

Officer Assignments

At the Board of Directors meeting held today, based on the recommendations from the Compensation and Nomination Advisory Committee held on December 16, 2025, we decided on the personnel changes for executive officers to be proposed at the 4th Ordinary General Meeting of Shareholders scheduled to be held in late March of this year, as described below.

In addition, at the Board of Directors meeting of Nippon Express Co., Ltd. held today, we also decided on the personnel changes for executive officers to be proposed at the company's 120th Ordinary General Meeting of Shareholders scheduled to be held in late March of this year, as described below, and hereby announce them together.

1. NIPPON EXPRESS HOLDINGS, INC.

A. Candidates for New Directors who are Audit & Supervisory Committee Members

(Current title)

Yoko Kudo California Certified Public Accountant (CPA)

Chie Ikegawa Representative Director, Strat Consulting Co.,Ltd.

B. Persons scheduled to retire

(Current title)

Yoshio Aoki Outside Director

Nobuko Sanui Outside Director

2. Nippon Express Co., Ltd.

A. Candidate for a new Audit & Supervisory Board Member

(Current title)

Tadafumi Ota General Manager, Nagano Branch

B. Audit & Supervisory Board Member scheduled to retire

(Current title)

Koji Mizota Audit & Supervisory Board Member

NIPPON EXPRESS HOLDINGS, INC.

Director(excluding Directors who are Audit & Supervisory Committee Members)
Titles, Ranks, Duties(Scheduled)

March 27,2026

Name	Title	Duties
Mitsuru Saito	Chairman and Representative Director	Chairman of Board of Directors
Satoshi Horikiri	President, Chief Executive Officer and Representative Director	CEO
Mamoru Akaishi	Director and Managing Executive Officer	Corporate Planning Division; General Manager, Corporate Planning Division
Sachiko Abe	Director and Executive Officer	Internal Auditing Division
Yojiro Shiba	Outside Director	
Yumiko Ito	Outside Director	
Tsukiko Tsukahara	Outside Director	

*Directors Shiba, Ito,Tsukahara are outside directors as defined in the Companies Act.

*Directors Shiba, Ito,Tsukahara are part-time directors.

NIPPON EXPRESS HOLDINGS, INC.Director who is an Audit & Supervisory Committee MemberTitles, Ranks, Duties(Scheduled)

March 27,2026

Name	Title	Duties
Takashi Nakamoto	Director	Audit & Supervisory Committee Member
Ryuji Masuno	Outside Director	Audit & Supervisory Committee Member
Yoko Kudo	Outside Director	Audit & Supervisory Committee Member
Chie Ikegawa	Outside Director	Audit & Supervisory Committee Member

*Directors Masuno, Kudo,Ikegawa are outside directors as defined in the Companies Act.

*Directors Masuno, Kudo,Ikegawa are part-time directors.

NIPPON EXPRESS HOLDINGS, INC.Persons Scheduled to Retire

March 27, 2026

Name	Title	Planned subsequent
Yoshio Aoki	Outside Director	
Nobuko Sanui	Outside Director	

NIPPON EXPRESS HOLDINGS, INC.
Officer Titles, Ranks, Duties(Scheduled)

