November 18,2026

NIPPON EXPRESS HOLDINGS, INC.

Associate Director Assignments

Effective January 1, 2027, we appoint a new Associate Director and also determine the duties to be assigned.

On the same date, Nippon Express Co., Ltd. also appoints a new Associate Directors and determines the duties of each Associate Director, and hereby announces them as stated in the attached document.

1. NIPPON EXPRESS HOLDINGS, INC.

Newly elected Associate Director

	(Current title)
Luca Ferrara	Chief Executive Officer,cargo-partner Holding GmbH

2. Nippon Express Co., Ltd.

Newly elected Associate Directors

	(Current title)
Toshifumi Hoshika	General Manager,Nagoya Branch, Nippon Express Co., Ltd.
Masayuki Ikuta	General Manager,Niigata Branch, Nippon Express Co., Ltd.
Shigehiro Amano	General Manager,Osaka Branch, Nippon Express Co., Ltd.
Katsumi Maruo	General Manager,Logistics Business Promotion Division, Nippon Express Co., Ltd.
Masato Tsumori	General Manager,Investor Relations Promotion Group,Corporate Planning Division,NIPPON EXPRESS HOLDINGS, INC.
Koji Ao	General Manager,Corporate Venturing Division,NIPPON EXPRESS HOLDINGS, INC.
Takashi Hirashima	Senior Advisor,Business Strategy Division,NIPPON EXPRESS HOLDINGS, INC.

NIPPON EXPRESS HOLDINGS, INC.

Associate Director

January 1, 2027

Name	Duties
Li Wenjun	Co-CEO,East Asia Region; Executive Vice President and Representative Director,Nippon Express East Asia Co., Ltd; NX Group China Representative; President,NIPPON EXPRESS (CHINA) CO., LTD.
New Luca Ferrara	Global Network Development,NIPPON EXPRESS HOLDINGS, INC.; Chief Executive Officer,cargo-partner Holding GmbH

Attachment 2

Nippon Express Co., Ltd.
Associate Director

January 1,2027

Name	Duties
Ginjiro Kusumoto	Senior Advisor,Account Sales Headquarters, Nippon Express Co., Ltd.
Toshihide Kishimoto	Deputy Chairman of the Executive Board
Teruaki Nagoya	Regional Head for India
Junji Azuma	General Manager,Tokyo Branch, Nippon Express Co., Ltd.
Yoichi Sagikawa	President,Representative Director ,NX CAREERROAD Co.,Ltd.
Rihito Suzuki	President,Representative Director, NX Logistics Research Institute and Consulting, Inc.
New Toshifumi Hoshika	Head of ASEAN&Oceania,Nippon Express (South Asia & Oceania) PTE. Ltd.
New Masayuki Ikuta	President,Representative Director,NX Cash Logistics Co., Ltd.
New Shigehiro Amano	General Manager, Network Transport Planning Division
New Katsumi Maruo	General Manager,Logistics Business Promotion Division, Nippon Express Co., Ltd.
New Masato Tsumori	General Manager,Investor Relations Promotion Group,Corporate Planning Division,NIPPON EXPRESS HOLDINGS, INC.
New Koji Ao	Information Technology Promotion Division
New Takashi Hirashima	Emerging Region Development,NIPPON EXPRESS HOLDINGS, INC.