



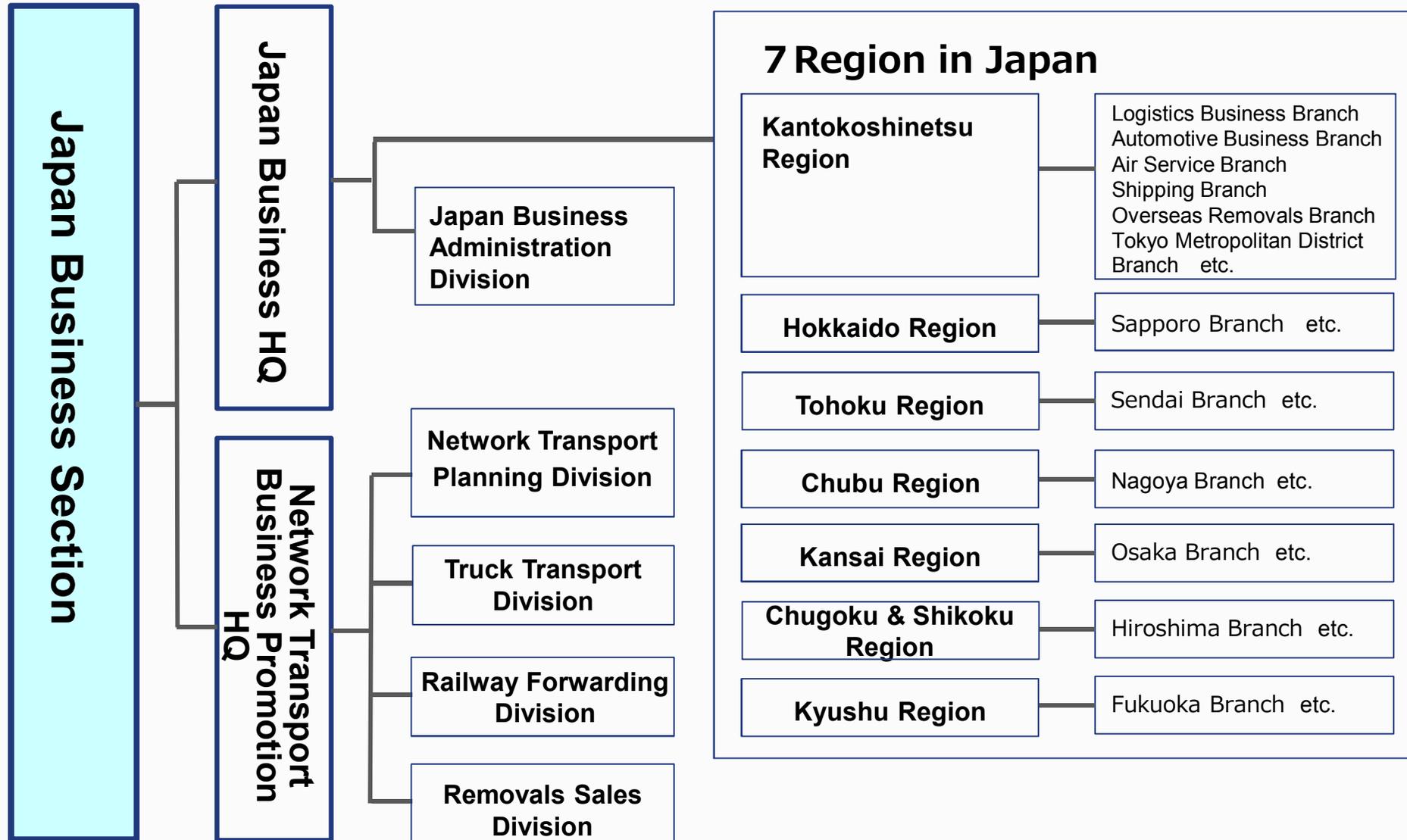
IR Meetings Materials

Susumu Akita, Executive Vice President, COO and Representative Director

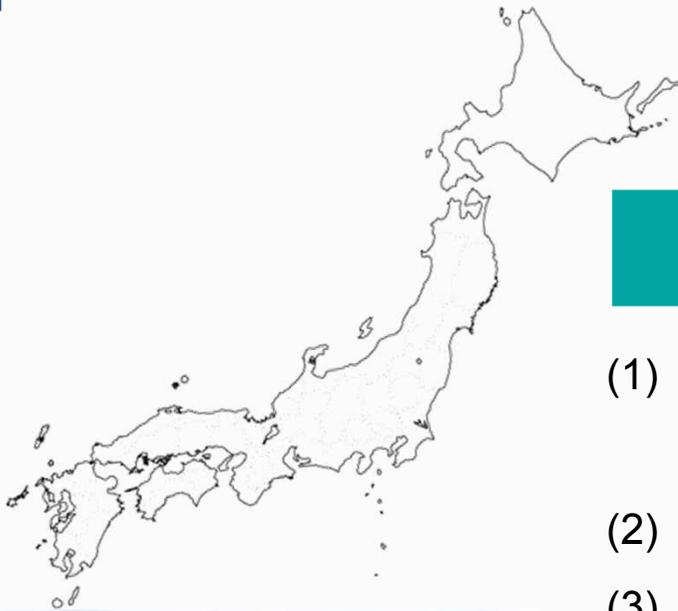
June 11, 2019

Nippon Express Co., Ltd.

Organizational chart of Japan Business Section



Measures for the “Strategy to enhance domestic businesses in Japan”

