

Officer Assignments

At a meeting held today, the Nippon Express Co., Ltd. board of directors resolved to make the officer assignments in Nippon Express Holdings, Inc. to be established on January 4, 2022 and Nippon Express Co., Ltd. following the recommendations of the company's Compensation and Nomination Advisory Committee meeting, held October 21, 2021.

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.

The board also resolved today to revise officer titles, ranks, and duties. The company has published the attached reference document.

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1. NIPPON EXPRESS HOLDINGS, INC.

(New title)		(Current title)
Chairman and Representative Director	Kenji Watanabe	Chairman and Representative Director, Nippon Express Co., Ltd.
President and Representative Director	Mitsuru Saito	President and Representative Director, Nippon Express Co., Ltd.
Executive Vice President, Chief Operating Officer and Representative Director	Satoshi Horikiri	Executive Vice President, Chief Operating Officer and Representative Director, Nippon Express Co., Ltd.
Chief Operating Officer	Akira Kondo	Senior Managing Executive Officer, Nippon Express Co., Ltd.
Senior Managing Executive Officer	Toshiro Uchida	Senior Managing Executive Officer, Nippon Express Co., Ltd.
Senior Managing Executive Officer	Tatsuo Sugiyama	Managing Executive Officer, Nippon Express Co., Ltd.
Director and Managing Executive Officer	Tatsuya Suzuki	Managing Executive Officer, Nippon Express Co., Ltd.
Managing Executive Officer	Masato Nakagawa	Managing Executive Officer, Nippon Express Co., Ltd.
Director and Managing Executive Officer	Takashi Masuda	Director and Managing Executive Officer, Nippon Express Co., Ltd.
Executive Officer	Hiroyuki Tanaka	Executive Officer, Nippon Express Co., Ltd.

Executive Officer	Hideshi Otsuki	Executive Officer, Nippon Express Co., Ltd.
Director and Managing Executive Officer	Tatsuya Akama	Executive Officer, Nippon Express Co., Ltd.
Executive Officer	Toshiya Abe	Executive Officer, Nippon Express Co., Ltd.
Executive Officer	Toshikazu Kitai	Executive Officer, Nippon Express Co., Ltd.
Executive Officer	Shinichi Kakiyama	Executive Officer, Nippon Express Co., Ltd.
Executive Officer	Satoshi Otsuji	Executive Officer, Nippon Express Co., Ltd.
Executive Officer	Akira Unno	Deputy General Manager, Corporate Planning Division Nippon Express Co., Ltd.
Executive Officer	Mamoru Akaishi	Group General Manager, Business Development Division, Nippon Express Co., Ltd.
Director	Shigeo Nakayama	Director, Nippon Express Co., Ltd.
Director	Sadako Yasuoka	Director, Nippon Express Co., Ltd.
Director	Yojiro Shiba	Director, Nippon Express Co., Ltd.
Audit & Supervisory Board Member (full-time)	Shigeki Arima	Audit & Supervisory Board Member (full-time), Nippon Express Co., Ltd.
Audit & Supervisory Board Member (full-time)	Koji Mizota	Senior Advisor, Audit Division, Nippon Express Co., Ltd.
Audit & Supervisory Board Member	Toshiaki Nojiri	Audit & Supervisory Board Member, Nippon Express Co., Ltd.
Audit & Supervisory Board Member	Yoshio Aoki	Audit & Supervisory Board Member, Nippon Express Co., Ltd.
Audit & Supervisory Board Member	Nobuko Sanui	Audit & Supervisory Board Member, Nippon Express Co., Ltd.

2. Nippon Express Co., Ltd.

A. Newly appointed directors and Audit & Supervisory Board Members

(New title)		(Current title)
Executive Vice President, Chief Operating Officer and Representative Director	Akira Kondo	Senior Managing Executive Officer, Nippon Express Co., Ltd.
Executive Vice President, Chief Operating Officer and Representative Director	Eiichi Nakamura	Senior Managing Executive Officer, Nippon Express Co., Ltd.
Director and Senior Managing Executive Officer	Toshiro Uchida	Senior Managing Executive Officer, Nippon Express Co., Ltd.
Director and Managing Executive Officer	Tadahiro Furue	Executive Officer, Nippon Express Co., Ltd.
Director and Managing Executive Officer	Kenji Kato	Executive Officer, Nippon Express Co., Ltd.
Director and Managing Executive Officer	Hideshi Otsuki	Executive Officer, Nippon Express Co., Ltd.
Director and Managing Executive Officer	Hiroshi Takahara	Executive Officer, Nippon Express Co., Ltd.
Audit & Supervisory Board Member (full-time)	Sachiko Abe	Director and President, Nittsu Tokyo Distribution Service Co., Ltd.
Audit & Supervisory Board Member	Koji Mizota	Senior Advisor, Audit Division, Nippon Express Co., Ltd.

