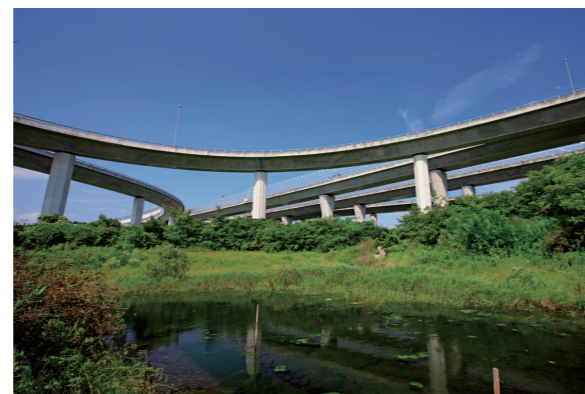
Creating Natural Environments

When building interchanges (IC), we create biotopes to establish natural environments, such as waterfronts, wetlands, grasslands, shrublands, and woodlands, as one measure to harmonize construction projects with nature. These aim to restore the vegetation, flora, and fauna that existed before construction.

Twenty years have passed since the establishment of the biotope at Akiruno IC on the Ken-O Expressway (operational since March 2005). As of the end of FY2024, approximately 600 species of plants and animals, including raccoon dogs, the Japanese damselfly *Ceriatrion melanurum*, and Japanese silver grass, have been confirmed to inhabit the area. As part of our biotope conservation efforts, we also provide opportunities for local engagement, such as hands-on learning sessions for elementary school students and collaborative conservation work with local residents, experts, and high school students.

Maintaining Habitats and Movement Ranges of Wildlife

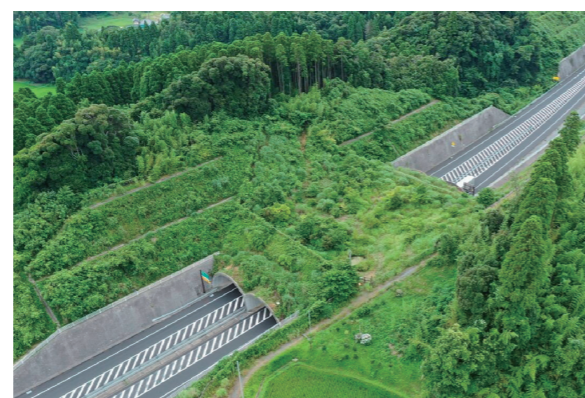
Highways can divide wildlife habitats and movement corridors, potentially eliminating access to water and food sources, reducing genetic diversity, and severely impacting ecosystems. One initiative to conserve our ecosystem is the Mobara Animal Bridge on the Ken-O Expressway. We installed a tunnel along the cut-open roadway, and trees were planted on top, reconnecting the surrounding forests. This approach avoids disrupting living habitats and movement ranges, allowing animals to move safely between wooded areas while remaining hidden from view. Crossings by raccoon dogs, wild boars, and other animals have been observed on this bridge. Additionally, this initiative helps reduce roadkill caused by wildlife straying onto expressways and colliding with passing vehicles.



Akiruno Biotope (Ken-O Expwy.)



Local elementary school hands-on learning session (Akiruno Biotope)



Mobara Animal Bridge "Mobara-Dobutsu-no-Hashi" (Ken-O Expwy.)

Value Creation for the Future

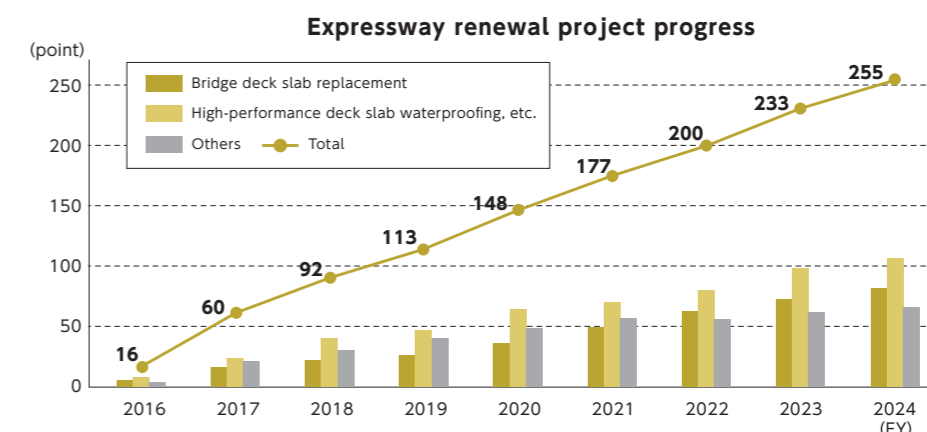
Our Group is advancing initiatives to address the challenges of realizing sustainable expressways that can be passed on to the future. These include measures to address aging expressways, adapting to disasters caused by climate change, reducing CO2 emissions, and transitioning to an autonomous driving society. Meanwhile, we are also focusing on strengthening our human resources, forming the foundation for creating new values.

Safe, Secure, Comfortable, and Convenient for the Next Century

The Expressway Renewal Project

By 2050, more than 70% of the roads under our management will have been in operation for over 50 years. We have identified significant damage in structures, including bridges and tunnels. We are addressing newly identified deterioration through advancements in inspection technologies and ensuring that safety and security are passed on to the next generation.

The number of renewal projects in high-traffic areas has also increased in recent years. We strive to minimize the impact on customers, such as traffic congestion, during construction by utilizing new technologies and adopting flexible traffic management.



Information for Public Understanding

Updates on the latest plans (including construction details, implementation schedules, traffic regulation methods, and congestion forecasts) are provided on our official website. We also actively engage in initiatives to deepen understanding among customers and local communities through TV commercials, media site visits, public events, and information sharing with municipalities.



Web site announcement

TOPICS

Expressway Greening and Beautification Flower Project ~Peaceful Highway Garden Project with Flowers and Greenery~

The "Flower Project" is an initiative that began in 2013 to enhance the gardens at SA and PA, providing a more pleasant environment. A total of 33 locations have been developed (as of March 31, 2025), allowing customers to enjoy colorful, seasonal gardens throughout the year.



Tsugaru SA (outbound), Tohoku Expwy.

An example from FY2024

Mimurosawa Bridge Deck Slab Replacement Work

During the Mimurosawa Bridge deck replacement work between Showa IC and Numata IC on the Kan-Etsu Expressway, two-way traffic restrictions were temporarily lifted to avoid significant congestion, especially during long weekends when traffic volume increased.

We will continue to adopt various measures to minimize customer impact, such as the Road Zipper System, which enables flexible lane operation based on traffic conditions.



Building Sound Social Infrastructures for the Future Renewal Projects Underway

The proportion of expressways over 50 years old operated by the NEXCO East Group will exceed 20% by 2030 and 70% by 2050. Increased heavy vehicle traffic and the impact of antifreeze are among the leading causes of accelerated infrastructure aging. In particular, viaducts and tunnels have started showing significant deformation.

We will engage in systematic renewal projects to ensure the safety of expressways, a vital infrastructure that supports our economy and lifestyles, for the future.

Construction Details of the Expressway Renewal Project



Replacing bridge deck slabs^{*1}

Replace existing deck slabs with concrete slabs of high durability.

^{*1} **Deck slab:** A structural component that directly supports a vehicle passing through a bridge and transmits the load to the girders.



Example of bridge deck slab replacement work



Applying waterproofing membranes to the deck slabs

Apply high-performance waterproofing membranes to prevent deterioration of the concrete slabs.



Reinforcing girders

Add reinforcements to the girders to increase durability.



Installing inverted arches^{*2}

Install inverted arches to improve the stability of the structure of the tunnels experiencing excessive force.

^{*2} **Inverted arch:** A semi-circular-shaped concrete support is installed underneath the road surface to prevent deformation by making the shape of the tunnel circular to distribute stress.

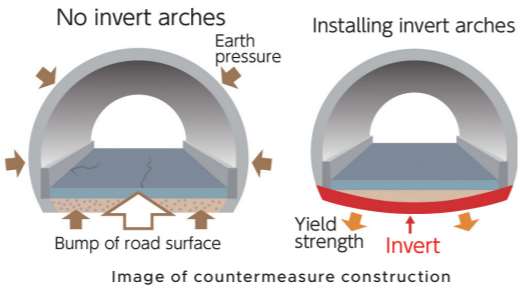


Image of countermeasure construction



Installing ground anchors^{*3}

Install high anti-corrosive ground anchors to ensure the long-term stability of the cut slope area.

^{*3} **Ground anchor:** Stabilizes the deforming force of a cut slope by driving high-strength steel rods into the slope.



Image of countermeasure construction



For more information on the Expressway Renewal Project
<https://www.e-nexco.co.jp/en/renewal/>

Promotion of the SMH Project: Enhancing the Management Operations Productivity

Basic Plan

SMH (Smart Maintenance Highway) is a project that enhances the productivity of expressway asset management by leveraging cutting-edge technologies, including ICT, robotics, and AI. This aims to enhance and streamline operations, standardize decision-making processes in each task, and improve productivity.

Enhancing Road Structural Integrity Using Inspection Support App

The entire workflow, from preparation for inspections to data entry into the system, can be completed with a single tablet.

This allows us to share inspection status immediately and directly register inspection results into the system. As a result, inspection operations become more efficient, enabling the early detection of damaged areas and the swift planning and execution of repairs, which leads to improved expressway structural integrity.

