Management Team



Yutaka Nagao
Representative Director and Chairman
Number of Company Shares Held: 47,300

Apr. 1988: Joined the Company
Apr. 2019: Representative Director, Executive Officer and President
Apr. 2021: Representative Director, Executive Officer and President of Yamato Transport Co., Ltd.
Apr. 2025: Director (current)
Apr. 2026: Representative Director and Chairman of the Company (current)



Toshiyuki Sakurai
Representative Director, Executive Officer and President
Number of Company Shares Held: 2,100

Apr. 1998: Joined the Company
Apr. 2015: Representative Director and President of Yamato Web Solutions Co., Ltd.
Mar. 2020: Executive Officer of Sales Management Department, Yamato Logistics Co., Ltd.
Apr. 2025: Managing Executive Officer of Yamato Transport Co., Ltd. (responsible for *TA-Q-BIN* Business)
Apr. 2026: Executive Officer and President of the Company
Jun. 2026: Representative Director, Executive Officer and President of the Company, and Director of Yamato Transport Co., Ltd. (current)



Seiichi Awa
Director and Executive Officer
Number of Company Shares Held: 21,500

Apr. 1993: Joined the Company
Apr. 2012: General Manager of Business Strategy Department of Yamato Transport Co., Ltd.
Mar. 2020: Representative Director, Executive Officer and President of Yamato System Development Co., Ltd.
Oct. 2024: Senior Managing Executive Officer of Yamato Transport Co., Ltd. (responsible for network restructuring)
Apr. 2025: Representative Director, Executive Officer and President (current)
Jun. 2026: Director and Executive Officer of the Company (current)



Charles Yin
Director
Outside Independent
Number of Company Shares Held: -

Feb. 1990: Joined L3, Inc. (New York)
Mar. 1992: Vice President
Aug. 2007: CEO of Worldwide City Group (Hong Kong)
Jul. 2018: Executive Chairman (current)
Jun. 2022: Director of the Company (current)



Junichiro Ikeda
Director and Chairperson of the Board of Directors
Outside Independent
Number of Company Shares Held: 900

Apr. 1979: Joined Mitsui O.S.K. Lines, Ltd.
Jun. 2015: Representative Director, Executive Officer and President
Apr. 2023: Director and Chairman of the Board
Jun. 2024: Director of the Company (current)
Jun. 2026: Corporate Advisor of Mitsui O.S.K. Lines, Ltd. (current)



Tami Kihara
Director and Chairperson of the Nomination and Compensation Committee
Outside Independent
Number of Company Shares Held: -

Apr. 1985: Joined Ricoh Company, Ltd.
Apr. 2019: Administrative Officer and General Manager of Technology Management Division, Ricoh IT Solutions Co., Ltd.
Apr. 2021: General Manager of Digital Professionals Strategy Center of Digital Strategy Department, Ricoh Company, Ltd.
Jul. 2022: Director of Ricoh IT Solutions Co., Ltd.
Jun. 2025: Director of the Company (current)



Christine Edman
Director
Outside
Number of Company Shares Held: -

Nov. 1997: Joined Mattel Inc.
Aug. 2005: Joined H & M Hennes & Mauritz AB (Sweden)
Mar. 2008: Representative Director and President of H & M Hennes & Mauritz Japan
Jun. 2017: Director of LVMH Fashion Group Japan K.K. (currently LVMH Fashion Group Japan G.K.), President and CEO of GIVENCHY Japan
Dec. 2021: Executive Officer of ZOZO, Inc. (resigned in Nov. 2024)
Jun. 2026: Director of the Company (current)



Masayoshi Fujimoto
Director
Outside Independent
Number of Company Shares Held: -

Apr. 1981: Joined Nissho Iwai Corporation
Dec. 2008: Director President of MMC Automotriz S.A.
Jun. 2017: Representative Director, President & CEO of Sojitz Corporation
Apr. 2024: Representative Director, Chairman & CEO
Apr. 2025: Representative Director and Chairman (current)
Jun. 2026: Director of the Company (current)



Tsutomu Sasaki
Full-time Audit & Supervisory Board Member
Number of Company Shares Held: 12,600

Apr. 1987: Joined the Company
Sep. 2018: Representative Director, Executive Officer and President of Yamato Logistics Co., Ltd.
Mar. 2020: Representative Director and Senior Managing Executive Officer of Yamato Transport Co., Ltd.
Jun. 2022: Audit & Supervisory Board Member of the Company (current)



Yoshito Shoji
Full-time Audit & Supervisory Board Member
Number of Company Shares Held: 8,800

Apr. 1980: Joined the Company
Apr. 2019: Managing Executive Officer of Yamato Transport Co., Ltd.
Apr. 2022: General Manager of Project Group, Finance Division
Jun. 2023: Audit & Supervisory Board Member of the Company (current)



Ryuji Matsuda
Audit & Supervisory Board Member
Outside Independent
Number of Company Shares Held: -

Apr. 1986: Registered as an Attorney at Law and Certified Public Accountant
Jul. 1992: Established Matsuda Law Office (current)
May 2012: Auditor of Japan Federation of Bar Associations
Jun. 2014: Auditor of ASAHI GROUP ARTS FOUNDATION (currently ASAHI GROUP FOUNDATION) (current)
Jun. 2020: Audit & Supervisory Board Member of the Company (current)



Setsuko Ino
Audit & Supervisory Board Member
Outside Independent
Number of Company Shares Held: -