March 27,2026

Name	Title	Duties
Mitsuru Saito	Chairman and Representative Director	Chairman of Board of Directors
Satoshi Horikiri	President, Chief Executive Officer and Representative Director	CEO
Hideshi Otsuki	Senior Managing Executive Officer	CFO Chief Managing Officer,Corporate Strategy Headquarters; Director and Senior Managing Executive Officer, NIPPON EXPRESS CO.,LTD.; President,Representative Director, NX Real Estate Co., Ltd.
Tatsuya Akama	Senior Managing Executive Officer	Chief Managing Officer,Corporate Management Headquarters, Risk Management Headquarters;Human Resources Strategy Management Division;Director and Senior Managing Executive Officer, Nippon Express Co., Ltd.
Satoshi Otsuji	Senior Managing Executive Officer	Chief Managing Officer,Global Business Headquarters; Business Process & Operations Division, Pharmaceutical Logistics Global Quality Assurance Division, Sales Strategy Division,Logistics Solution Division,Air Freight Forwarding Division, Ocean Freight Forwarding Division,Business Strategy Division
Shinichi Kakiyama	Managing Executive Officer	CEO,Europe Region; Managing Director, Nippon Express Europe GmbH
Sumitoshi Matsuo	Managing Executive Officer	CEO,East Asia Region ; Pan-Asia Strategy; President and Representative Director,Nippon Express East Asia Co., Ltd; Chairman, Nippon Express (China) Co., Ltd.; Chairman, Nippon Express (H.K.) Co., Ltd.
Mamoru Akaishi	Director and Managing Executive Officer	Corporate Planning Division; General Manager, Corporate Planning Division
Takeshi Kunitani	Managing Executive Officer	Chief Managing Officer, IT Digital Solution Headquarters; Information Technology Strategy Division
Atsushi Tempaku	Executive Officer	DX Promotion Division,Corporate Venturing Division; General Manager, DX Promotion Division
Takeshi Sakamoto	Executive Officer	Compliance and Risk Management Division, Legal and Intellectual Property Division
Kazuoki Oguro	Executive Officer	CEO,Americas Region; President, Nippon Express U.S.A., Inc.
Katsuhito Kobayashi	Executive Officer	CEO,South Asia & Oceania Region ; Indian Ocean Rim Strategy; Managing Director,Nippon Express (South Asia & Oceania) PTE. Ltd.

Name	Title	Duties
Hiroko Kishida	Executive Officer	Sustainability Promotion Division; General Manager,Sustainability Promotion Division
Yuichi Ikeda	Executive Officer	Corporate Communication Division,Secretarial Division; General Manager,Secretarial Division
Sachiko Abe	Director and Executive Officer	Internal Auditing Division
Yasuhiro Okanishi	Executive Officer	Emerging Region Development
Koichiro Kamegawa	Executive Officer	Financial Planning Division,Accounting Division; General Manager,Financial Planning Division,Accounting Division
Arnaldo Vivoli	Executive Officer	Co-CEO,Europe Region
Yojiro Shiba	Outside Director	
Yumiko Ito	Outside Director	
Tsukiko Tsukahara	Outside Director	
Takashi Nakamoto	Director	Audit & Supervisory Committee Member
Ryuji Masuno	Outside Director	Audit & Supervisory Committee Member
Yoko Kudo	Outside Director	Audit & Supervisory Committee Member
Chie Ikegawa	Outside Director	Audit & Supervisory Committee Member

*Directors Shiba, Ito,Tsukahara, Masuno,Kudo,Ikegawa are outside directors as defined in the Companies Act.

*Directors Shiba, Ito,Tsukahara,Masuno,Kudo,Ikegawa are part-time directors.

Nippon Express Co., Ltd.
Director Titles, Ranks,Duties (Scheduled)

March 27,2026

Name	Title	Duties
Shinjiro Takezoe	President, Chief Executive Officer and Representative Director	Chief Executive Officer
Chihiro Sugiyama	Executive Vice President, Chief Operating Officer and Representative Director	Chief Managing Officer,Account Sales Headquarters, Business Management Headquarters
Hideshi Otsuki	Director and Senior Managing Executive Officer	Chief Managing Officer, Corporate Strategy Headquarters
Tatsuya Akama	Director and Senior Managing Executive Officer	Chief Managing Officer, Corporate Solutions Headquarters
Kenji Kato	Director and Managing Executive Officer	Safety and Operation Quality Promotion Division, Compliance and Risk Management Division
Takashi Obayashi	Director and Managing Executive Officer	Information Technology Promotion Division; President, NX INFORMATION SYSTEMS CO., LTD.
Jun Matsumoto	Director and Executive Officer	Finance and Accounting Division, CRE Management Division; General Manager,Finance and Accounting Division
Kazuhiko Fukushima	Director and Executive Officer	Corporate Strategy Division; General Manager, Corporate Strategy Division

