January 18,2023

NIPPON EXPRESS HOLDINGS, INC.

Officer Assignments

At the Board of Directors meeting held today, based on the recommendations of the Remuneration and Nomination Advisory Committee meeting held on December 16th, the following decisions were made regarding new director candidates to be discussed at the 1st Ordinary shareholder's meeting scheduled to be held on March 30th. We have also decided on the following directors who are scheduled to retire.

In addition, at the Board of Directors meeting of Nippon Express Co., Ltd. held today, the following decisions were made regarding the candidates for new directors to be discussed at the 117th Ordinary General Meeting of Shareholders of Nippon Express Co., Ltd., which is also scheduled to be held on March 30th, were decided as follows.

The titles, ranks, and duties of the directors will be announced on the attached sheet.

1. NIPPON EXPRESS HOLDINGS, INC.

A. New director candidates

Mamoru Akaishi	Executive Officer Corporate Planning Division; General Manager, Corporate Planning Division
Yumiko Ito	Attorney, Representative of ITO LAW OFFICE

B. Directors scheduled to retire

Tatsuya Aakama	Director and Executive Officer Human Resources Strategy Management Division; General Manager, Human Resources Strategy Management Division;
Nakayama Shigeo	Director

2. Nippon Express Co., Ltd.

A. New director candidates

Shinjiro Takezoe	Managing Executive Officer Chief Managing Officer, Corporate Strategy Headquarters
Tatsuya Akama	Executive Officer Human Resources Strategy Division
Takashi Obayashi	Executive Officer Information Technology Promotion Division
Kazuhiko Fukushima	Executive Officer Corporate Strategy Division; General Manager, Corporate Strategy Division

The positions of each persons are as of January 1, 2023.

attachment 1

NIPPON EXPRESS HOLDINGS, INC.

Director Titles, Ranks, Duties (Scheduled)

as of March 30, 2023

Name	Title	Duties
Kenji Watanabe	Chairman and Representative Director	Chairman of the Board of Directors
Mitsuru Saito	President, Chief Executive Officer and Representative Director	Chief Executive Officer
Mamoru Akaishi	Director and Executive Officer	Corporate Planning Division; General Manager, Corporate Planning Division
Sadako Yasuoka	Director	
Yojiro Shiba	Director	
Yumiko Ito	Director	

*Directors Yasuoka, Shiba, and Ito are outside directors as defined in the Companies Act.
*Directors Yasuoka, Shiba, and Ito are part-time directors.

attachment 2

NIPPON EXPRESS HOLDINGS, INC.

Director Scheduled to Retire (Scheduled)

as of March 30, 2023

Name	Title(Current)	Planned subsequent
Tatsuya Aakama	Director and Executive Officer	Executive Officer
Shigeo Nakayama	Director	

References 1

NIPPON EXPRESS HOLDINGS, INC.

Director & Executive Officer Titles, Ranks, Duties (Scheduled)

as of March 30, 2023

Name	Title	Duties
Kenji Watanabe	Chairman and Representative Director	Chairman of the Board of Directors
Mitsuru Saito	President, Chief Executive Officer and Representative Director	Chief Executive Officer
Satoshi Horikiri	Chief Operating Officer	President, Chief Executive Officer and Representative Director, Nippon Express Co., Ltd.
Akira Kondo	Chief Operating Officer	Chief Managing Officer,Corporate Management Headquarters, Risk Management Headquarters, IT Digital Solution Headquarters; Executive Vice President, Chief Operating Officer and Representative Director, Nippon Express Co., Ltd.
Atsushi Nagashima	Senior Managing Executive Officer	Chief Managing Officer,Global Business Headquaters; Air Freight Forwarding Division, Ocean Freight Forwarding Division
Shinjiro Takezoe	Managing Executive Officer	Chief Managing Officer, Corporate Strategy Headquarters; Director and Managing Executive Officer, Nippon Express Co., Ltd.
Hiroyuki Tanaka	Managing Executive Officer	Regional General Manager, South Asia & Oceania Region, Managing Director, Nippon Express (South Asia & Oceania) PTE. Ltd.
Hideshi Otsuki	Managing Executive Officer	Accounting Division; General Manager,Accounting Division; Director and Managing Executive Officer, Nippon Express Co., Ltd.
Toshiya Abe	Managing Executive Officer	Regional General Manager,Americas Region; President, Nippon Express U.S.A., Inc.
Tatsuya Akama	Executive Officer	Human Resources Strategy Management Division; General Manager, Human Resources Strategy Management Division; Director and Executive Officer, Nippon Express Co., Ltd.
Sumitoshi Matsuo	Executive Officer	Regional General Manager,East Asia Region,Chairman, Nippon Express (China) Co., Ltd.; Chairman, Nippon Express (H.K.) Co.,Ltd.
Shinichi Kakiyama	Executive Officer	Regional General Manager,Europe Region; Managing Director, Nippon Express Europe GmbH
Satoshi Otsuji	Executive Officer	Marketing Strategy Division, Corporate Venturing Divisison, Pharmaceutical Logistics Global Quality Asuurance Division, Sales Strategy Division, Logistics Solution Division, Business Strategy Division; General Manager, Pharmaceutical Logistics Global Quality Asuurance Division
Akira Unno	Executive Officer	DX Promotion Division, Sustainability Promotion Division; General Manager, DX Promotion Division; Executive Officer, Nippon Express Co., Ltd.
Mamoru Akaishi	Director and Executive Officer	Corporate Planning Division; General Manager, Corporate Planning Division
Takeshi Kunitani	Executive Officer	Information Technology Strategy Division; General Manager, Information Technology Strategy Division
Takeshi Sakamoto	Executive Officer	Compliance and Risk Management Division, Legal and Intellectual Property Division,Internal Auditing Division

Name	Title	Duties
Jun Matsumoto	Executive Officer	Financial Planning Division
Kazuhiko Fukushima	Executive Officer	Corporate Communication Division, Secretarial Division; Director and Executive Officer, Nippon Express Co., Ltd.
Sadako Yasuoka	Director	
Yojiro Shiba	Director	
Yumiko Ito	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 Yasuoka, Shiba, and Ito are outside directors as defined in the Companies Act.

