

January 29, 2010

Corporate Name: Nippon Yusen Kabushiki Kaisha  
Representative: Yasumi Kudo, President  
Contact: Keizo Nagai, General Manager  
Corporate Communication Group  
(Tel: +81 3 3284 5058)  
Hitoshi Oshika, General Manager,  
Corporate Planning Group  
(Tel: +81 3 3284 5714)

Cargo Business Reform and Merger Negotiations

We hereby announce the status and prospects of the cargo business reform and merger negotiations between NYK and Japan Airlines International (JALI), the key subsidiary of Japan Airlines, involving the restructuring of cargo business operated by JALI and our subsidiary, Nippon Cargo Airlines (NCA).

1. Status

Although we have been negotiating a potential merger between the cargo business of JALI and NCA since August 2009, we have not yet reached an agreement concerning conditions of the reform and merger, as well as some technical aspects of operational matters in the potential new business structure.

2. Prospect

In August, we announced that the new business structure was targeted to start from April 1, 2010. As stated above, we have not yet reached an agreement and we continue to negotiate relevant issues, including the revised target date of commencement of the new business structure.