Apr. 1988: Joined Suntory Spirits Limited
Nov. 2006: CFO and Representative Director of SAP Japan
Mar. 2012: CFO of Retail Division, Amazon Japan
Jan. 2024: Venture Partner of Eight Roads Ventures Japan (current)
Jun. 2024: Audit & Supervisory Board Member of the Company (current)



Akihito Terada
Audit & Supervisory Board Member
Outside Independent
Number of Company Shares Held: -

Apr. 1985: Joined Asahi & Co. (currently KPMG AZSA LLC)
May. 2009: Senior Partner of KPMG AZSA LLC
Jul. 2022: Representative of Terada CPA Office (current)
Jun. 2025: Audit & Supervisory Board Member of the Company (current)

Skill Matrix

Name	Position	Outside Officer	Nomination and Compensation Committee	Corporate Value Enhancement Committee	Expertise and Experience						
					Corporate Management	Marketing / Sales	Personnel / Labor Management	Finance / Accounting	Legal Affairs / Risk Management	IT / Digital Technology	Global
Yutaka Nagao	Representative Director and Chairman				●	●	●			●	●
Toshiyuki Sakurai	Representative Director, Executive Officer and President		○	○	●	●	●			●	●
Seiichi Awa	Director and Executive Officer				●		●	●	●	●	
Charles Yin	Director	○	○	○	●	●				●	●
Junichiro Ikeda	Director Chairperson of the Board of Directors	○	○	○	●		●				●
Tami Kihara	Director Chairperson of the Nomination and Compensation Committee	○	○	○			●			●	
Christine Edman	Director	○	○	○	●	●					●
Masayoshi Fujimoto	Director	○	○	○	●	●					●
Tsutomu Sasaki	Full-time Audit & Supervisory Board Member				●	●			●		
Yoshito Shoji	Full-time Audit & Supervisory Board Member				●			●			
Ryuji Matsuda	Audit & Supervisory Board Member	○						●	●		
Setsuko Ino	Audit & Supervisory Board Member	○						●			●
Akihito Terada	Audit & Supervisory Board Member	○						●	●		

Note: The above list does not represent the entirety of each individual's knowledge or experience.

Skills Expected of Directors and Audit & Supervisory Board Members and Reasons for Their Selection

Skills	Reason for Selection
Corporate Management	To demonstrate appropriate decision-making and supervisory functions in the formulation and execution of the Yamato Group's medium- to long-term management plan to sustainably improve corporate value, extensive experience and expertise in corporate management has been selected as a necessary skill. Corporate management includes experience and knowledge integrating sustainability and an ESG perspective into business strategies in support of increased corporate value.
Marketing / Sales	To provide value that utilizes the Group's management resources to meet the changing needs of customers and society, extensive experience and expertise in marketing and sales has been selected as a necessary skill.
Personnel / Labor Management	To become a company that respects human rights and diversity and enables employees to work with peace of mind, and at the same time ensuring that the Group's employees, its greatest asset, are motivated and play an active role, extensive experience and expertise in human resources and labor management has been selected as a necessary skill.
Finance / Accounting	To promote investment linked to growth potential and enhancement of capital efficiency by creating a strong financial foundation, extensive experience and expertise in finance and accounting has been selected as a necessary skill.
Legal Affairs / Risk Management	To become a company that is fair and trusted through safe and secure business activities in line with legal and social standards based on the Group Corporate Philosophy, extensive legal experience and expertise and risk management capabilities have been selected as a necessary skill.
IT / Digital Technology	To achieve the optimal allocation of management resources based on data analysis and efficient business management that fully utilizes digital technology, extensive experience and expertise in IT and digital technologies has been selected as a necessary skill.
Global	To contribute to the innovation of customer supply chains and business processes through global business development, extensive global experience and expertise has been selected as a necessary skill.

Succession Plan

The Yamato Group has made succession planning for the president and the next generation of management one of its top priorities for ensuring the sustainable enhancement of its corporate value. The Nomination and Compensation Committee, a majority of which consists of independent outside directors, ensures the independence and increases the effectiveness of the succession planning process through strategic discussion and deliberation.

Defining Management Requirements and Creating a Talent Pool

During this period of business portfolio transformation, the Company has defined the competencies required of the president to include diverse expertise that transcends existing business domains, as well as the leadership and courage to carry out reforms decisively even in the face of adversity. We have also set requirements for the next generation of management, including high-level expertise and execution capabilities to lead their respective areas of responsibility. Based on these criteria, we conduct talent management that links training with strategic assignments. We have established talent pools for each management level, conduct annual selective training programs, and place selected employees in challenging key positions, thereby identifying talent and systematically developing promising future leaders.

Appointment of the New President and Further Enhancement of Monitoring

Each year, the Nomination and Compensation Committee deliberates on the appointment and reappointment of directors. In connection with the appointment of a new president in April 2026, the Nomination and Compensation Committee held objective and rigorous discussions taking into account the current business environment and future business challenges, following which the Board of Directors decided to transition to a new management structure. Candidates from the talent pool were shortlisted, after which members of the Nomination and Compensation Committee conducted direct interviews with the finalists to assess their qualities and resolve to drive transformation before submitting a recommendation to the Board of Directors.

To further raise the objectivity and transparency of this process, we are enhancing the monitoring of the talent pool by outside directors. In addition to Q&A sessions at Board of Directors meetings and similar forums, we are expanding opportunities such as direct dialogue with next-generation leadership candidates and on-site visits to deepen our understanding of their qualities and character. By doing so, we aim to conduct multifaceted assessments from a management oversight perspective and systematically develop the next generation of management.

Process for Appointing the President