Improving Expressway Safety through Autonomous Drones

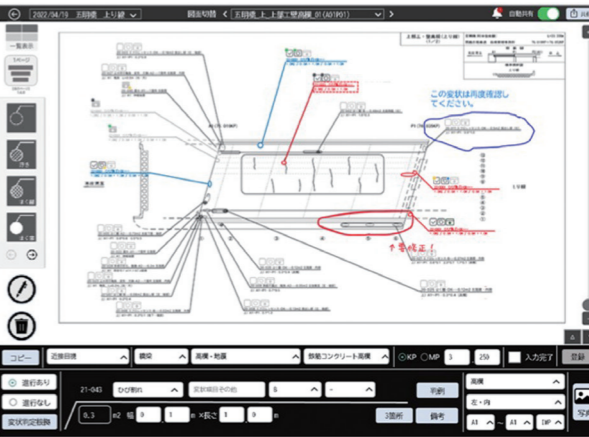
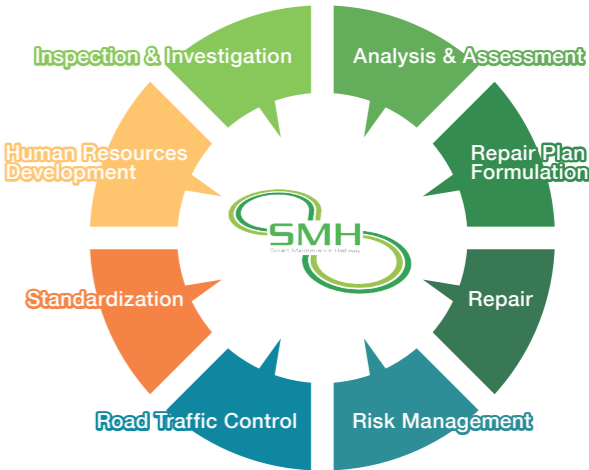
Initiatives are underway to utilize automated drones that can fly autonomously to monitor disasters, accidents, and traffic conditions in real-time. We are currently conducting demonstration tests on sections under road closures in preparation for full-scale implementation. Drones are expected to take over patrol functions from road patrol vehicles, enabling safer and more efficient expressway monitoring in the future.



Drone takeoff



For more information on SMH: <https://www.e-nexco.co.jp/en/activity/safety/smh/>



Display screen of inspection support app

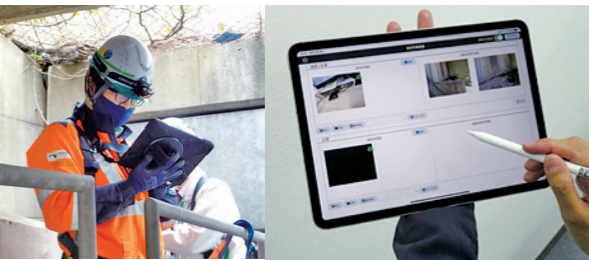


Image of using inspection support app



Image captured by drone

Realizing a Future Society through Promotion of “moVision”

We will create new value for the era of autonomous driving and realize a “future society” by leveraging cutting-edge technologies and offering innovative mobility services that sustainably shape the future of social structures and economic activities.

Promotion of “moVision”

We formulated a vision for next-generation expressways to accelerate the realization of an autonomous driving society (concept) and identified “31 Priority Projects” in April 2021. We are currently examining and working towards implementing these priority projects.

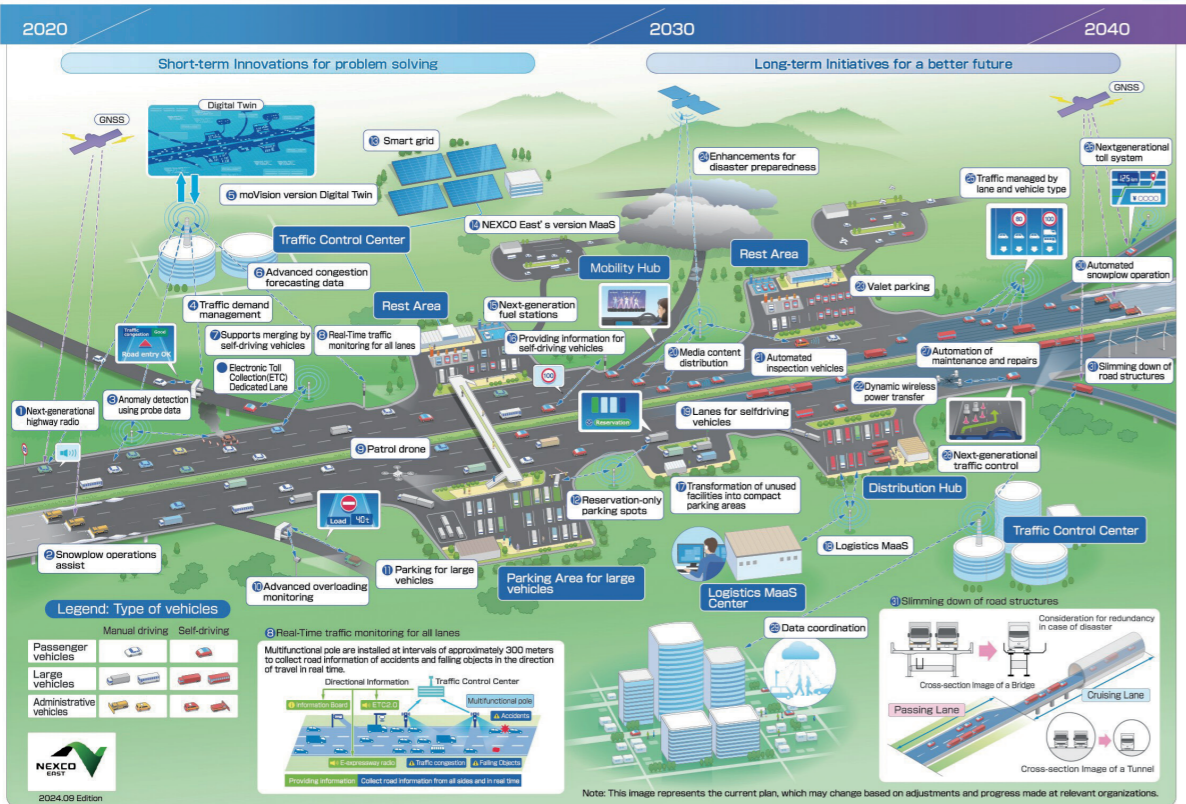
Nickname :
“moVision”





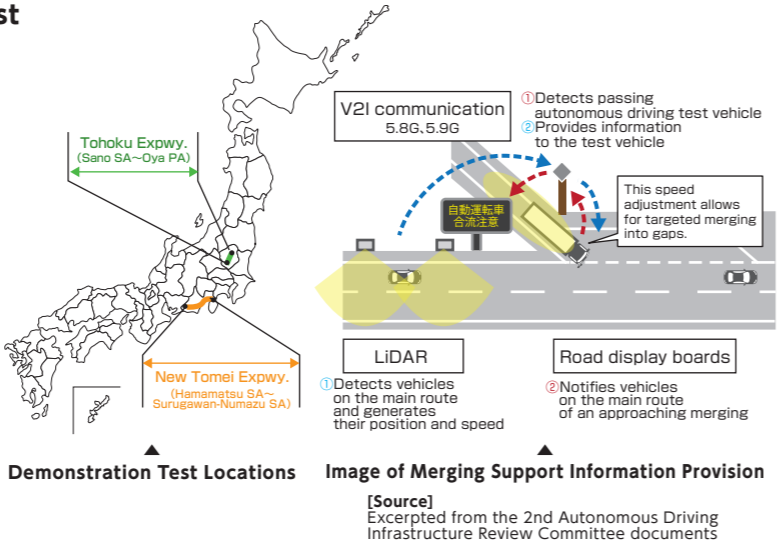
More details and the Concept Video of
Next-Generation Expressways are available at
<https://www.e-nexco.co.jp/en/activity/safety/future/>

Image of the Vision for Next-Generation Expressways <31 Priority Projects>



Autonomous Truck Demonstration Test

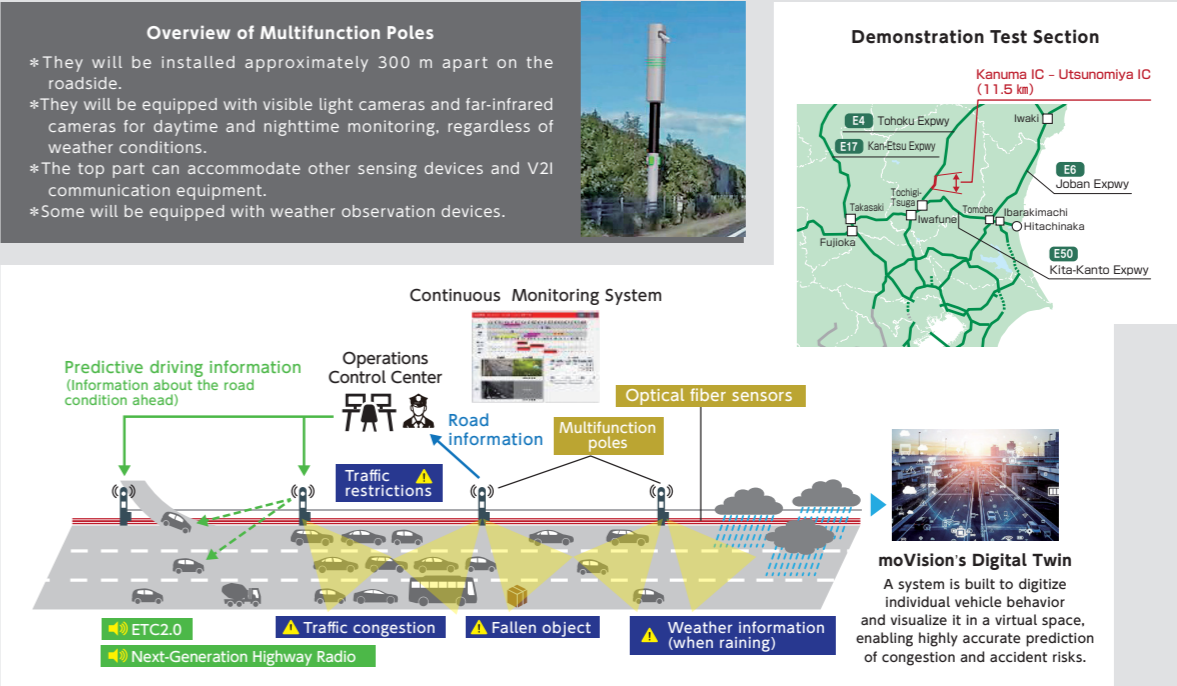
As part of the “Vision for a Digital Garden City Nation,” we are developing a 40 km lane dedicated to autonomous vehicles between Sano SA and Oya PA on the Tohoku Expressway to support the operation of autonomous trucks. Starting in 2025, we will conduct various technical verifications, including demonstration tests for enhanced predictive driving information linked to real-time, entire-route monitoring, and tests for merging support information systems under more demanding road conditions.



