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NCA's Chairmen and Presidents

Chairmen

Name	From	Until	Notes
Shojiro Kikuchi	September 21, 1978	August 31, 1984	Passed away
Susumu Ono	December 6, 1984	June 30, 1992	Appointed Director and Advisor
Takeo Hori	June 30, 1992	June 30, 1995	Appointed Director and Advisor
Jiro Nemoto	June 30, 1995	June 24, 2003	Appointed Advisor
Yoshiyuki Nakamachi	June 24, 2003	August 5, 2005	

Vice Chairman

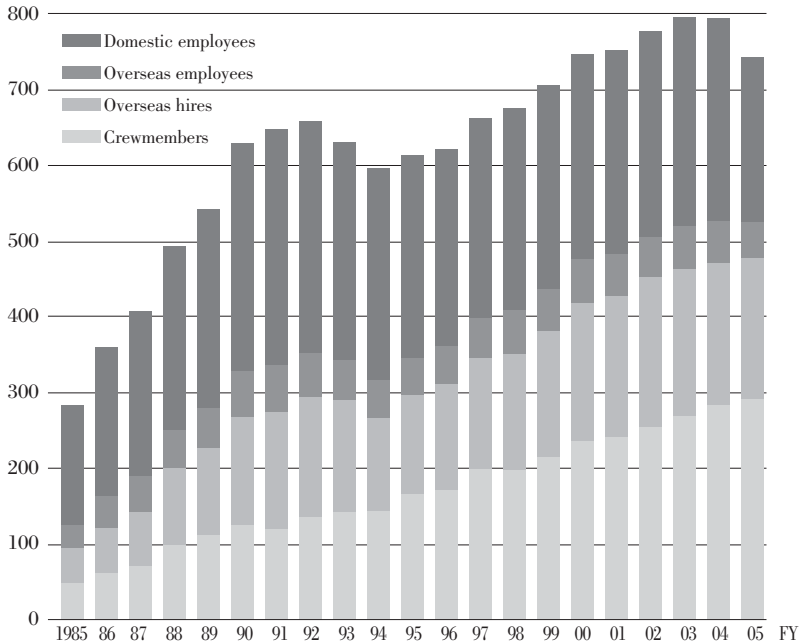
Name	From	Until	Notes
Toyoichiro Nakada	June 23, 1999	June 24, 2003	

Presidents

Name	From	Until	Notes
Takeo Hori	September 21, 1978	June 30, 1992	Appointed Chairman
Toyoichiro Nakada	June 30, 1992	June 23, 1999	Appointed Vice Chairman
Takashi Ijichi	June 23, 1999	June 24, 2003	
Takuro Uchiyama	June 24, 2003	Current	

Number of employees

Unit: persons



Unit: persons

Fiscal year	'85	'86	'87	'88	'89	'90	'91	'92	'93	'94	'95
Domestic employees	158	196	218	243	263	301	312	306	288	280	268
Overseas employees	30	43	48	50	54	61	61	59	53	51	50
Overseas hires	47	59	71	101	114	143	155	158	148	123	130
Crewmembers	49	63	72	100	113	126	121	137	143	144	167
Total	284	361	409	494	544	631	649	660	632	598	615

Fiscal year	'96	'97	'98	'99	'00	'01	'02	'03	'04	'05
Domestic employees	260	264	266	269	271	269	272	276	268	218
Overseas employees	50	54	58	56	58	56	53	56	56	47
Overseas hires	139	146	153	166	182	187	199	195	187	187
Crewmembers	173	200	199	216	237	242	255	270	280	298
Total	622	664	676	707	748	754	779	797	791	750

Note: As of the last month of each fiscal year, except for 2005, which is as of April 1 (beginning of fiscal year).

Capitalization

	Capital	Number of shareholders	
September 21, 1978	¥200 million	5 companies	Nippon Yusen Kaisha, All Nippon Airways, Kawasaki Kisen Kaisha, Mitsui O.S.K. Lines, Yamashita-Shinnihon Steamship,
October 4, 1983	¥800 million	7 companies	The above + Showa Line and Japan Line
March 15, 1984	¥3.2 billion	73 companies	
August 31, 1985	¥9.6 billion	79 companies	
November 21, 1987	¥14.4 billion	86 companies	
October 9, 1993	¥21.6 billion	81 companies	
March 31, 2005	¥21.6 billion	47 companies	

Major shareholders (as of March 31, 2005)

