

To whom it may concern

Name of the company NIPPON EXPRESS CO., LTD.  
Name of representative Mitsuru Saito  
President, CEO  
(Code No. 9062  
First Section of the Tokyo Stock Exchange)

**Notice Concerning Change in Representative Director Status in Conjunction  
With the Transition to a Holding Company Structure**

At a meeting held on October 21, 2021, the Nippon Express Co., Ltd. board of directors resolved to make the following changes in representative director status based on reports from the company's Compensation and Nomination Advisory Committee.

1. Reasons for the assignments

To achieve the company's long-term vision to become a logistics company with a strong presence in the global market as described in the Nippon Express Group Business Plan 2023 "Dynamic Growth," the company intends to shift to a holding company structure on January 4, 2022. In conjunction with this shift and the new management structure, the company will make the aforementioned changes in representative director status to strengthen group management further, to enhance the expertise and competitive ability of each business, to achieve sustainable growth for the group, and to improve corporate value.

2. Assignment details

1. Nippon Express Holdings, Inc.

Name	New title
Kenji Watanabe	Chairman and Representative Director
Mitsuru Saito	President and Representative Director
Satoshi Horikiri	Executive Vice Presidents and Representative Director

(2) Nippon Express Co., Ltd.

Name	New title	Current title
Kenji Watanabe	Retirement	Chairman and Representative Director
Takaaki Ishii	Retirement	Executive Vice President and Representative Director
Susumu Akita	Retirement	Executive Vice President and Representative Director
Akira Kondo	Executive Vice President and Representative Director	—
Eiichi Nakamura	Executive Vice President and Representative Director	—

\*Kenji Watanabe, Takaaki Ishii, and Susumu Akita will resign their respective positions as representative directors of Nippon Express Co., Ltd. on January 4, 2022.

3. Scheduled date of change

January 4, 2022

4. Career highlights for newly appointed representative directors.

See Attachment 1.

5. Reference

Titles, Ranks, and Segregation of Duties Beginning January 4, 2022

See Attachment 2 and Attachment 3.

End

### Career Highlights

New Title      Nippon Express Holdings, Inc.  
Chairman and Representative Director

Name:            Kenji Watanabe

Date of Birth:   February 3, 1950

Education:      1972 March      Faculty of Law, Chuo University

Career	1972 April	Joined Nippon Express Co., Ltd.
	1995 June	General Manager, Labor Division, Health and Hygiene Group
	1998 March	Associate Director, Nippon Express Health Insurance Association
	1999 June	General Manager, Osaka Branch
	2001 June	General Manager, Osaka Branch (structural reform)
	2002 June	General Manager, General Affairs & Labor Division
	2004 June	Managing Executive Director
		General Manager, General Affairs & Labor Division
	2005 May	Executive Officer
		Regional General Manager, No. 9 Region, and General Manager, Osaka branch
	2005 June	Director and Executive Officer
		Regional General Manager, No. 9 Region, and General Manager, Osaka branch
	2007 May	Director and Senior Managing Executive Officer
		Regional General Manager, Tokyo Metropolitan Region, and General Manager, Tokyo Branch
	2009 May	Executive Vice President, Chief Operating Officer and Representative Director
	2011 June	President, Chief Executive Officer and Representative Director
	2017 May	Chairman and Representative Director
	2022 January	Nippon Express Holdings, Inc.
		Chairman and Representative Director (scheduled)

Stock Ownership 29,286 shares

## Career Highlights

New Title      Nippon Express Holdings, Inc.  
 President, Chief Executive Officer, and Representative Director, and President,  
 Chief Executive Officer and Representative Director, Nippon Express Co., Ltd.