Next-Generation Expressway Demonstration Experiment

We believe it is necessary to provide timely information about incidents occurring on expressways, such as accidents and fallen objects, to enable autonomous vehicles to travel safely and smoothly. To achieve this, sensing devices will be installed along the 11.5 km stretch between the Kanuma IC and Utsunomiya IC on the Tohoku Expressway. These devices include multifunction poles and optical fiber sensors that collect comprehensive information on accidents, fallen objects, and other incidents in real-time. Collected data will be analyzed at the moVision Operations Control Center, and predictive driving information will be provided to autonomous vehicles and drivers via ETC 2.0, next-generation Highway Radio, and road information display boards to create a safe and secure expressway driving environment. On-site demonstration tests are scheduled to begin after FY2026.

Test Overview



TOPICS

Demonstration Tests for In-Motion Wireless EV Charging

We are also developing a system that can wirelessly charge vehicles while they are in motion, extending the driving range of electric vehicles (EVs). This initiative will help promote the widespread use of EVs and contribute to reducing CO2 emissions on expressways.

- [Future Initiatives]
- Conduct wireless charging while the vehicle stops in FY2025.
 - Conduct wireless charging while traveling on expressway main routes from FY2027 onward.



For more information on Development of In-Motion Wireless EV Charging Systems (Integrated System Development for EV Bus Operation Management and Energy Management), please visit https://www.e-nexco.co.jp/en/pressroom/head_office/2022/0720/00011545.html



For details on the large-scale EV bus demonstration test at the Expo site, please visit the Osaka Expo official website <https://www.expo2025.or.jp/en/future-index/smart-mobility/evbus/>

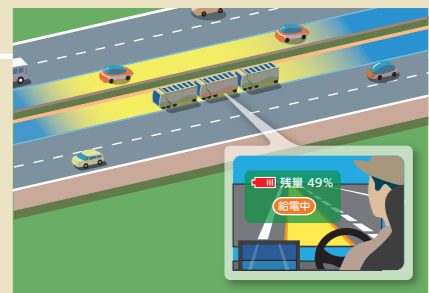


Image of In-Motion Wireless EV Charging on expressway

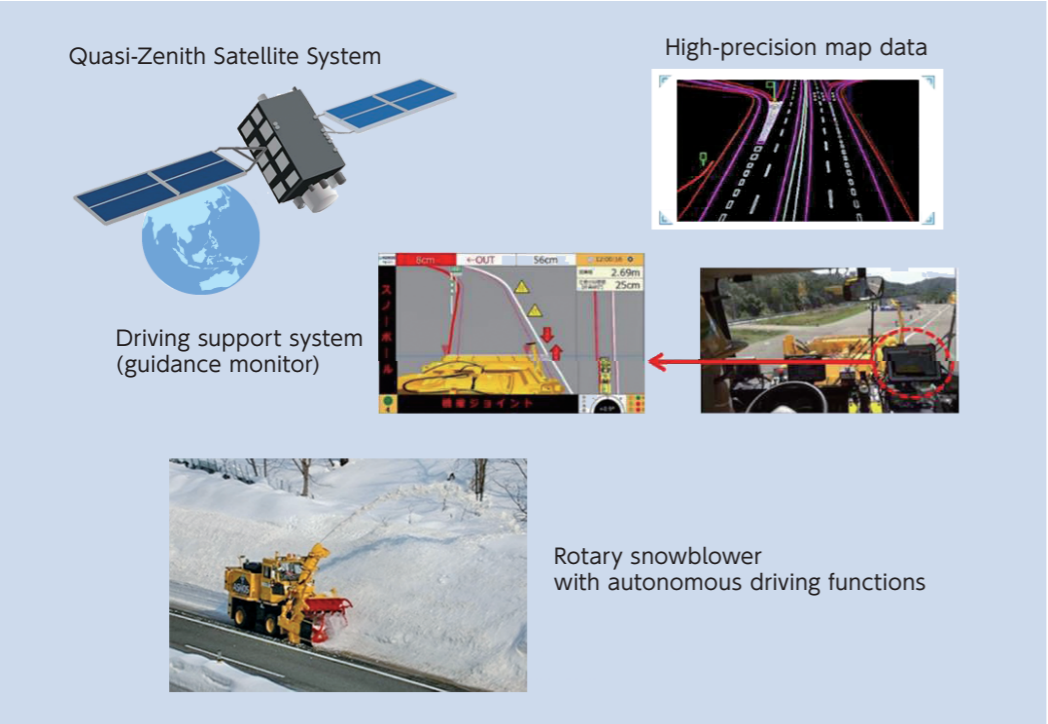
Streamlining and Improving the Efficiency of Winter Snow Removal Operations

One of our Group's characteristics is that we cover many regions with heavy snowfall. We face a challenge in securing new workers as the working-age population continues to decline. In addition, while operating and controlling snowblowers requires a certain level of driving skills and experience, we are developing technology to enable even the inexperienced to operate snowblowers safely in the future.

Development Status of “Advanced Snow and Ice Countermeasures System ASNOS”

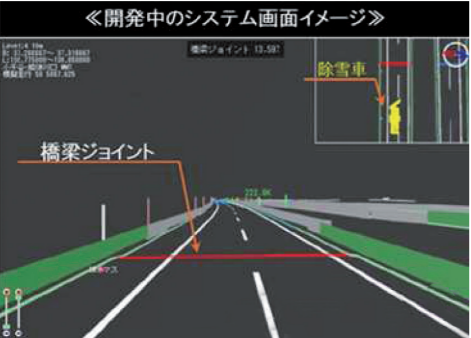
Automated Operation of Rotary Snowblower Using the Quasi-Zenith Satellite

We have automated the driving and snow removal operations of rotary snowblowers by linking accurate position information, obtained through a driving support system (guidance monitor) using Quasi-Zenith Satellite System, to the snowblower's operation control unit. Operators can now perform precise “driving” and “snow removal” tasks without touching the steering wheel or levers, improving the safety and efficiency of snow removal operations on expressways during winter. It has been in operation since FY2023 between Iwamizawa IC and Bibai IC on the Do-O Expressway.



Operation Support System for Snow Plow Trucks

We are developing a system that assists operators in their driving and operation of plow trucks by using high-precision positioning signals from the Quasi-Zenith Satellite System and high-precision map data.



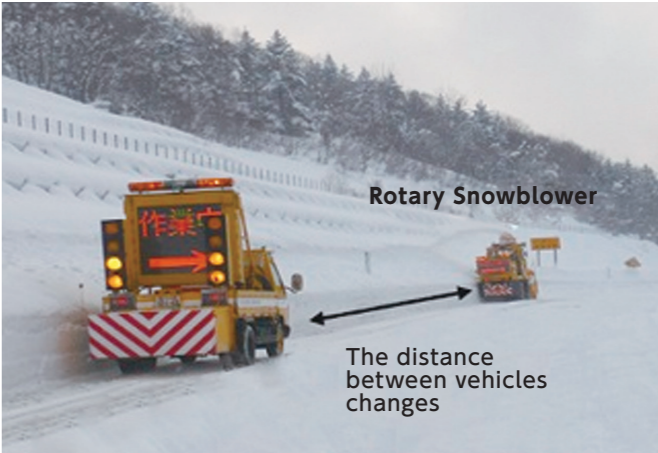
Guidance monitor under development to assist driving operations



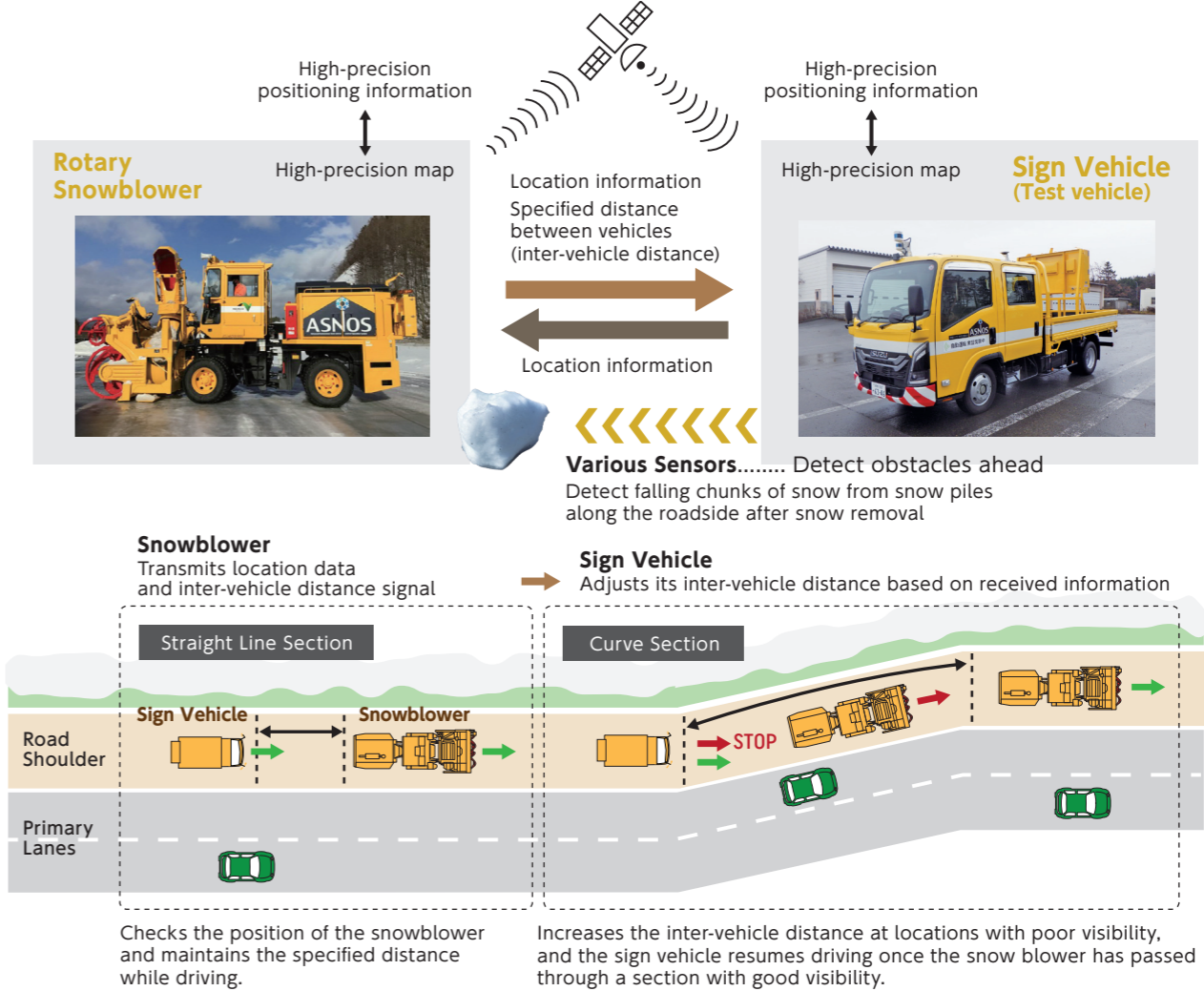
Automated operation of the plow blade in the test field at the Niigata Regional Head Office.