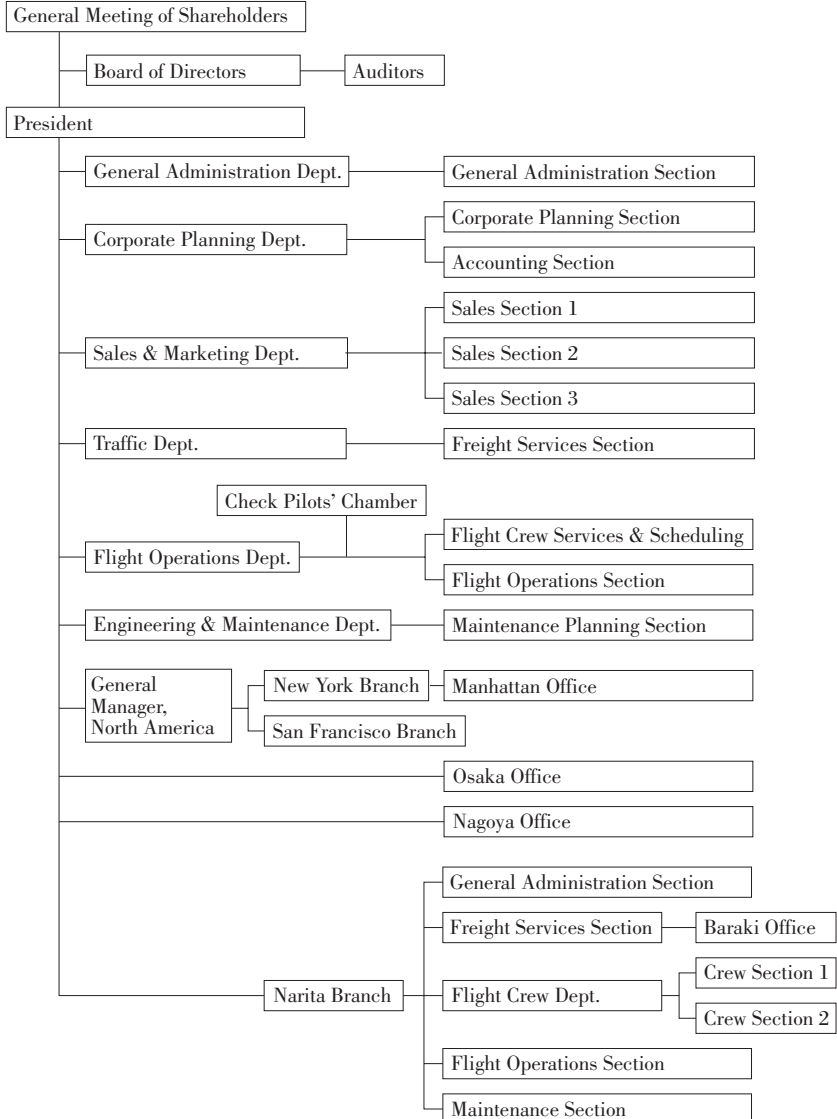
	Number of stocks (thousand)	Share (%)
Nippon Yusen Kaisha (NYK Line)	119,183	27.59
All Nippon Airways	119,183	27.59
Kawasaki Kisen Kaisha	56,997	13.19
Mitsui O.S.K. Lines	56,997	13.19
Nippon Express	13,500	3.13

Shareholding by industry (as of March 31, 2005)