Name:           Mitsuru Saito

Date of Birth:   September 22, 1954

Education:      1978 March      Faculty of Economics, Keio University

Career           1978 April      Joined Nippon Express Co., Ltd.  
                     2002 October    Group General Manager of Consolidated  
                                  Finance, Accounting Division  
                     2004 November General Manager, Finance Division, Nippon Express USA, Inc.  
                     2007 April      General Manager, Accounting Division  
                     2007 October    General Manager, Finance Division  
                     2009 May       Executive Officer  
                                  Regional General Manager, Tohoku Region and General Manager,  
                                  Sendai Branch  
                     2012 May       Managing Executive Officer  
                     2012 June       Director and Managing Executive Officer  
                     2014 May       Executive Vice President, Chief Operating Officer and  
                                  Representative Director  
                     2017 May       President, Chief Executive Officer and Representative Director  
                                  (current position)  
                     2022 January    Nippon Express Holdings, Inc.  
                                  President, Chief Executive Officer, and Representative Director  
                                  (scheduled)

Stock Ownership 18,349 shares

End

## Career Highlights

New Title      Nippon Express Holdings, Inc.  
Executive Vice President, Chief Operating Officer, and Representative Director,  
and Executive Vice President, Chief Operating Officer, and Representative Director,  
Nippon Express Co., Ltd.

Name:            Satoshi Horikiri

Date of Birth:   October 25, 1960

Education:      1983 March      Faculty of Law, University of Tokyo

Career	1983 April	Joined Nippon Express Co., Ltda.
	2007 May	General Manager, General Affairs & Labor Division
	2011 June	Named general manager, Kyoto Branch
	2015 May	Executive Officer
		Regional General Manager, North Kanto & Shin-Etsu Region and General Manager, Gunma Branch
	2017 May	Executive Officer
	2017 June	Director and Executive Officer
	2018 May	Director and Managing Executive Officer
	2019 April	Director and Senior Managing Executive Officer
	2019 June	Senior Managing Executive Officer
	2020 April	Executive Vice President and Chief Operating Officer
	2020 June	Executive Vice President, Chief Operating Officer and Representative Director (current position)
	2022 January	Nippon Express Holdings, Inc. Executive Vice President, Chief Operating Officer, and Representative Director (scheduled)

Stock Ownership 5,805 shares

End

## Career Highlights

New Title        Nippon Express Co., Ltd.  
Executive Vice President, Chief Operating Officer, and Representative Director,  
and Executive Vice President, Nippon Express Holdings, Inc.

Name:            Akira Kondo

Date of Birth:   January 22, 1959

Education        1981 March       Faculty of Law, Keio University

Career            1981 April        Joined Nippon Express Co., Ltd.  
2005 May        General Manager, General Affairs & Labor Division  
2007 May        General Manager, Yamagata Branch  
2009 May        General Manager, Domestic Business Headquarters  
2011 June        General Manager, Shizuoka Branch  
2013 May        Executive Officer  
Regional General Manager, Shikoku Region and General  
Manager, Shikoku Branch  
2015 May        Executive Officer  
2016 May        Managing Executive Officer  
2019 April       Senior Managing Executive Officer  
2022 January    Executive Vice President, Chief Operating Officer and  
Representative Director  
and Nippon Express Holdings, Inc.  
Executive Vice President (scheduled)

Stock Ownership        6,600 shares

End

## Career Highlights

New Title        Nippon Express Co., Ltd.  
Executive Vice President, Chief Operating Officer, and Representative Director

Name:            Eiichi Nakamura

Date of Birth:    July 12, 1957

Education        March 1982    Faculty of Economics, Keio University

Career	1982 April	Joined Nippon Express Co., Ltd.
	2007 February	General Manager, Airport Business Division
	2009 January	President and Representative Director, Nippon Express Belgium (Belgium) N.V./S.A.
	2011 October	General Manager, Corporate Planning Division
	2013 May	Associate Director
		General Manager, Tokyo Airport Branch
	2015 May	Executive Officer
		Regional General Manager, Chubu Region and General Manager, Nagoya Branch
	2017 May	Managing Executive Officer
		Regional General Manager, Chubu Region and General Manager, Nagoya Branch
	2019 April	Senior Managing Executive Officer
		Regional General Manager, Kantokoshinetsu Region
	2021 April	Senior Managing Executive Officer
		Regional General Manager, Kantokoshinetsu Region and General Manager, Kantoshinetsu Regional Business Support Unit
	2022 January	Executive Vice President, Chief Operating Officer and Representative Director (scheduled)