Nippon Express Co., Ltd.
Audit & Supervisory Board Member (Scheduled)

March 27, 2026

Name	Title	Duties
Tadafumi Ota	Audit & Supervisory Board Member	

Nippon Express Co., Ltd.
Audit & Supervisory Board Member Scheduled to Retire

March 27, 2026

Name	Title	Planned subsequent
Koji Mizota	Audit & Supervisory Board Member	

Nippon Express Co., Ltd.
Officer Titles, Ranks, Duties(Scheduled)

March 27,2026

Name	Title	Duties
Shinjiro Takezoe	President, Chief Executive Officer and Representative Director	Chief Executive Officer
Chihiro Sugiyama	Executive Vice President, Chief Operating Officer and Representative Director	Chief Managing Officer,Account Sales Headquarters, Business Management Headquarters
Tatsuya Fujimoto	Senior Managing Executive Officer	General Manager, Logistics Business Unit
Hideshi Otsuki	Director and Senior Managing Executive Officer	Chief Managing Officer, Corporate Strategy Headquarters
Tatsuya Akama	Director and Senior Managing Executive Officer	Chief Managing Officer, Corporate Solutions Headquarters
Kenji Kato	Director and Managing Executive Officer	Safety and Operation Quality Promotion Division, Compliance and Risk Management Division
Toru Hirose	Managing Executive Officer	Digital Commerce Sales Division,Pharmaceutical Business Division
Tatsuya Toda	Managing Executive Officer	Domestic Air Cargo Division, Network Transport Planning Division, Small-Lot Cargo Division, Railway Forwarding Division
Hiroshi Takahara	Managing Executive Officer	President,East Company
Michiharu Sakata	Managing Executive Officer	President,West Company
Takashi Obayashi	Director and Managing Executive Officer	Information Technology Promotion Division; President, NX INFORMATION SYSTEMS CO., LTD.
Tsuneo Ando	Managing Executive Officer	Domestic Ocean Liner Division, Harbor Transportation Division; General Manager, Forwarding Business Unit
Haruyasu Toda	Executive Officer	DX Solution Promotion Division
Akira Unno	Executive Officer	Domestic Removals Division,Fine Arts Business Division, Sustainable Solutions Promotion Division, Pharmaceutical Logistics Quality Assurance Division; General Manager,Sustainable Solutions Promotion Division
Osamu Sasaki	Executive Officer	Mobility Business Sales Division
Yoshiyuki Kanamori	Executive Officer	Deputy General Manager, Forwarding Business Unit
Nobuaki Kanazawa	Executive Officer	Chubu Region Sales Management Division

Name	Title	Duties
Jun Matsumoto	Director and Executive Officer	Finance and Accounting Division, CRE Management Division; General Manager, Finance and Accounting Division
Kazuhiko Fukushima	Director and Executive Officer	Corporate Strategy Division; General Manager, Corporate Strategy Division
Kaoru Yasuda	Executive Officer	Steel Sales Division, Government Business Division, General Construction Sales Division, Resource Recycling Sales Division
Kozo Okudaira	Executive Officer	General Manager, Account Sales Business Unit
Yoshiaki Koshida	Executive Officer	Device & Machinery Sales Division; General Manager, Device & Machinery Sales Division
Shunichi Okamoto	Executive Officer	Kansai Region Sales Management Division
Hideki Nagaoka	Executive Officer	Lifestyle Sales Division; General Manager, Lifestyle Sales Division
Taisuke Fujishiro	Executive Officer	Industrial Material Sales Division; General Manager, Industrial Material Sales Division
Satoshi Satake	Executive Officer	Foods & Beverage Sales Division; General Manager, Foods & Beverage Sales Division
Koji Uno	Executive Officer	Human Resources Strategy Division; General Manager, Human Resources Strategy Division
Hisashi Shimonoda	Executive Officer	Account Sales Management Division, Logistics Business Promotion Division
Tatsuya Sugimoto	Audit & Supervisory Board Member	
Tadafumi Ota	Audit & Supervisory Board Member	