

To whom it may concern

Name of the company	NIPPON EXPRESS CO., LTD.
Name of representative	Mitsuru Saito President, CEO (Code No. 9062 First Section of the Tokyo Stock Exchange)

Organizational change

Nippon Express Co., Ltd. announced that it will carry out the following organizational change on October 1, 2019. This will be done in order to move forward with “enhancing domestic businesses in Japan” as set out in the new business plan “Nippon Express Group Business Plan 2023 -“Dynamic Growth”-”.

1. Change to be implemented

A. Reorganization of domestic block

We will aim to specifically implement “further reorganization of Japanese domestic branch organizations” as proposed in the “Strategy to enhance domestic businesses in Japan,” which in turn is set out in “Nippon Express Group Business Plan 2023 -“Dynamic Growth”-”. To this end, we will consolidate small branches as shown below and expand to an appropriate scale, and thus work to strengthen sales capabilities and governance, while improving productivity

- Of the 188 domestic branches (see note), 99 branches will be consolidated, resulting in a reduction of 74 branches to 114 branches.

Note: Excluding three specified business segments (Heavy Haulage & Construction business, Security Transportation business, and Fine Art business)

- We will restructure the business support system of each branch and ensure better safety, compliance, quality and productivity of sales and business process.
- By consolidating branch offices, we will create sales personnel and further strengthen the sales system.

B. Reorganization of head office (new establishment of department)

Accompanying this organizational change, the Domestic Air Cargo Division will be newly established in the Network Transport Business Promotion Headquarters to further strengthen the

domestic air cargo network.

2. Date of implementation

October 1, 2019

End

Disclaimer:

This English translation has been prepared for general reference purposes only. The Company shall not be responsible for any consequence resulting from the use of the English translation in place of the original Japanese text. In any legal matter, readers should refer to and rely upon the original Japanese text released August 23, 2019.