November 18,2026

NIPPON EXPRESS HOLDINGS, INC.

Officer Assignments

At the Board of Directors meeting held today, the following decisions were made regarding the assignments of officers effective January 1, 2027.

In addition, at the Board of Directors meeting of Nippon Express Co., Ltd. held today, the following decisions were made regarding the assignments of officers effective January 1, 2027.

These executive personnel changes have been implemented to further advance our long-term vision of becoming a "logistics company with a strong presence in the global market." In order to further accelerate the growth of our global business, we aim to enhance corporate value by strengthening our business foundation in Asia and expanding synergies across the Group globally.

On the same date, we have also decided on the new titles, ranks, and duties of the officers and hereby announce them.

1. NIPPON EXPRESS HOLDINGS, INC.

as shown in Attachment 1

2. Nippon Express Co., Ltd.

A.Newly elected Executive Officers (Current title)

Osamu Yokota	General Manager, West Company Management Division
Kiyoharu Akiyama	General Manager, Network Transport Planning Division
Yasumasa Shiotani	General Manager, Yokohama Branch

B.Persons scheduled to retire (Current title)

Tatsuya Fujimoto	Senior Managing Executive Officer
Toru Hirose	Managing Executive Officer
Michiharu Sakata	Managing Executive Officer
Takashi Obayashi	Director and Managing Executive Officer

C.New Titles, Ranks, and Duties of Officers

as shown in Attachment 2

Attachment 1

NIPPON EXPRESS HOLDINGS, INC.

Director Titles, Ranks, Duties

January 1, 2027

Name	Title	Duties
Mitsuru Saito	Chairman and Representative Director	Chairman of the 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.
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, Logistics Solution 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	Managing Executive Officer	DX Promotion Division,Corporate Venturing Division; General Manager, DX Promotion Division, Corporate Venturing Division
Kazuoki Oguro	Managing Executive Officer	CEO,Americas Region; President, Nippon Express U.S.A., Inc.
Katsuhito Kobayashi	Managing Executive Officer	Sales Strategy Division,Air Freight Forwarding Division, Ocean Freight Forwarding Division; General Manager, Sales Strategy Division; CEO,South Asia & Oceania Region ; Indian Ocean Rim Strategy; Managing Director,Nippon Express (South Asia & Oceania) PTE. Ltd.
Takeshi Sakamoto	Executive Officer	Compliance and Risk Management Division, Legal and Intellectual Property Division
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

Attachment 1

Name	Title	Duties
Sachiko Abe	Director and Executive Officer	Internal Auditing Division
Koichiro Kamegawa	Executive Officer	Financial Planning Division,Accounting Division; General Manager,Financial Planning Division
Arnaldo Vivoli	Executive Officer	Co-CEO,Europe Region
Yojiro Shiba	Outside Director	
Yumiko Ito	Outside Director	
Tsukiko Tsukahara	Outside Director	
Takashi Nakamoto	Director	Members of the Audit and Supervisory Committee
Ryuji Masuno	Outside Director	Members of the Audit and Supervisory Committee
Yoko Kudo	Outside Director	Members of the Audit and Supervisory Committee
Chie Ikegawa	Outside Director	Members of the Audit and Supervisory Committee

*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.

Attachment 2

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

January 1, 2027

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
Hiroshi Takahara	Senior Managing Executive Officer	General Manager, Logistics Business Unit
Kenji Kato	Director and Managing Executive Officer	Safety and Operation Quality Promotion Division, Compliance and Risk Management Division
Tatsuya Toda	Managing Executive Officer	Domestic Air Cargo Division, Network Transport Planning Division, Small-Lot Cargo Division, Railway Forwarding Division
Tsuneo Ando	Managing Executive Officer	Domestic Ocean Liner Division, Harbor Transportation Division; General Manager, Forwarding Business Unit
Osamu Sasaki	Managing Executive Officer	Mobility Business Sales Division
Yoshiyuki Kanamori	Managing Executive Officer	Deputy General Manager, Forwarding Business Unit
Kazuhiko Fukushima	Managing Executive Officer	President,East Company
Kozo Okudaira	Managing Executive Officer	General Manager, Account Sales 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
Nobuaki Kanazawa	Executive Officer	Chubu Region Sales Management Division
Jun Matsumoto	Director and Executive Officer	Finance and Accounting Division, CRE Management Division; General Manager,Finance and Accounting Division
Kaoru Yasuda	Executive Officer	Steel Sales Division, Government Business Division, General Construction Sales Division,Resource Recycling Sales Division

Attachment 2

Name	Title	Duties
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
Satoshi Satake	Executive Officer	Foods & Beverage Sales Division
Koji Uno	Executive Officer	Human Resources Strategy Division; General Manager,Human Resources Strategy Division
Hisashi Shimoonoda	Executive Officer	Account Sales Management Division, Logistics Business Promotion Division, Logistics Engineering Division
Osamu Yokota	Executive Officer	President,West Company; General Manager, West Company Management Division
Kiyoharu Akiyama	Director and Executive Officer	Corporate Strategy Division; General Manager, Corporate Strategy Division
Yasumasa Shiotani	Executive Officer	Digital Commerce Sales Division,Pharmaceutical Business Division
Tatsuya Sugimoto	Audit & Supervisory Board Member	
Tadafumi Ota	Audit & Supervisory Board Member	

Attachment 3

Nippon Express Co., Ltd.
Persons Scheduled to Retire

January 1, 2027

Name	Title(Current)	Planned subsequent
Tatsuya Fujimoto	Senior Managing Executive Officer	
Toru Hirose	Managing Executive Officer	
Michiharu Sakata	Managing Executive Officer	Chairman and Representative Director, NX SHOJI CO., LTD.
Takashi Obayashi	Director and Managing Executive Officer	President, NX INFORMATION SYSTEMS CO., LTD.