Development of a Sign Vehicle that Automatically Follows Snowblowers

We are jointly developing a technology with Isuzu Motors that allows a sign vehicle to automatically follow a rotary snowblower, alerting drivers to prevent collisions or rear-end accidents with rotary snowblowers operating at low speeds. Vehicle development commenced in FY2021, and performance verification was conducted through driving tests on regulated sections of expressways during the summer and winter in FY2024. We will further refine the accuracy of this technology to achieve greater labor savings and operational efficiency, and advance to its practical implementation.



Overview of the Development of Autonomous Driving Technology for Sign Vehicles that follow Rotary Snowblower



For more information on Automated Operation of Rotary Snowblower Using the Quasi-Zenith Satellite
https://www.e-nexco.co.jp/en/pressroom/head_office/2023/1025/00013082.html



For more information on Development of a Sign Vehicle that Automatically Follows Snowblowers
https://www.e-nexco.co.jp/en/pressroom/head_office/2024/1030/00014263.html

Creating New Services

We have been accelerating efforts to create and implement new expressway services as technology continues to evolve, and societal values become more diverse in recent years.

Drive Plaza Innovation Lab

Challenges Beyond Industry Boundaries

Our “Drive Plaza Innovation Lab” has been working to create new services and businesses since FY2021. We strive to develop next-generation expressway services and innovations that revitalize local communities and help address social challenges by verifying technologies and business models through collaboration with companies that possess innovative technologies or service ideas



Conducting Demonstration Tests and Effectiveness Assessments

We have conducted numerous demonstration tests with a total of 23 companies between FY2021 (Phase I) and FY2023 (Phase III). For FY2024 (Phase IV), we selected four companies in January 2025 and are conducting demonstration tests and effectiveness assessments during FY2025.



Demonstration tests in progress

UrbanX Technologies, Inc.

Enhancing Expressways in Preparation for Autonomous Driving

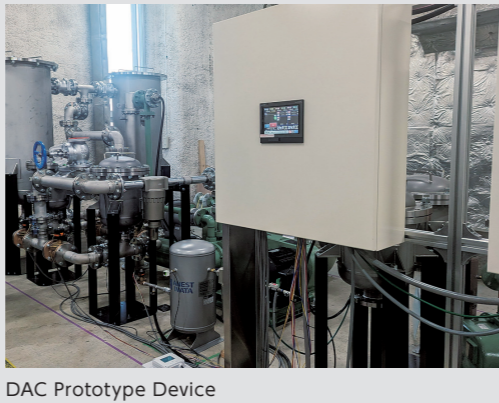
We are conducting a demonstration test using AI to measure the peeling rate of expressway lane markings (white lines separating lanes and shoulders). We aim to achieve stable autonomous driving on expressways and improve the efficiency of maintenance and management in the autonomous driving era by automatically determining the peeling rate of lane markings detected by traveling autonomous vehicles and linking this data to repainting work.



Planet Savers, Inc.

Challenge for Negative Emissions

We strive to contribute to carbon neutrality by achieving “negative emissions.” Negative emissions refer to reducing the total amount of CO₂ through Direct Air Capture (DAC) technology, which directly absorbs CO₂ from the atmosphere. This process cannot be achieved solely through emissions control or energy-saving efforts.



Investment in Startups for the First Time as an Expressway Company

To promote the social implementation of technologies and ideas that synergize with our Group’s businesses, we have invested in BONX, supporting on-site DX through a hearable device and voice platform, and AirX, which is building a next-generation air mobility platform. It is the first time an expressway company has invested in startups. We will utilize this investment as an opportunity to deepen our co-creation with these companies and work to generate innovations that help address social issues.

Co-Creation with Investee Companies

BONX Inc.

Developing hands-free devices to meet on-site needs and promoting communication efficiency to support on-site DX.



AirX Inc.

Contributing to establishing new means of transportation and sustainable community development by using expressways as hubs linking the sky and the ground.



For more information on Drive Plaza Innovation Lab (Japanese)
https://www.driveplaza.com/innovation_lab

First Unmanned Expressway Retail Stores Open in Japan:
Addressing labor shortages and ensuring stable operation of commercial facilities

It is expected that traditional operations of staffed SA and PA may become challenging to continue in the future due to the social issue of labor shortages. We must enhance store operational efficiency through innovation and explore various business formats and sales methods to maintain and improve high-quality services while meeting customer needs. In response, we opened unmanned retail shops at Tobu Yunomaru SA (outbound) on the Joshin-Etsu Expressway in November 2024, and at Hasuda SA (inbound) on the Tohoku Expressway in March 2025. These stores utilize the unmanned payment system and store DX technology of TOUCH TO GO Co., Ltd., as part of our efforts to establish new ways of operating stores.



Unmanned store “Tobu Yunomaru GO”
(Tobu Yunomaru SA, Outbound, Joshin-Etsu Expressway)

Contributing to Global Sustainability in the Best Way

Promoting Environmental Management

In accordance with our “Environmental Policy” and “Environmental Action Guidelines,” our Group strives to be a trustworthy company as a responsible member of society by working to reduce environmental impacts on living environments along expressways and by contributing to the following: Climate change mitigation (carbon neutrality), the creation of a circular society (circular economy), and the nature restoration (nature positive) initiatives.

Environmental Policy (Established July 2007)

NEXCO East Group positions environmental initiatives as a key management priority. We strive to be a trustworthy company by contributing to global environmental conservation and promoting the creation of a circular society, while also supporting efforts to protect living and natural environments along expressways.

Environmental Action Guidelines (Revised January 2021)
NEXCO East will take the following actions based on the Environmental Policy

I. Environmental Conservation Initiatives

1. Contributing to Preventing Global Warming

- Contribute to CO₂ emissions reduction by developing and strengthening the expressway network, implementing congestion countermeasures for smoother traffic flow, and maintaining healthy slope forests.
- Strive to achieve net-zero CO₂ emissions by 2050.

2. Contribution to Building a Circular Society

- Contribute to a circular society by promoting the 3Rs (Reduce, Reuse, Recycle) and green procurement.

3. Environmental Impact Reduction

- Comply with laws and regulations at all stages of business activities and strive to reduce environmental impacts.
- Work on building green infrastructure to realize a sustainable society.
- Strive to reduce impacts on the natural environment to help preserve biodiversity.
- Strive to reduce impacts on the living environment along expressways.

II. Technology Development

- Utilize existing technologies and develop new ones to contribute to sustainable and effective global warming prevention, the creation of a circular society, and the reduction of environmental impact.

III. Environmental Management Initiatives

1. Environmental Management

- Implement environmental conservation initiatives sustainably and effectively by analyzing and evaluating the status of environmental conservation annually.
- Implement environmental management based on ISO 14001.

2. Communication

- Disclose the results of environmental management through the “NEXCO East Annual Report” and promote communication with society.
- Engage in social and environmental activities in collaboration with local communities, municipalities, and the national government.

3. Employee Education

- Further enhance environmental awareness and foster a corporate culture that values the environment through employee education.

ISO 14001 Certification Acquisition

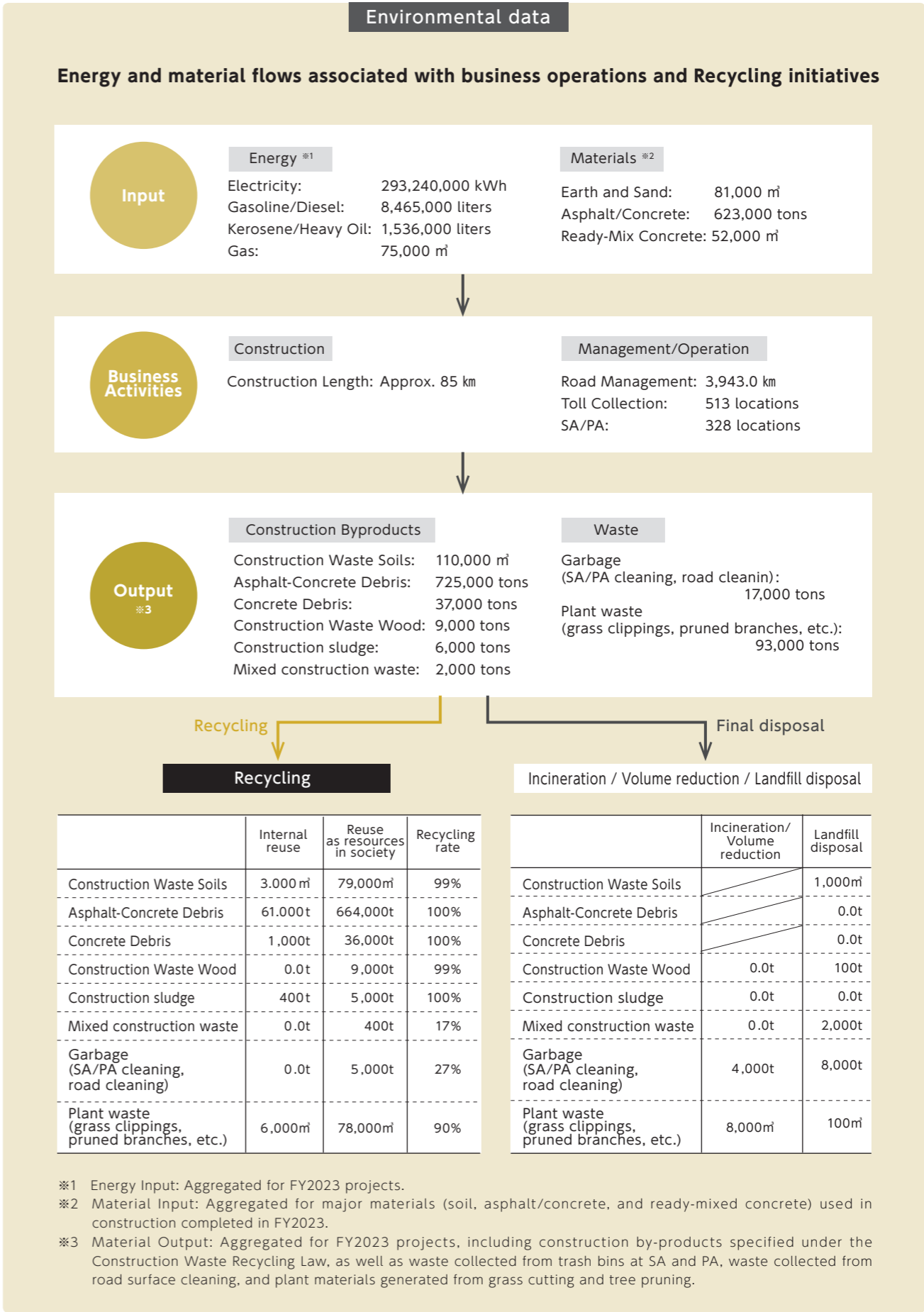
Our head office has obtained and is operating an internationally recognized environmental management system certification, promoting ecological management to achieve the SDGs. We will continue to implement the Plan-Do-Check-Act (PDCA) cycle of our environmental management system, promoting environmental conservation and activities that consider the current social conditions surrounding the environment.



