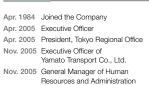
Directors

As of June 23, 2020



Masaki Yamauchi

Director and Chairperson of the Board of Directors



Mar. 2007 Executive Officer of the Company Mar. 2007 Responsible for Human Resources Strategy

May 2007 Responsible for Management Strategy

Apr. 2008 Representative Director, President and Executive Officer of Yamato Logistics Co., Ltd.

Apr. 2011 Representative Director, President and Executive Officer of Yamato Transport Co., Ltd. Jun. 2011 Director and Executive Officer of the

Company Apr. 2015 Representative Director, President and Executive Officer

Apr. 2019 Director and Chairperson of the Board of Directors (current)



Yutaka Nagao

President and Executive Officer



Representative Director,

Apr. 1988 Joined the Company Apr. 2004 Regional Branch Manager of Yamaguchi Regional Branch Apr. 2006 Regional Branch Manager of Saitama Regional Branch of Yamato Transport Co., Ltd. Apr. 2009 General Manager of TSS Sales Promotion Office Apr. 2010 Executive Officer and President of Kanto Regional Office Apr. 2013 Managing Executive Officer Apr. 2015 Executive Officer of the Company Apr. 2015 Representative Director. President and Executive Officer of Yamato Transport Co., Ltd. Jun. 2017 Director and Executive Officer of the Company Apr. 2019 Representative Director, President and Executive Officer (current)

Apr. 2021 Representative Director, President and Executive Officer (upcoming) Representative Director, President and Executive Officer of Yamato Transport Co., Ltd. (upcoming)

of Education Division

President and Executive Officer



Haruo Kanda

Representative Director, Executive Officer and Vice President Responsible for overseeing Management, Assistant to President, Shared Value Creation and Internal Audit

Jan. 1985 Joined the Company Apr. 2004 General Manager of Human Resources Aug. 2005 Executive Officer

Nov. 2005 Executive Officer of Yamato Transport Co., Ltd.

Jul. 2006 Managing Executive Officer

Apr. 2008 Managing Executive Officer of the Company Jun. 2008 Representative Director and

Managing Executive Officer Apr. 2013 Representative Director and

Senior Managing Executive Officer Apr. 2014 Responsible for Human Resources

Strategy, Network Strategy, Legal Affairs, CSR Strategy and Audit Apr. 2015 Representative Director, Executive Officer and Vice President (current)

Apr. 2019 Responsible for overseeing Management, Assistant to President, Shared Value Creation

Mar. 2020 Responsible for overseeing Management, Assistant to President, Shared Value Creation and Internal Audit (current)

Apr. 2021 Director (upcoming) Representative Director, Executive Officer and Vice President of Yamato Transport Co., Ltd. (upcoming)



Kenichi Shibasaki

Representative Director, Executive Officer and Vice President Responsible for overseeing Managing Section

Apr. 1980 Joined the Company Jun. 1997 Regional Branch Manager of Saitama Regional Branch Jun. 1999 General Manager Apr. 2003 General Manager of Operation Division Feb. 2006 Representative Director,

of Yamato Financial Co., Ltd. Apr. 2006 Executive Officer of the Company Apr. 2012 Managing Executive Officer Apr. 2016 Senior Managing Executive Officer Apr. 2017 Responsible for Financing Strategy and Coordinator-General of Investor Relations Strategy Jun. 2018 Director and Senior Managing Executive Officer Apr. 2019 Representative Director, Executive Officer and Vice President (current) Apr. 2019 Supervisor of ESG Strategy, Marketing Strategy, Public Relations Strategy, Financing Strategy, Investor Relations Strategy, and Legal Strategy, and responsible for Internal Audit Mar. 2020 Responsible for overseeing Managing Section (current) Representative Director, Executive

Officer and Vice President (upcoming) Director of Yamato Transport Co., Ltd. (upcoming)



Masakatsu Mori

Outside Director

Apr. 1969 Joined Arthur Andersen & Co. (currently: Accenture Japan Ltd)

