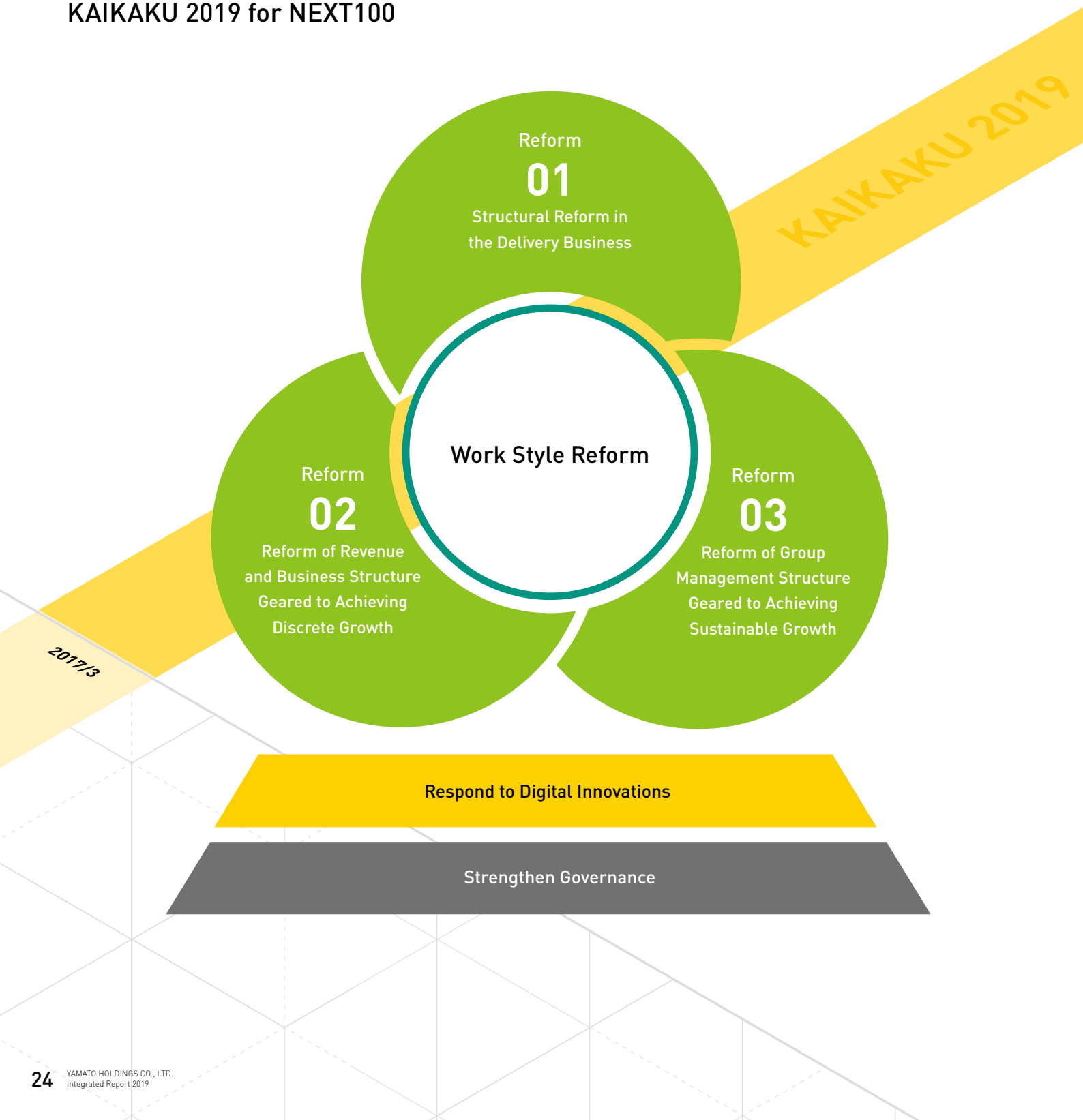


A Look Back at KAIKAKU 2019 for NEXT100

The Yamato Group moved forward with its three-year medium-term management plan, “KAIKAKU 2019 for NEXT100,” which concludes in the fiscal year ending March 31, 2020, the 100th anniversary of its founding. With the aim of reinforcing our management foundation that will allow us to realize sustainable growth we pursued three reforms: “Structural Reform in the Delivery Business,” “Reform of Revenue and Business Structure Geared to Achieving Discrete Growth,” and “Reform of Group Management Structure Geared to Achieving Sustainable Growth,” while also placing “Work Style Reform” at the center of management. We are now beginning to notice the results and issues through these reforms.

KAIKAKU 2019 for NEXT100



➤ Work Style Reform

- Improved working environment with rewarding job opportunities through stringent management of work rules, reducing total working hours, and encouraging better work-life balance, which led to positive results in employee awareness survey.
- Further pursue employee-friendly working environment and levels of job satisfaction that lead to better service for our customers.

• Please see Work Style Reform to Implement "Inclusive Management" on page 26.

➤ 01 Structural Reform in the Delivery Business

- Promoted adequate pricing initiatives, delivery capacity redevelopment and growth initiatives such as strengthening corporate sales enhancing and sorting system.
- Advancing toward recovery with delivery amount. There is certainly room for further improvement in productivity of sorting and administrative work as well as the "Last Mile Network." Pursue drastic increase in productivity through digitalization and robotics under YAMATO NEXT100.

• Please see Structural Reform in the Delivery Business on page 28.

➤ 02 Reform of Revenue and Business Structure Geared to Achieving Discrete Growth

- Promoted account management in solution sales for a corporate logistics business, which included the integration of sales organizations within the Group. However, need more time for concrete outcomes.
- Aim for growth through customer-oriented logistics solution under YAMATO NEXT100 by combining the Group's management resources for a corporate logistics business.

• Please see Reform of Revenue and Business Structure Geared to Achieving Discrete Growth on page 32.

➤ 03 Reform of Group Management Structure Geared to Achieving Sustainable Growth

- Reexamined essential management issues and moved certain items into execution phase.
- Pursue drastic transformation under YAMATO NEXT100 to increase corporate value.

• Please see Management Structure Reform Plan YAMATO NEXT100 on page 36.