

**Summary of the questions and answers for presentation of the financial results for
the third quarter of the fiscal year ending March 2020**

<Impacts of new coronavirus>

Q1:

What are the impacts of new coronavirus on NYK's liner (containers), dry bulk shipping, and automobile shipping businesses, respectively?

A1:

Regarding the liner business, we are in the process of collecting information through ONE and at this point have no clear outlook. We expect to see some impacts of Chinese New Year being extended for another week or so. If the demand for shipping drops, we will respond flexibly by reducing services. As of now, however, our alliance has not decided to further reduce services.

Dry bulk shipping might see gradual impacts. If manufacturers' production is impacted, that would inevitably impact the shipping of raw materials, fuels etc. We are paying close attention to the situation but it is difficult at this point to estimate the degree of impact. Impacts, if any, on financial performance would occur next fiscal year instead of this year; we expect this fiscal year to see no major impact.

As to the automobile shipping business, China-related transportation of finished cars is limited when compared with the total size of our automobile shipping business; we expect to see no major impact.

<Liner Business>

Q2: When compared with competitors, ONE's profit margin is not satisfactory. What is the future direction of ONE that is achieving a surplus?

A2:

We, too, think, as its parent company, ONE's profit and profit margin are not satisfactory at all. Nevertheless, it is also obvious that recovering from last fiscal year's significant loss entails another couple of steps to take. We believe ONE is on its way to recovery. ONE's future direction will be referred to in its medium-term business plan that is currently being formulated towards disclosure around the end of the current fiscal year. We would like to see the said plan indicate ONE's future profit margin comparable to its competitors.

<Air-Cargo Business>

Q3:

Your previous financial results presentation referred to discussion concerning Nippon Cargo Airlines (NCA)'s future direction. How is the progress, what is its direction, of the discussion?

A3: We are continuing our internal discussion, recognizing it as our largest management issue and receiving unflattering, straightforward comments from our external directors. We are considering all possible options taking into consideration NCA's business scale, market environment and other factors. We intend to indicate its direction in one way or another by the time of financial results announcement at the end of the current fiscal year.

Q4:

What is your present view on the next fiscal year's cargo situation (demand for air-cargoes)? Also, what is your outlook as to achieving a surplus?

A4:

We are in the process of formulating our outlook for the next fiscal year and not at the stage of mentioning anything concrete yet. Basically, however, we do not expect the recent sluggish demand for shipping to continue for a long time; we expect the demand to recover slightly towards the end of the next fiscal year. Our plan, which is being formulated, does not expect year 2020 to see immediate recovery of the demand to the level seen in FY2017 or 2018. It anticipates recovery to a level similar to, for example, FY2016's level. If we base our forecast on these assumptions, it would be difficult for the

business to achieve a surplus within FY2020 on a full-year basis. Our present view is that reaching a surplus on a monthly basis might become visible from the second half of FY2020.

Q5:

What are NCA's strengths and weaknesses?

A5:

Our strength and weakness both lie in the uniqueness of the aircraft (B747 cargo freighters) we operate. Its benefits are realized and increased through good operations of the aircraft. On the other hand, it makes collaboration with other companies a bit difficult. We have begun modifying and improving operations including terminating the round-the-world routes and replacing them with routes between Japan and the U.S.

<Logistics Business>

Q6: What is your view on Yusen Logistics (YLK)'s performance level? Also, what do you think are its strengths and weaknesses compared with its competitors?

A6:

We do not think YLK's performance is satisfactory compared with its competitors and continues to need improvements. Its strength lies with a good balance it has in terms of regions and segments. We are internally re-discussing its business including the points we have explained. We are in the process of reviewing the progress of YLK's medium-term business plan Transform 2025 and of formulating a future interim plan; we intend to provide relevant explanation in the plan.

<Bulk Shipping Business>

Q7:

How is the profit and loss situation of FFAs? And how are they managed under the current market situation? If the market declines, will it positively contribute to your performance?

A7:

We recorded realized and unrealized losses at the end of the second quarter and realized and unrealized gains at the end of the third quarter. As we explained previously, we think it is undesirable to get our performance significantly affected by unrealized loss or gain at the fiscal year end so we limit the volume of FFAs outstanding beyond fiscal year ends. The latest FFA market rates are being sluggish and deviate from our budget so we are not actively utilizing them. Our existing FFA rates for the 4Q period are fixed and remain unchanged. Therefore, if the market further declines in the future, the FFAs that we have in place would mitigate the impact of market decline on our 4Q performance, with their hedging effects increasing.