May 1972 Qualified as Certified Public Accountant

Sep. 1981 Partner (business partner) of Arthur Andersen & Co. (currently: Accenture Japan Ltd)

Feb. 1989 President of Andersen Consulting (currently: Accenture Japan Ltd) Board Member of Andersen Consulting (Global) (currently: Accenture Japan

Apr. 2003 Representative Director and Chairman of Accenture Japan Ltd

Sep. 2007 Corporate Advisor of Accenture Japan Ltd

Oct. 2009 President of the International University of Japan (IUJ)

Apr. 2013 Senior Advisor of IUJ

Jun. 2013 Director of the Company (current)

Nov. 2013 Vice Chairman of IUJ

Apr. 2018 Senior Advisor of IUJ (current)



Mariko Tokuno

Outside Director

Apr. 2002 Senior Director for Sales Administration Mar. 2004 Vice President of Tiffany & Co. Japan Inc. Aug. 2010 Representative Director and President of Christian Dior Japan KK Sep. 2013 Representative Director, President and CEO of Ferragamo Japan KK Jun. 2017 Director of the Company (current)

Jan. 1994 Joined Louis Vuitton Japan KK



Yoichi Kobayashi

Outside Director

Apr. 1973 Joined ITOCHU Corporation

Jun. 2004 Executive Officer

Apr. 2006 Managing Executive Officer Jun. 2006 Representative Executive Managing

Director

Apr. 2008 Representative Senior Managing Director

Apr. 2011 Representative Director and Executive Vice President

Apr. 2015 Senior Advisor

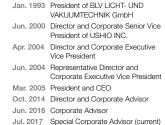
Apr. 2016 Vice Chairman

Jun. 2018 Director of the Company (current)



Shiro Sugata

Outside Director



Jun. 2019 Director of the Company (current)

Apr. 1972 Joined USHIO INC.



Noriyuki Kuga

Outside Director

Apr. 2002 Vice President and General Manager Oct. 2004 President and Representative Director, Tokyo Electron BP Ltd. Oct. 2006 Executive Vice President of TOKYO ELECTRON DEVICE LIMITED Jun. 2007 Corporate Director and Executive Vice President Jun. 2011 Senior Executive Vice President and Representative Director Jun. 2016 Chairman of the Board

Jun. 2020 Director of the Company (current)

Apr. 1979 Joined Tokyo Electron Ltd.

Audit & Supervisory Board Members

As of Jun 23, 2020



Yoshihiro Kawasaki

Full-time Audit & Supervisory Board Member



of Yamato Transport Co., Ltd.

Feb. 2006 General Manager of Division of Service Quality Improvement Apr. 2010 Executive Officer and President

of Shikoku Regional Office Jun. 2015 Audit & Supervisory Board Member

Jun. 2019 Full-time Audit & Supervisory Board Member of the Company (current)



Mamoru Matsuno



Full-time Audit &



Apr. 1981 Joined the Company

Jun. 2000 Manager of Audit Section

Jul. 2006 Audit Function Manager Apr. 2012 Audit Function Senior Manager

Apr. 2018 Attached to the President

Jun. 2018 Full-time Audit & Supervisory

Apr. 1986 Registered as Attorney at Law and Certified Public Accountant

and Yamazaki Law Office

Jun. 2020 Outside Audit & Supervisory Board

Jan. 1988 Joined Miyake, Hatazawa

Jul. 1992 Established Matsuda Law Office (current)

Joined Kawai, Takeuchi, Nishimura and Inoue Law Office

Member of the Company (current)

Board Member (current)

No.1 of Audit Division Jun. 2002 Manager of Audit Section of Audit Division

Supervisory Board Member



Takashi Yamashita

Outside Audit & Supervisory Board Member Oct. 1983 Joined Asahi Accounting Company

Mar. 1987 Registered as a Certified Public Accountant

May 2003 Representative Partner of Asahi & Co. (currently: KPMG AZSA LLC)

Aug. 2014 Established Takashi Yamashita CPA Office, Representative (current)

Jan. 2015 Registered as a Certified Tax Accountant

Jun. 2017 Outside Audit & Supervisory Board Member of the Company (current)



Ryuji Matsuda

Supervisory Board Member



Outside Audit &



Yoshihide Shimoyama

Outside Audit & Supervisory Board Member Apr. 1976 Joined Nihon Cement Co., Ltd. (currently: Taiheiyo Cement Corporation)

Apr. 2006 General Manager of Technology Planning Department, Central Research Laboratory

Mar. 2008 President and Representative Taiheivo Consultant Co., Ltd.