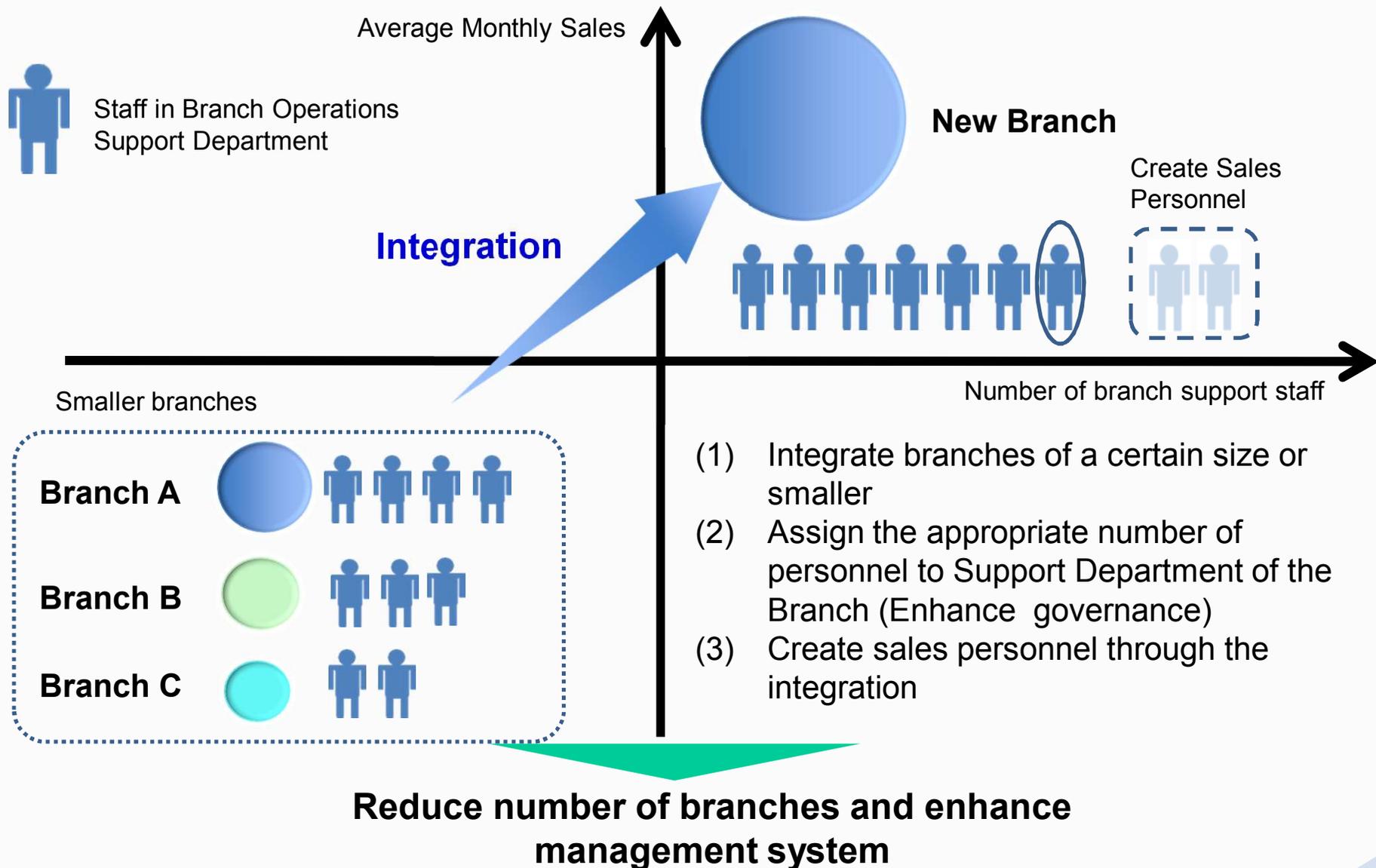


Measures

- (1) Further reorganization of Japanese domestic branches and appropriate allocation of personnel
- (2) Automation and simplification of office work
- (3) Labor-saving operations and automation
- (4) Continuously revising service price
- (5) Strengthen moving business
- (6) Productivity improvements in Small-lot shipment business
- (7) Restructuring of Operation sub-agents

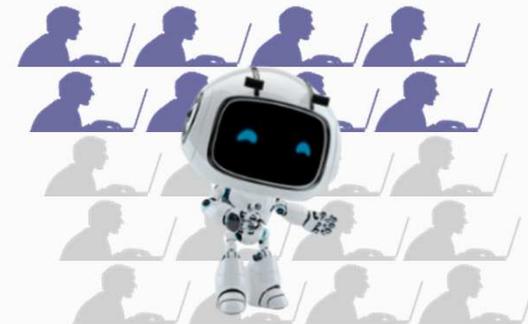


Further reorganization of Japanese domestic branches and Appropriate allocation of personnel



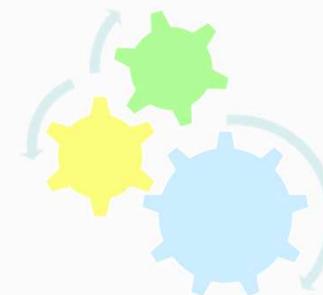
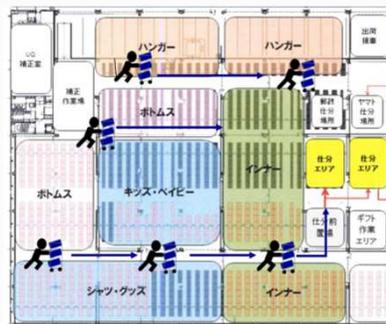
Automation by Technology and Simplification of any work

- Automation by Technology and Simplification of any work. Implement to the other branches.
- Consider from the level of semi-automation
- Promote RPA at the work site level



**Increase efficiencies
by Labor**

**Automation by
Technology**



Strengthen Moving Business

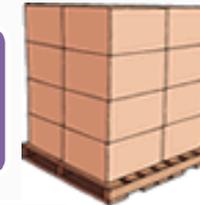
Increasing Moving Capabilities

- Increase operation capabilities on weekends
- Adjust weekday orders
- Improve quality by standard manual



Improved Productivity of Small-lot shipment business

Sales Promotion the cargo which increase loading efficiency



Increase Service Price for large or unusual cargo size (Not palletized)



Selection and sorting of cargo style to improve profitability

Enhance collaboration throughout the Group companies



Continuously Revising Service Price and Branch Operational Company Restructuring

Restructuring of Operation sub-Agents

- Adjust to work-style reforms (working hours, equal pay for equal work)
- Evaluate by each companies (Enhanced , integrate)

Continuously Revising Service Price

- Continued shortage of labor
- Focus on continued efforts to increase Service Price



We Find the Way



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