For more information on Environmental Initiatives
https://www.e-nexco.co.jp/en/activity/technique/detail_01_2.html



ISO 14001 Certification



Promoting Carbon Neutrality

Our Group has formulated the “NEXCO East Group Carbon Neutral Promotion Strategy” . We are working toward achieving carbon neutrality by 2050, to sustainably fulfill our mission of supporting society through expressways.

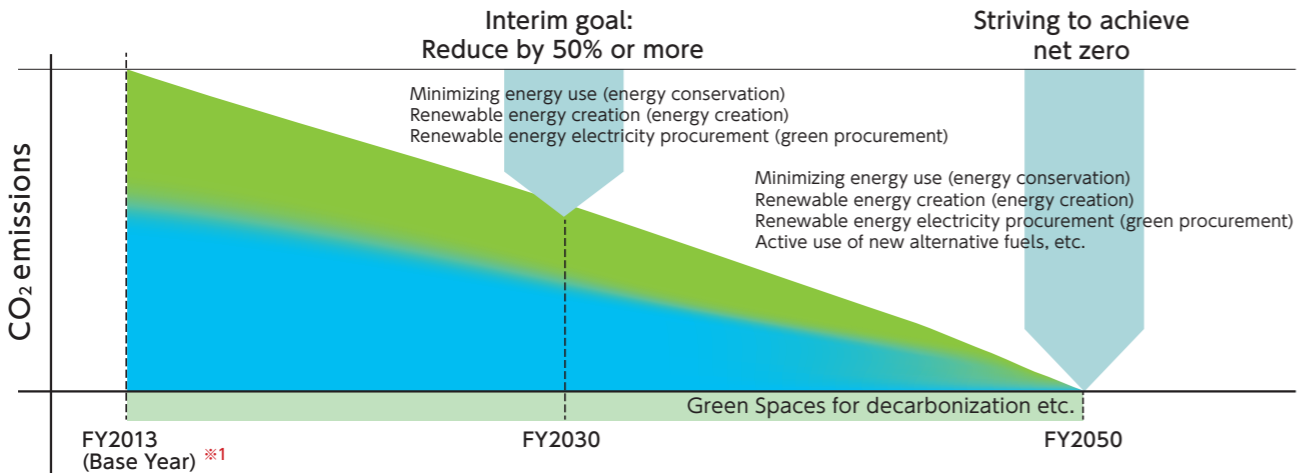
NEXCO East Group Carbon Neutral Promotion Strategy

Concept and Goals of This Strategy

It targets not only emissions from our NEXCO East Group's business activities (Scope 1 and Scope 2) but also "supply chain emissions," including indirect emissions associated with our business activities (Scope 3). Supply chain emissions are calculated based on the Ministry of the Environment's “Basic Guidelines on Accounting for Greenhouse Gas Emissions Throughout the Supply Chain.” We have set the following targets to plan and implement reduction measures and strive for carbon neutrality by 2050 (see figure below) :

Scope 1 / Scope 2

We plan and promote measures to reduce CO₂ emissions from our own activities, aiming to achieve zero-net CO₂ emissions by FY2050. Additionally, we aim to reduce CO₂ emissions by more than 50% compared to the FY2013 level by FY2030, which serves as an interim goal.



Scope 3

We promote initiatives contributing to reducing CO₂ emissions from vehicles traveling on expressways and from construction and management work procured for expressways to achieve the government's carbon neutral goal by 2050 and its FY2030 targets*2.

*1 This strategy monitors the reduction rates based on the FY2013 emission levels in accordance with the Plan for Global Warming Countermeasures, approved by the Cabinet on October 22, 2021.

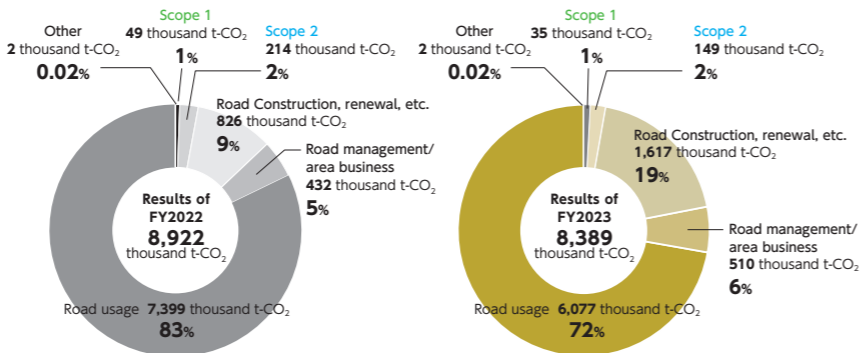
*2 The targets for greenhouse gas emissions and absorption are outlined in the Plan for Global Warming Countermeasures. A reduction of 46% compared to the FY2013 level is determined as a goal or benchmark for 2030 (with continued efforts to reach a 50% reduction). Specific goals or benchmarks by the department include a 38% reduction in the industrial department, a 51% reduction in the operations and other departments, and a 35% reduction in the transportation department.

Supply Chain Emissions Status (Comparison Between Base Year and FY2023)

The actual supply chain emissions from NEXCO East Group business activities for FY2023 were approximately 8.39 million t-CO₂. It is about 6% reduction compared to FY2013, the base year.

※ Supply chain emissions

Scope 1 (emissions from fuel use), Scope 2 (emissions from electricity use), and Scope 3 (emissions from construction procured for expressway construction and management, and from vehicles traveling on expressways) are covered.



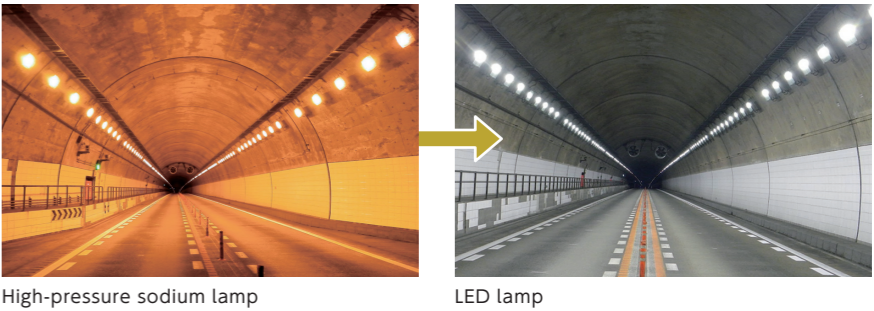
Initiatives to Achieve the Goals: Mitigation Measures

We pursue seven mitigation measures to reduce CO₂ emissions:

Scope 1 Scope 2	Minimizing energy consumption	Minimize our energy consumption by switching to LED lighting on roads, as well as in SA and PA, and by shifting our vehicles to electrified options, such as hybrid vehicles.
	Utilizing renewable energy	Utilize renewable energy, such as solar power, wind power, and hydropower, as well as future technologies like hydrogen and biofuels.
	Mitigating global warming through CO ₂ absorption and fixation	Sustain the CO ₂ absorption and fixation effects through proper maintenance of green spaces, such as vegetation on embankments.
Scope 2	Creating renewable energy	Generate renewable energy by installing solar power generation facilities and other equipment.
Scope 3	Improving traffic flow	Reduce CO ₂ emissions from vehicles traveling on expressways by smoothing traffic with expressway network development, widening provisional two-lane sections to four lanes, and installing smart interchanges.
	Promoting the development and utilization of new technologies and methods	Review new specifications, incorporate them into technical standards, and encourage the adoption and spread of CO ₂ reduction measures at construction sites and other locations.
	Promote green procurement and the 3Rs (Reduce, Reuse, Recycle) for waste and construction by-products.	Promote the 3Rs of waste and construction by-products generated from construction, SA, and PA, as well as work on green procurement of goods and materials used in business activities.

Minimizing Energy Consumption by Switching Tunnel Lighting to LED Scope 2

We are improving the visibility inside the tunnels as well as saving energy by switching the tunnel lighting fixtures from conventional “high-pressure sodium lamps” to energy-efficient lighting such as “LED lamps.” The amount of electricity saved by switching to LED lamps to date is approximately 43 million kWh annually, equivalent to a reduction of around 33,000 tons of CO₂ per year compared to FY2013. We are also working on further reducing energy consumption by installing LED lamps for roadway lighting.