Apr. 2015 Advisor

Jun. 2020 Outside Audit & Supervisory Board

Management System

As of April 1, 2021

Yamato Holdings Co., Ltd. / Yamato Transport Co., Ltd.

Serves at both Yamato Holdings Co., Ltd. and Yamato Transport Co., Ltd.

Yamato Holdings Co., Ltd.
 Yamato Transport Co., Ltd.

Executive Officer and President

Yutaka Nagao

Executive Officer and Vice President

Kenichi Shibasaki

Haruo Kanda

Senior Managing Executive Officer

Tsutomu Sasaki (Responsible for overseeing Corporate

Division)

Shinji Makiura (Responsible for overseeing Management

Structural Reform and Innovation Promotion)

Yasuharu Kosuge (Responsible for overseeing Corporate

Business Unit)

Toshizo Kurisu (Responsible for overseeing Transport

Function Division and Professional Service

Function Division)

Managing Executive Officer

Tomoki Otani (Overseeing Human Resources, Safety and

Compliance, Legal Affairs and Internal Audit)

Atsushi Kashimoto (Responsible for Finance and Investor

Relations)

Seiichi Awa (Responsible for Retail Business Division)

Tamaki Abe (Responsible for EC Business Division)

Hiroshi Etani (Responsible for Global SCM Business

Division)

Setsuko Nishida (Responsible for Digital Function Division)

Executive Officer

Koji Inamori (Responsible for Corporate Business Division)

Hiroshi Matsuda (Responsible for Transport Function Division)

Tatsuya Suzuki (Responsible for Platform Functions Division)

Takanao Sugiura (Responsible for overseeing Strategy of

Corporate Business Unit)

Ryo Kubota (Responsible for Retail Business and

Management Strategy)

Ryutaro Narui (Responsible for Global SCM Business and

Global Strategy)

Noriyasu Naito (Responsible for Global SCM Business and

Sales Administration)

Yorimasa Tanaka (Responsible for Digital Function and

Digital Reform)

Norihiko Nakabayashi (Responsible for Digital Function and Digital

Data Strategy)

Yumiko Katakura (Responsible for Professional Service

Function Division and BPR)

Hideo Tanzawa (Responsible for Corporate Communications

and, Tokyo Olympic and Paralympic

Promotion)

Katsuhiko Umetsu (Responsible for Strategic Alliance)

Yasuhiko Tamura (Responsible for Finance)

Kazuki Watanabe (Responsible for Human Resources and

Human Resources Development)

 Takeshi Arakawa
 (Responsible for Management Strategy)

Tetsuya Egashira (Responsible for Thailand region)

Masahiro Matsui (Responsible for Hokkaido region)

Toshiya Kuroiwa (Responsible for Tohoku region)

Takashi Okushi (Responsible for Tokyo region)

Takeharu Ootomo (Responsible for South Kanto region)

Toshiharu Kubo (Responsible for Northern Kanto region)

Takashi Ikeda (Responsible for Hokushinetsu region)

Hiroshi Tarumi (Responsible for Chubu region)

Toshiyuki Nishide (Responsible for Kansai region)

Hidetomo Kobayashi (Responsible for Chugoku and Shikoku region)

Osamu Yamanaka (Responsible for Kyushu region)

Masamichi Matsumoto (Responsible for General Affairs)

Shinsuke Mori (Responsible for Asset Management)

Yoshiko Akiyama (Responsible for Sustainability Promotion)

Kazuhiro Shiozawa(Responsible for EX Promotion)Atsushi Terasawa(Responsible for President Office)

Masato Kosaka (Responsible for Safety)