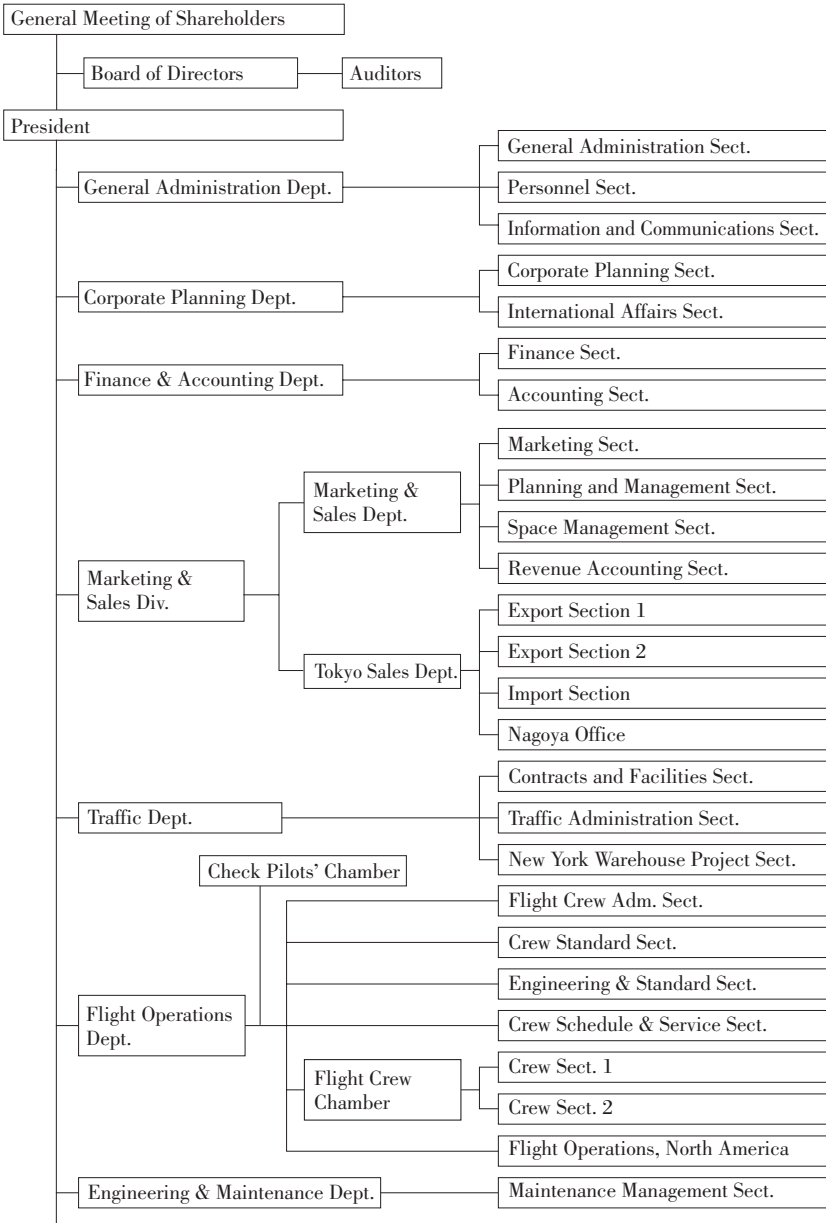
Industry (number of companies)	Number of stocks (thousand)	Share (%)	Par value (thousand yen)
Seaborne/Airborne commerce (4)	352,361	81.56	17,618,050
Bank (3)	11,700	2.71	585,000
Non-life insurance (6)	21,287	4.93	1,064,350
Life insurance (6)	10,450	2.42	522,500
Trading houses (6)	9,822	2.27	491,100
Freight forwarders (19)	25,480	5.90	1,274,000
Securities companies (3)	900	0.21	45,000
Total (47)	432,000	100.00	21,600,000