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

attachment 3

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

as of March 30, 2023

Name	Title	Duties
Satoshi Horikiri	President, Chief Executive Officer and Representative Director	Chief Executive Officer
Akira Kondo	Executive Vice President, Chief Operating Officer and Representative Director	Chief Managing Officer, Corporate Solutions Headquarters
Shinjiro Takezoe	Director and Managing Executive Officer	Chief Managing Officer, Corporate Strategy Headquarters
Tadahiro Furue	Director and Managing Executive Officer	Chief Managing Officer,Sales Strategy Headquarters, Specialized Transport Business Headquarters, Logistics & Network Headquarters
Hideshi Otsuki	Director and Managing Executive Officer	Finance and Accounting Division, CRE Management Division
Kenji Kato	Director and Executive Officer	Safety and Operation Quality Promotion Division, Compliance and Risk Management Division
Tatsuya Akama	Director and Executive Officer	Human Resources Strategy Division
Takashi Obayashi	Director and Executive Officer	Information Technology Promotion Division
Kazuhiko Fukushima	Director and Executive Officer	Corporate Strategy Division; General Manager, Corporate Strategy Division

References 2

Nippon Express Co., Ltd.

Director & Executive Officer Titles, Ranks, Duties (Scheduled)

as of March 30, 2023

Name	Title	Duties
Satoshi Horikiri	President, Chief Executive Officer and Representative Director	Chief Executive Officer
Akira Kondo	Executive Vice President, Chief Operating Officer and Representative Director	Chief Managing Officer, Corporate Solutions Headquarters
Chihiro Sugiyama	Senior Managing Executive Officer	Regional General Manager, Kantokoshinetsu Region; General Manager, Kantokoshinetsu Region Account Sales Business, Kantokoshinetsu Region Business Planning
Shinjiro Takezoe	Director and Managing Executive Officer	Chief Managing Officer, Corporate Strategy Headquarters
Tadahiro Furue	Director and Managing Executive Officer	Chief Managing Officer,Sales Strategy Headquarters, Specialized Transport Business Headquarters, Logistics & Network Headquarters
Masayuki Yamada	Managing Executive Officer	Lifestyle & Consumer Industry Sales Division, Pharmaceutical Business Division
Hideshi Otsuki	Director and Managing Executive Officer	Finance and Accounting Division, CRE Management Division
Tatsuya Fujimoto	Managing Executive Officer	Regional General Manager, Chugoku & Shikoku Region; General Manager, Hiroshima Branch
Kenji Kato	Director and Executive Officer	Safety and Operation Quality Promotion Division, Compliance and Risk Management Division
Tatsuya Akama	Director and Executive Officer	Human Resources Strategy Division
Haruyasu Toda	Executive Officer	Digital Platform Strategy Division
Toru Hirose	Executive Officer	Electronic Commerce Business Division
Tatsuya Toda	Executive Officer	Domestic Air Cargo Division, Network Transport Planning Division, Small-Lot Cargo Division, Railway Forwarding Division; General Manager, Network Transport Planning Division
Hiroshi Takahara	Executive Officer	Regional General Manager,Hokkaido & Tohoku Region; General Manager, Sendai Branch
Takashi Obayashi	Director and Executive Officer	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

Name	Title	Duties
Yoichi Wada	Executive Officer	Material Industry Sales Division, Government Business Division, Resource Recycling Sales Division
Tsuneo Ando	Executive Officer	Domestic Ocean Liner Division, Harbor Transportation Division; General Manager, Kantokoshinetsu Region Forwarding Business
Atsushi Tempaku	Executive Officer	Regional General Manager, Chubu Region; General Manager, Nagoya Branch
Akira Unno	Executive Officer	Business Development Division, Sales Enablement Division, Pharmaceutical Logistics Quality Assurance Division; General Manager,Business Development Division
Michiharu Sakata	Executive Officer	Regional General Manager, Kyushu Region; General Manager, Fukuoka Branch; General Manager, Fukuoka Shipping Branch
Osamu Sasaki	Executive Officer	Mobility Business Sales Division; General Manager, Mobility Business Sales Division
Kazuoki Oguro	Executive Officer	Regional General Manager, Kansai Region; General Manager, Osaka Branch
Yoshiyuki Kanamori	Executive Officer	Deputy General Manager, Kantokoshinetsu Region Forwarding Business Unit; General Manager, Railway forwarding Division
Nobuaki Kanazawa	Executive Officer	Logistics Division, Removals Sales Division
Kazuhiko Fukushima	Director and Executive Officer	Corporate Strategy Division; General Manager, Corporate Strategy Division
Sachiko Abe	Audit & Supervisory Board Member(full-time)	
Shigeki Arima	Audit & Supervisory Board Member	
Koji Mizota	Audit & Supervisory Board Member	