High-pressure sodium lamp

LED lamp

Generating Power Utilizing Expressway Premises Scope 2

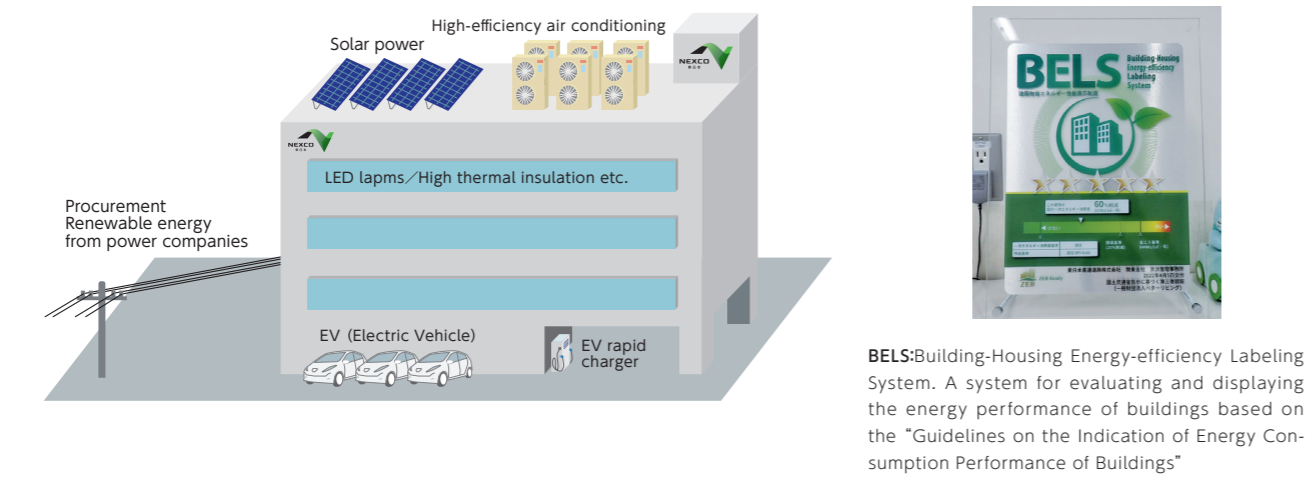
We are working to reduce CO₂ emissions by installing solar power generation systems on the rooftops of our company buildings and on SA/PA premises. Additionally, our mega-solar system generates enough electricity to power approximately 360 households daily. This system was built on the site of a former main-route tollgate (ticket inspection booth) that became obsolete due to the widespread adoption of ETC.



Sendai-Izumi Solar Power Plant (former Izumi Main Toll Gate site, Tohoku Expwy)

Developing Eco Offices Scope 2

When renovating buildings, we develop facilities that are equivalent to or exceed the ZEB Ready level, utilizing LED lighting, high thermal insulation, and high-efficiency air conditioning to minimize energy consumption, including electricity and fuel. We will go forward with developing “eco offices” that minimize CO₂ emissions by introducing EVs as company vehicles and installing fast EV chargers.

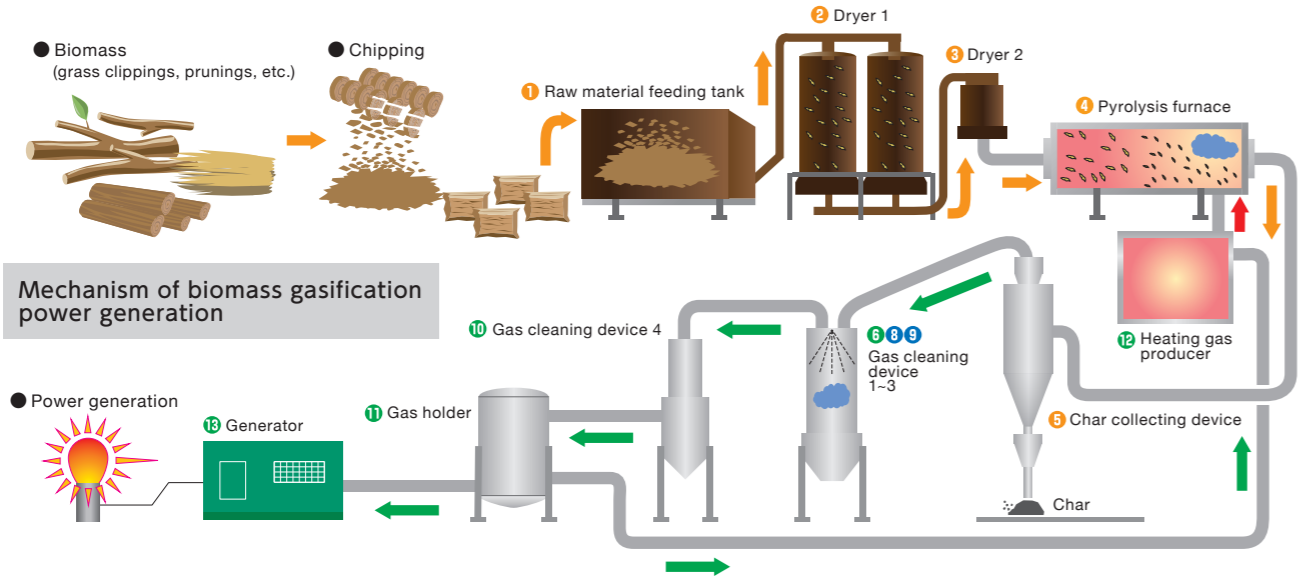


Generating Power Using Biomass (Plant-Derived Materials) Scope 2

The Tomioka Biomass Gasification Power Plant generates electricity using biomass, such as grass clippings, pruned branches, and thinned wood from expressway maintenance. This electricity is then supplied to interchange toll booths. This plant uses a pyrolysis furnace to heat biomass, produce gas, and utilize the gas for power generation, rather than burning biomass directly. Additionally, the charcoal generated as a residue is actively used as a soil enhancer and for other purposes.



Tomioka Biomass Gasification Power Generation (Joshin-Etsu Expwy on the premises of Tomioka IC)



Absorbing and Fixing CO₂ through Expressway Slope Planting Scope 1 • Scope 2

We will contribute to CO₂ reduction by properly maintaining and managing green spaces and trees planted on expressway embankments and slopes, sustaining their CO₂ absorption and fixation effects. We have planted trees in a total area of approximately 3,600 hectares within expressway premises by FY2024. It is estimated that around 38,000 tons of CO₂ are absorbed or fixed yearly by these forests.



Vegetation conditions on the slope about 20 years after construction

Installing EV Rapid Chargers Scope 3

We are improving convenience for customers using EVs and PHEVs (Plug-in Hybrid Vehicles) by installing new EV fast chargers at SA/PA locations where none exist, and by increasing the number of chargers and upgrading to higher output at existing locations. We had installed 281 chargers at 160 locations (an increase of 60 chargers from the previous year) by the end of FY2024. We will continue to increase the number of chargers to support the broader adoption of EVs.



EV rapid charger (Ichihara SA, inbound, on the Tateyama Expwy.)

3Rs for Waste and Construction By-Products Scope 3

Expressway construction involves the use of large amounts of soil, asphalt-concrete mixtures, and ready-mixed concrete. The construction by-products generated are recycled as much as possible into reusable resources to reduce waste and promote resource circulation (the recycling rate of construction by-products is shown in “Environmental Data”). We have also been promoting the recycling of glass bottles, cans, and PET bottles collected from SA and PA, achieving a 100% recycling rate for these materials in FY2023.

Climate Change Adaptation Initiatives : Adaptation Measures

We are promoting adaptation measures to combat water disasters and extreme weather events that are becoming more frequent and severe due to global warming. Examples of adaptation measures are presented in “Disaster Prevention and Mitigation.”

Hard Approach	Building resilient and reliable expressways	Constructing robust and reliable expressways based on new standards to ensure safe and secure use even during abnormal weather events.
Soft Approach	Developing technical criteria and information systems to prepare for disasters	Utilizing technical standards and indicators based on recent weather data and technical knowledge, and considering introducing systems using information technology.
	Enhancing disaster response capabilities	Strengthening our response capabilities through joint disaster drills, collaborating with national and local governments, the Self-Defense Forces, and other related organizations.

Toward the Future together with the International Community: Expanding Japan's Expressway Technologies Globally

Overseas Business Development

Our Group contributes to the development of other countries by utilizing the technologies and knowledge acquired over many years. We have, in particular, established a local subsidiary, E-NEXCO INDIA PRIVATE LIMITED (ENI), in rapidly growing India.

Technological Deployment in India

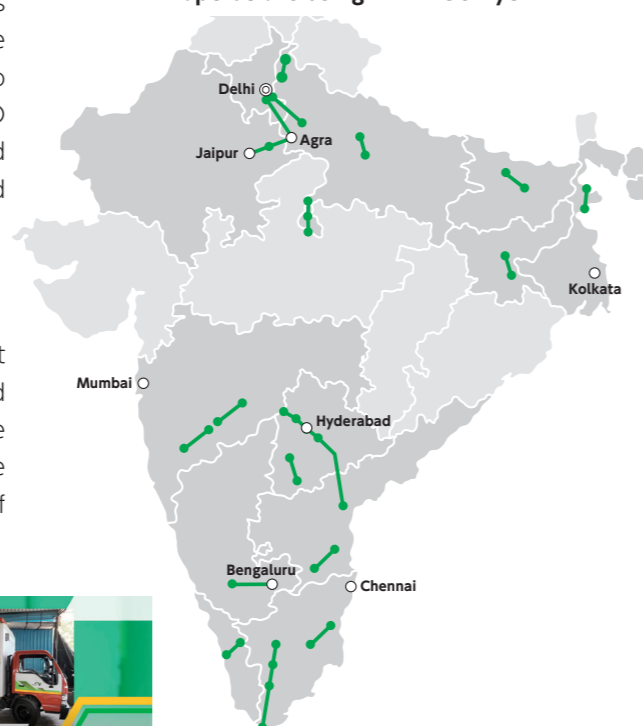
Business Development of ENI

We collect data, such as measurements of pavement cracks, rutting, and the International Roughness Index (IRI), obtained through E-NEXCO Eye (a vehicle equipped with lasers and cameras), and use it to create efficient road maintenance plans. "E-NEXCO Eye" contributes to the realization of safe road environments in India, where the demand for advanced road management and operations is growing.

Conclusion of Technical Advisory Agreement

We have signed a technical advisory agreement with Cube Highways (Cube), India's largest toll road operator. It encompasses overall road maintenance and management, including rest facilities, and we are developing businesses that utilize the experience of our Group.