B. Newly elected executive officers

	(Current title)
Takashi Obayashi	General Manager, Information Technology Promotion Division, Nippon Express Co., Ltd.
JunTanaka	General Manager, Kobe Branch, Nippon Express Co., Ltd.
Yasuo Miyazaki	General Manager, Heavy Haulage & Construction Business Division, Nippon Express Co., Ltd.
Yoichi Wada	General Manager, Kantokoshinetsu Region Logistics Business Logistics Development, Nippon Express Co., Ltd.
Tsuneo Andou	Associate Director, Nippon Express Co., Ltd. Deputy General Manager, Kantokoshinetsu Region Forwarding Business
Atsushi Tempaku	General Manager, Kantokoshinetsu Region Forwarding Business, Overseas Removals Division, Nippon Express Co., Ltd.

C. Persons scheduled to retire

	(Current title)
Kenji Watanabe	Chairman and Representative Director, Nippon Express Co., Ltd.
Takaaki Ishii	Executive Vice President, Chief Operating Officer and Representative Director, Nippon Express Co., Ltd.
Susumu Akita	Executive Vice President, Chief Operating Officer and Representative Director, Nippon Express Co., Ltd.
Tatsuo Sugiyama	Managing Executive Officer, Nippon Express Co., Ltd.
Tatsuya Suzuki	Managing Executive Officer, Nippon Express Co., Ltd.
Masato Nakagawa	Managing Executive Officer, Nippon Express Co., Ltd.
Hiroyuki Tanaka	Executive Officer, Nippon Express Co., Ltd.
Toshiya Abe	Executive Officer, Nippon Express Co., Ltd.
Toshikazu Kitai	Executive Officer, Nippon Express Co., Ltd.
Shigeo Nakayama	Director, Nippon Express Co., Ltd.
Sadako Yasuoka	Director, Nippon Express Co., Ltd.
Yojiro Shiba	Director, Nippon Express Co., Ltd.
Naoya Hayashida	Audit & Supervisory Board Member (full-time), Nippon Express Co., Ltd.
Toshiaki Nojiri	Audit & Supervisory Board Member, Nippon Express Co., Ltd.
Yoshio Aoki	Audit & Supervisory Board Member, Nippon Express Co., Ltd.
Nobuko Sanui	Audit & Supervisory Board Member, Nippon Express Co., Ltd.

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 Directors
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 Otsuki	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 Horikiri	Executive Vice President, Chief Operating Officer and Representative Directors	Corporate Solutions Headquarters; Chief Managing Officer, Corporate Solutions Headquarters
Akira Kondo	Executive Vice President, Chief Operating Officer and Representative Directors	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 Otsuki	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 C
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
JunTanaka	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
AtsushiTempaku	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	

Attachment 3 Nippon Express Co., Ltd. Persons Scheduled to Retire

January 4, 2022

Name	Title (Current title)	Planned subsequent
Kenji Watanabe	Chairman and Representative Director	Chairman and Representative Director, Nippon Express Holdings, Inc.
Takaaki Ishii	Executive Vice President, Chief Operating Officer and Representative Director	
Susumu Akita	Executive Vice President, Chief Operating Officer and Representative Director	Director and President, NX Shoji Co., Ltd.
Tatsuo Sugiyama	Managing Executive Officer	Senior Managing Executive Officer, Nippon Express Holdings, Inc.
Tatsuya Suzuki	Managing Executive Officer	Director and Managing Executive Officer, Nippon Express Holdings, Inc.
Masato Nakagawa	Managing Executive Officer	Managing Executive Officer, Nippon Express Holdings, Inc.
Hiroyuki Tanaka	Executive Officer	Executive Officer, Nippon Express Holdings, Inc.
Toshiya Abe	Executive Officer	Executive Officer, Nippon Express Holdings, Inc.
Toshikazu Kitai	Executive Officer	Executive Officer, Nippon Express Holdings, Inc.
Shigeo Nakayama	Director	Director, Nippon Express Holdings, Inc.
Sadako Yasuoka	Director	Director, Nippon Express Holdings, Inc.
Yojiro Shiba	Director	Director, Nippon Express Holdings, Inc.
Naoya Hayashida	Audit & Supervisory Board Member (full-time)	Director and President, Wanbishi Archives Co., Ltd.
Toshiaki Nojiri	Audit & Supervisory Board Member	Audit & Supervisory Board Member, Nippon Express Holdings, Inc.
Yoshio Aoki	Audit & Supervisory Board Member	Audit & Supervisory Board Member, Nippon Express Holdings, Inc.
Nobuko Sanui	Audit & Supervisory Board Member	Audit & Supervisory Board Member, Nippon Express Holdings, Inc.