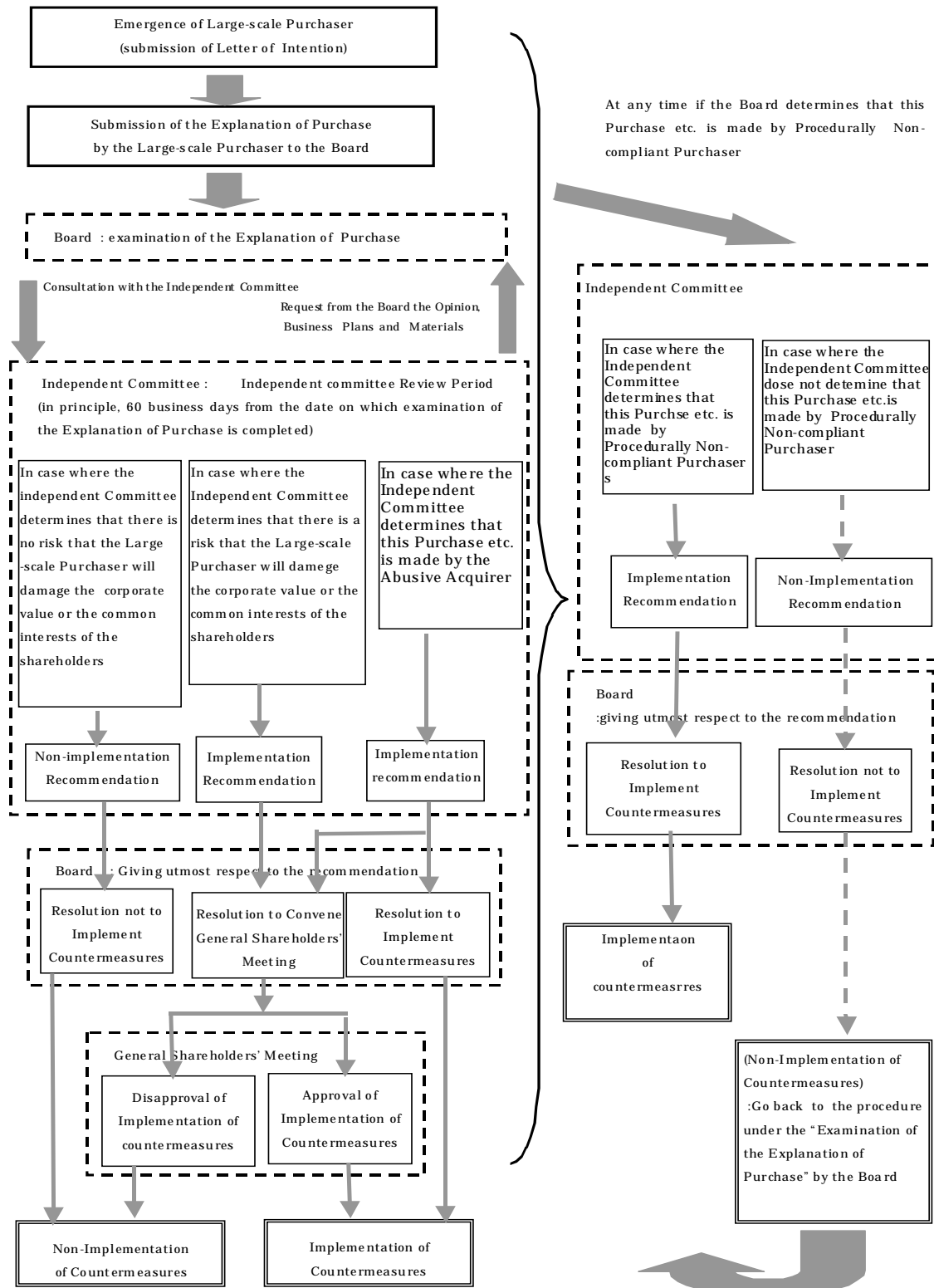


flowchart of Measures for Large-scale Purchases of NYK Share Certificates for the Purpose of Securing and Enhancing Corporate Value and the Common Interests of Shareholders (Takeover Defense Measures)



* This flow chart has been prepared for the purpose of explaining the contents of the Plan in a comprehensible manner. For details on the Plan, please refer to the official text of the press release