Routes in the road surface condition survey operations using E-NEXCO Eye



E-NEXCO Eye:
Road surface condition survey vehicle



Watch the E-NEXCO Eye promotional video
in English on YouTube
<https://www.youtube.com/watch?v=lePhmG0xJnk&t=9s>

Participation in International Conferences Worldwide

We participate in various international conferences and seminars held worldwide to understand global trends and gather information on the expressway business. We also widely promote our group's technologies and knowledge to the world.

Major conferences attended in FY2024

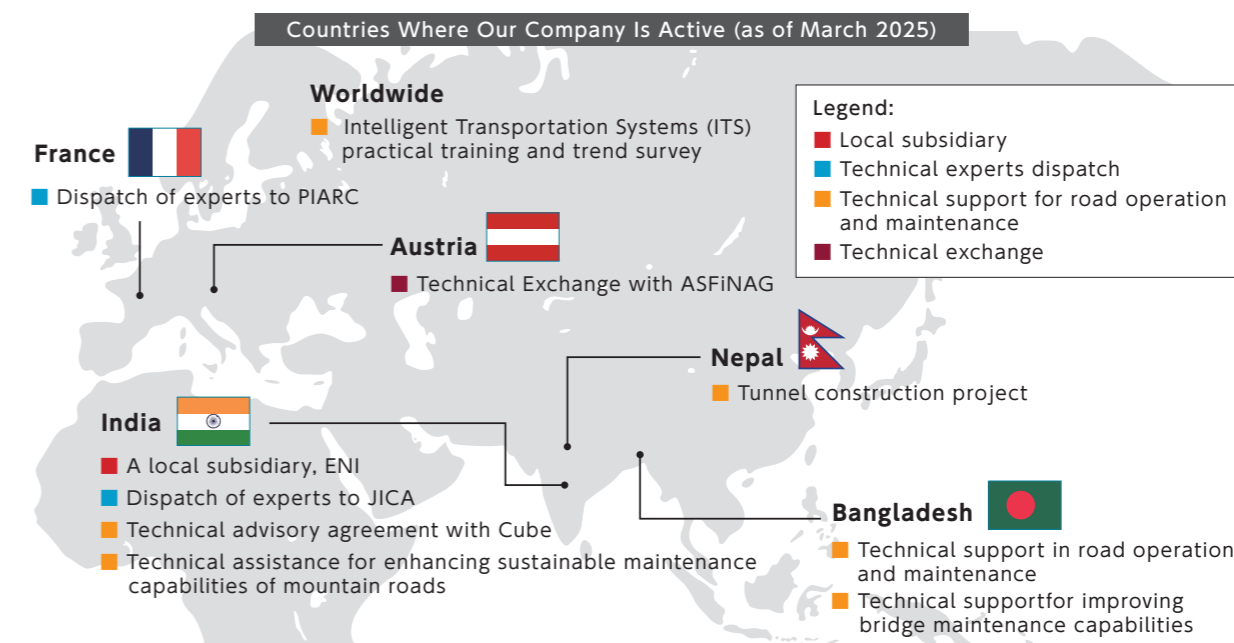
- * World Tunnel Congress
- * REAAA(Road Engineering Association of Asia and Australasia) Conference
- * World Congress on Intelligent Transport Systems (ITS World Congress)
- * CES(Consumer Electronics Show):
An electronics trade fair held every January in Las Vegas, United States.



Presenting technology
at an international trade show

Technical Contributions through Consulting

We provide technical support for road operation and maintenance in various countries, aiming at technical cooperation with local government agencies. We also dispatch technical experts on expressway construction and maintenance to the Japan International Cooperation Agency (JICA) and the World Road Association (PIARC) to assist in resolving local issues. Furthermore, we also contribute internationally by accepting technical trainees from various countries.



ENI Employee's Voice

ENI employee talks about "road maintenance in India"

I conduct road surface condition surveys and data analysis using the E-NEXCO Eye. Vibrations and dust can sometimes cause malfunctions in data and equipment in India, but we are making gradual improvements, and I find my daily work to be rewarding. I hope to continue contributing to the advancement of road maintenance in India using Japanese road technologies.

Mr. Naveenkumar J (Manager)



Technical Exchange with Austrian Expressway Company

Information and Technical Exchange with ASFiNAG

We signed an agreement with ASFiNAG, Austria's only expressway company, in 2008 to exchange information and technology related to expressway construction, management, and operation. ASFiNAG's expressways pass through urban areas and the mountains of the Alps and thus include many structures such as tunnels and bridges. Moreover, they also have snowy regions similar to the geographical characteristics of our Group's expressways. Therefore, we believe that this agreement will help address common challenges and promote the growth of both companies.



Exchange of views with ASFiNAG

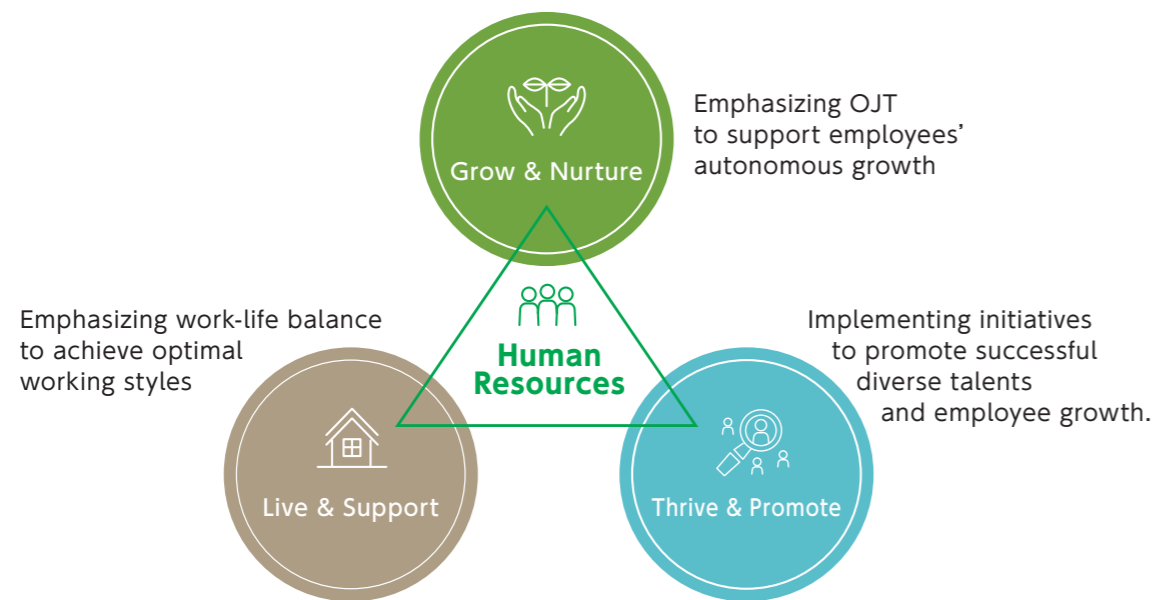
Supporting Each Individual's Growth and Fostering Human Resources for Future Value Creation

Expressways connect people, goods, ideas, and other elements, supporting people's daily lives. We are striving to develop human resources that will lead the future of expressways and continue to create new values, keeping pace with future social changes.

Human Resources Development Policy (Formulated in FY2023)

Strengthening Human Resources Development to Maximize their Abilities and Skills

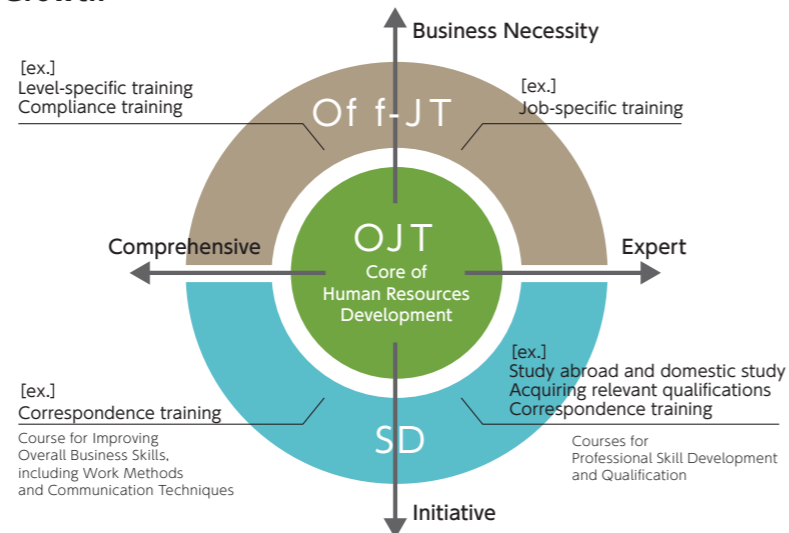
It is essential to secure and develop human resources, the source of on-site capabilities, to maintain and continuously evolve expressways for the long term. We have formulated a human resource development policy that clearly defines worker profiles, abilities, and skills our company seeks. It also includes human resources development methods and systems to balance job rotation and life stages. We are strengthening human resources development so that each employee can maximize their abilities and skills.



- * Enhancing OJT (on-the-job training) to ensure employees acquire advanced abilities and skills through job rotations.
- * Carefully confirming employees' preferences regarding tasks and work locations to achieve optimal job rotations.