Stock Ownership 6,979 shares

End

Nippon Express Holdings, Inc.  
Director Titles, Ranks, Duties

As of January 4, 2022

Name	Title	Duties
Kenji Watanabe	Chairman and Representative Director	Chairman of the Board of Director
Mitsuru Saito	President and Representative Director	Chief Executive Officer; President and Representative Director, Nippon Express Co., Ltd.
Satoshi Horikiri	Executive Vice President, Chief Operating Officer and Representative Director	Corporate Management Headquarters, Risk Management Headquarters; Chief Managing Officer, Corporate Management Headquarters; Executive Vice President, Chief Operating Officer and Representative Director, Nippon Express Co., Ltd.
Akira Kondo	Chief Operating Officer	Global Business Headquarters; Executive Vice President, Chief Operating Officer and Representative Director, Nippon Express Co., Ltd.
Toshiro Uchida	Senior Managing Executive Officer	Chief Managing Officer, Global Business Headquarters; Director and Senior Managing Executive Officer, Nippon Express Co., Ltd.
Tatsuo Sugiyama	Senior Managing Executive Officer	Regional General Manager, East Asia Region, President and Chairman, Nippon Express (China) Co., Ltd.; Chairman, Nippon Express (H.K.) Co., Ltd.
Tatsuya Suzuki	Director and Managing Executive Officer	Chief Managing Officer, Risk Management Headquarters; Compliance and Risk Management Division, Legal and Intellectual Property Division, Internal Auditing Division
Masato Nakagawa	Managing Executive Officer	Information Technology Strategy Division; General Manager, Information Technology Strategy Division
Takashi Masuda	Director and Managing Executive Officer	Chief Managing Officer, Corporate Strategy Headquarters; Director and Managing Executive Officer, Nippon Express Co., Ltd.
Hiroyuki Tanaka	Executive Officer	Regional General Manager, South Asia & Oceania Region, President, Nippon Express (South Asia & Oceania) PTE. Ltd.
Hideshi Ootsuki	Executive Officer	Accounting Division; General Manager, Accounting Division; Director and Executive Officer, Nippon Express Co., Ltd.
Tatsuya Akama	Director and Managing Executive Officer	Human Resources Strategy Management Division, Corporate Communication Division; General Manager, Human Resources Strategy Management Division; Executive Officer, Nippon Express Co., Ltd.
Toshiya Abe	Executive Officer	Regional General Manager, Americas Region; President, Nippon Express U.S.A., Inc.
Toshikazu Kitai	Executive Officer	Regional General Manager, Europe Region; President, Nippon Express Europe GmbH
Shinichi Kakiyama	Executive Officer	Global Business Management Division; General Manager, Global Business Management Division; Executive Officer, Nippon Express Co., Ltd.
Satoshi Otsuji	Executive Officer	Global Sales Management Division; General Manager, Global Sales Management Division; Executive Officer, Nippon Express Co., Ltd.
Akira Unno	Executive Officer	DX Promotion Division, Sustainability Promotion Department; General Manager, DX Promotion Division



Name	Title	Duties
Mamoru Akaishi	Executive Officer	Corporate Planning Division, Secretarial Division, Financial Planning Division; General Manager, Corporate Planning Division
Shigeo Nakayama	Director	
Sadako Yasuoka	Director	
Yojiro Shiba	Director	
Shigeki Arima	Audit & Supervisory Board Member (full-time)	
Koji Mizota	Audit & Supervisory Board Member (full-time)	
Toshiaki Nojiri	Audit & Supervisory Board Member	
Yoshio Aoki	Audit & Supervisory Board Member	
Nobuko Sanui	Audit & Supervisory Board Member	

\*Directors Nakayama, Yasuoka, and Shiba are outside directors as defined in the Companies Act.

\*Directors Nakayama, Yasuoka, and Shiba are part-time directors.