Systems to Support each Individual's Growth

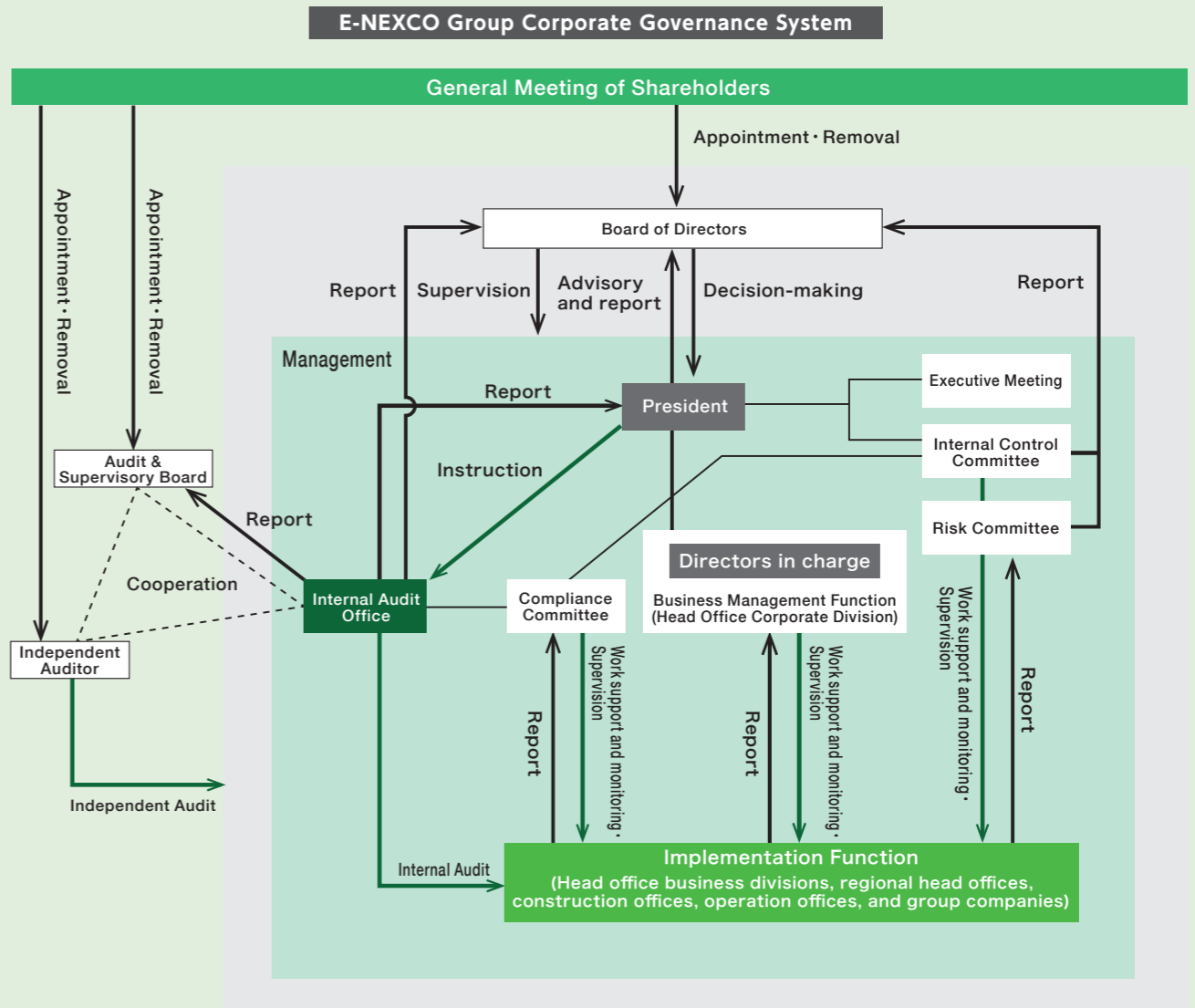
Our company values OJT, allowing employees to acquire necessary skills through their daily work, as a core part of our human resources development method. We also supplement it with Off-JT (off-the-job training) to provide specialized knowledge not covered by OJT, and SD (self-development), such as distance learning, to support independent learning. Those three methods are designed to complement each other as a comprehensive framework for human resources development.



Corporate Governance

Strengthening the Governance Framework to Promote Sound Management

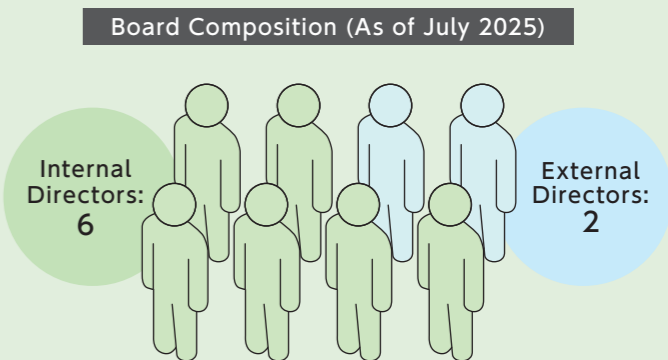
Enhancing corporate governance is the highest priority in putting customers first and ensuring the sustainable provision of safe, secure, comfortable, and convenient expressways. By strengthening our corporate governance framework, we aim to facilitate faster and more informed decision-making in business execution, thereby promoting sound and efficient management.



Board of Directors

Rolls and Members

The Board of Directors makes decisions on key management issues concerning our entire Group, ensuring management oversight. These include management policies, legal requirements, status and outlook for the medium-term management plan and annual implementation plan, progress and challenges of major projects, toll revenue and traffic volumes, SA/PA business performance, financial status, and internal control reporting.



List of Executives (As of July 1,2025)

Managing Directors



WATANABE Koichiro
Chairman
(outside)



YUKI Fumihiko
President
and Chief Executive Officer



TAKAHASHI Tomomichi
Representative Director
Executive Vice President
Director of Construction Division



ISEDA Satoshi
Managing Director
Senior Executive Officer
Director of Corporate Strategy Division



SHIINA Yutaka
Managing Director
Senior Executive Officer
Director of General Affairs
& Accounting Division



TANAKA Hiroyuki
Managing Director
Senior Executive Officer
Director of Operation Division



YOSHIMI Hideo
Managing Director
Senior Executive Officer
Director of Service Area
& New Business Division



MIYAKAWA Akiyo
Managing Director
(outside)

Audit & Supervisory Board Members



SATO Ryuji
Audit & Supervisory Board Member
(full-time)



KURODA Yasunori
Audit & Supervisory Board Member
(full-time/outside)



KAWAUCHI Hironori
Audit & Supervisory Board Member
(full-time/outside)



YAGASAKI Noriko
Audit & Supervisory Board Member
(part-time/outside)

Executive Officers



CHIDA Yoichi
Senior Executive Officer
Director of Technology
& International Division

Senior Executive Officers

UMEKI Hideo	Director General of Tohoku Regional Head Office
MATSUZAKA Toshihiro	Director General of Kanto Regional Head Office

Executive Officers

UEDA Toshiya	Deputy Director of Technology & International Division Director of Technology Environment Department
KANEDA Yasuaki	Deputy Director of Operation Division Director of Maintenance Management Department
KATO Kenji	Deputy Director of Construction Division Director of Construction Department
HIGASHIYAMA Sayuri	Director of Internal Audit Office
HARASHIMA Toshiaki	Director of Personnel Department, General Affairs & Accounting Division
SATO Takehiko	Director of Accounting & Finance Department, General Affairs & Accounting Division
MIYAIRI Tetsuo	Director General of Hokkaido Regional Head Office
SAKUMA Hitoshi	Director General of Niigata Regional Head Office

(As of July 1, 2025)

Information

【 Corporate Website 】

Learn more about NEXCO East Group's expressway business and initiatives on the corporate website. Expressway service information is available at "Dorapra E-NEXCO Drive Plaza."



Corporate website
<https://www.e-nexco.co.jp/en/corp/>



Dorapla E-NEXCO Drive Plaza
<https://en.driveplaza.com/>

Company Overview

Company Name	East Nippon Expressway Company Limited		
Location	Shin-Kasumigaseki Building, 3-3-2, Kasumigaseki, Chiyoda-ku, Tokyo 100-8979 TEL:+81-3-3506-0111 (Service Area Business Division) MOMENTO SHIODOME 6th floor, 2-3-17, Higashi-shimbashi, Minato-ku, Tokyo 105-0021		
Representative	YUKI Fumihiko President and Chief Executive Officer	Capital Stock	525 billion yen
Founded	October 1, 2005	Number of Employees	2,573 (as of March 1, 2024. Excluding outgoing external secondees and including incoming external secondees)
Business Objectives	Supporting economic growth and public well-being through expressway construction and operation		
Business Description	Expressway construction and operation, service areas, parking facilities, underpass use, truck terminals, credit card and online service, hotels, overseas operations		

Hokkaido Regional Head Office	5-12-30, Oyachinishi, Atsubetsu-ku, Sapporo 004-8512	TEL:+81-11-896-5211
Tohoku Regional Head Office	JR Sendai East Gate Building, 1-1-1, Tsutsujigaoka, Miyagino-ku, Sendai 983-8477	TEL:+81-22-395-4002
Kanto Regional Head Office	Omiya JP Building, 1-11-20, Sakuragi-cho, Omiya-ku, Saitama 330-0854	TEL:+81-48-631-0001
Niigata Regional Head Office	Niigata PLAKA3, 1-1, Tenjin, Chuo-ku, Niigata 950-0917	TEL:+81-25-241-5111

NEXCO East Group 31 Companies

Consolidated subsidiary		
NEXCO-Toll Tohoku Co., Ltd	NEXCO-Maintenance Tohoku Co., Ltd	NEXCO-East Areattract Co., Ltd
NEXCO-Toll Kanto Co., Ltd	NEXCO-Maintenance Kanto Co., Ltd	NEXCO-East Innovation & Communications Co., Ltd
NEXCO-Toll Kita-Kanto Co., Ltd	NEXCO-Maintenance Niigata Co., Ltd	E-NEXCO INDIA PRIVATE LIMITED
NEXCO-Engineering Hokkaido Co., Ltd	NEXCO-Patrol Tohoku Co., Ltd	Kanto Area Clean Co., Ltd
NEXCO-Engineering Tohoku Co., Ltd	NEXCO-Patrol Kanto Co., Ltd	NEXCO-East Retail Co., Ltd
NEXCO-East Engineering Co., Ltd	NEXCO-Support Hokkaido Co., Ltd	NEXCO-East Area Support Co., Ltd
NEXCO-East Engineering Niigata Co., Ltd	NEXCO-Support Niigata Co., Ltd	NEXCO-East Logitem Co., Ltd
NEXCO-Maintenance Hokkaido Co., Ltd	NEXCO-East Trustee Co., Ltd	NEXCO-East Cityfood Co., Ltd

Affiliated company	
NEXCO Insurance Services Co., Ltd	Trans-Tokyo Bay Highway Corp.
NEXCO System Solutions Co., Ltd	Tohoku Expressway Truck Terminal Co., Ltd
Nippon Expressway Research Institute Co., Ltd	Japan Expressway International Co., Ltd
Nippon Expressway Toll Technology Co., Ltd	