Nippon Express Co., Ltd.  
Director Titles, Ranks, Duties

As of January 4, 2022

Name	Title	Duties
Mitsuru Saito	President and Representative Director	Chief Executive Officer;
Satoshi Horikir	Executive Vice President, Chief Operating Officer and Representative Director	Corporate Solutions Headquarters; Chief Managing Officer, Corporate Solutions Headquarters
Akira Kondo	Executive Vice President, Chief Operating Officer and Representative Director	Global Sales Strategy Headquarters, Global Business Strategy Headquarters, Specialized Transport Business Headquarters; Chief Managing Officer, Specialized Transport Business Headquarters
Eiichi Nakamura	Executive Vice President, Chief Operating Officer and Representative Director	Logistics & Network Headquarters; Chief Managing Officer, Logistics & Network Headquarters; Regional General Manager, Kantokoshinetsu Region; General Manager, Kantokoshinetsu Region Business Planning
Toshiro Uchida	Director and Senior Managing Executive Officer	Chief Managing Officer, Global Business Strategy Headquarters
Takashi Masuda	Director and Managing Executive Officer	Chief Managing Officer, Corporate Strategy Headquarters
Atsushi Nagashima	Managing Executive Officer	Domestic Air Cargo Division; General Manager, Kantokoshinetsu Region Forwarding Business
Chihiro Sugiyama	Managing Executive Officer	General Manager, Kantokoshinetsu Region Account Sales Business
Kazutoshi Hamashima	Managing Executive Officer	Regional General Manager, Hokkaido & Tohoku Region; General Manager, Sendai Branch
Shinjiro Takezoe	Managing Executive Officer	Regional General Manager, Kansai Region; General Manager, Osaka Branch
Tadahiro Furue	Director and Managing Executive Officer	Chief Managing Officer, Global Sales Strategy Headquarters
Masayuki Yamada	Managing Executive Officer	Lifestyle & Consumer Industry Sales Division, Pharmaceutical Business Division
Tadashi Fujishiro	Managing Executive Officer	Security Transport Business Division
Kenji Kato	Director and Managing Executive Officer	Safety and Operation Quality Promotion Division, Compliance and Risk Management Division
Ken Sato	Executive Officer	Material Industry Sales Division, Government Business Division, Resource Recycling Sales Division
Hideshi Ootsuki	Director and Managing Executive Officer	Finance and Accounting Division, CRE Management Division
Tatsuya Akama	Executive Officer	Human Resources Strategy Division
Tatsuya Fujimoto	Executive Officer	Regional General Manager, Chugoku & Shikoku Region; General Manager, Hiroshima Branch
Haruyasu Toda	Executive Officer	Digital Platform Strategy Division; General Manager, Digital Platform Strategy Division

Name	Title	Duties
Sumitoshi Matsuo	Executive Officer	Mobility Business Sales Division
Yoichi Satake	Executive Officer	Regional General Manager, Kyushu Region; General Manager, Fukuoka Branch
Toru Hirose	Executive Officer	Electronic Commerce Business Division; General Manager, Electronic Cor
Shinichi Kakiyama	Executive Officer	Overseas Business Strategy Division, Global Forwarding Planning & Development Division, Global Logistics Solutions Division
Tatsuya Toda	Executive Officer	Network Transport Planning Division, Small-Lot Cargo Division, Railway Forwarding Division; General Manager, Network Transport Planning Division
Satoshi Otsuji	Executive Officer	Business Development Division, Marketing Strategy Division, Sales Strategy Division, Pharmaceutical Logistics Quality Assurance Division; General Manager, Marketing Strategy Division
Hiroshi Takahara	Director and Managing Executive Officer	Corporate Strategy Division; General Manager, Corporate Strategy Division
Takashi Obayashi	Executive Officer	Information Technology Promotion Division; General Manager, Information Technology Promotion Division
Jun Tanaka	Executive Officer	General Manager, Kantokoshinetsu Region Logistics Business; Kantoshinetsu Region
Yasuo Miyazaki	Executive Officer	Fine Arts Business Division, Heavy Haulage & Construction Business Division; General Manager, Heavy Haulage & Construction Business Division
Yoichi Wada	Executive Officer	Logistics Division, Removals Sales Division
Tsuneo Andou	Executive Officer	Domestic Ocean Liner Division, Harbor Transportation Division; Deputy General Manager, Kantokoshinetsu Region Forwarding Business
Atsushi Tempaku	Executive Officer	Regional General Manager, Chubu Region; General Manager, Nagoya Branch
Sachiko Abe	Audit & Supervisory Board Member (full-time)	
Shigeki Arima	Audit & Supervisory Board Member	
Koji Mizota	Audit & Supervisory Board Member	