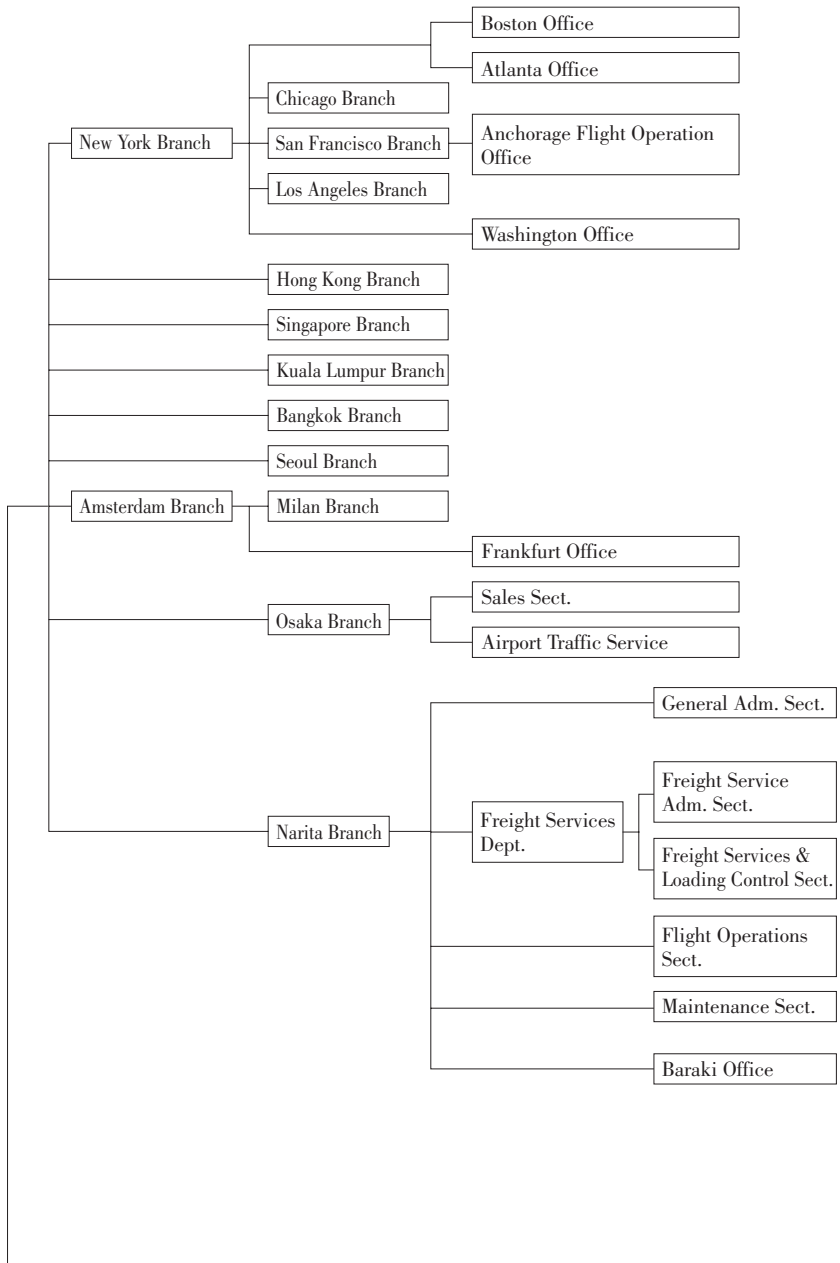
Organization chart

• April 1, 1985

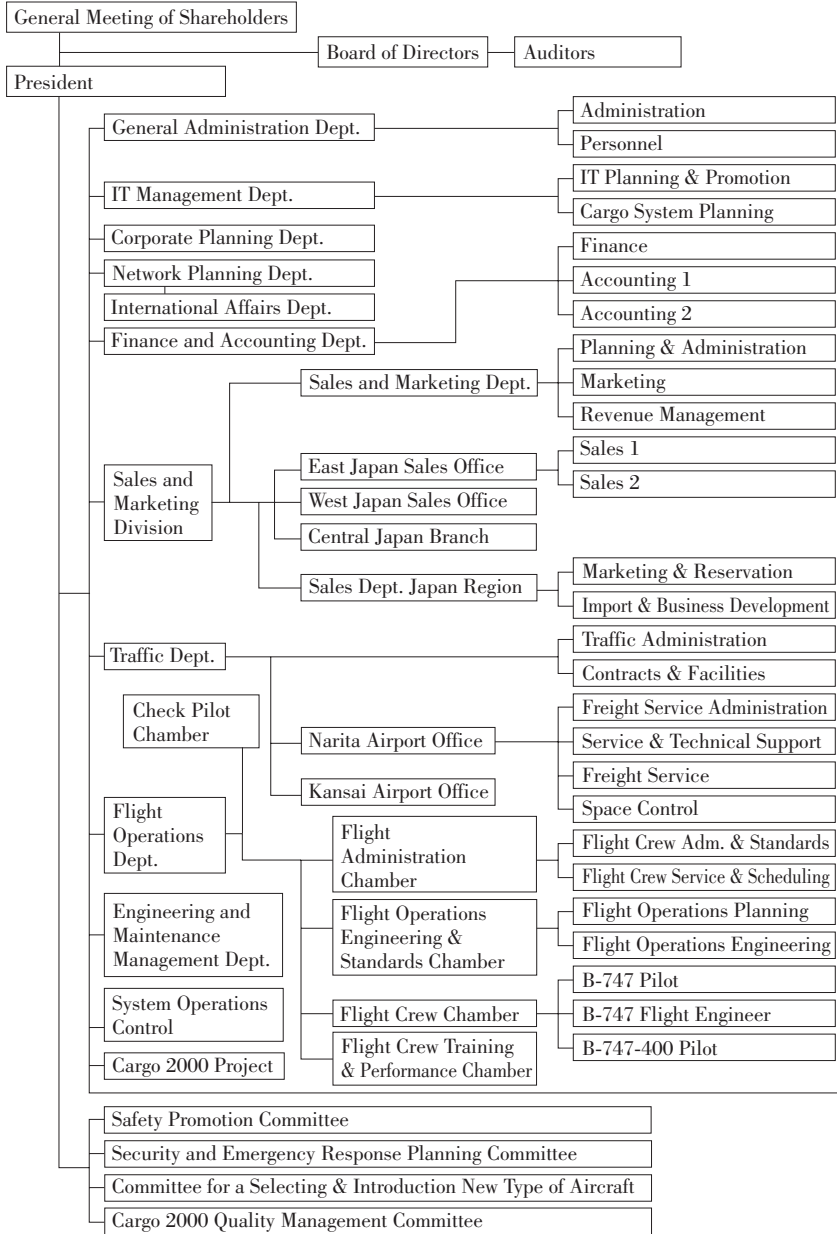


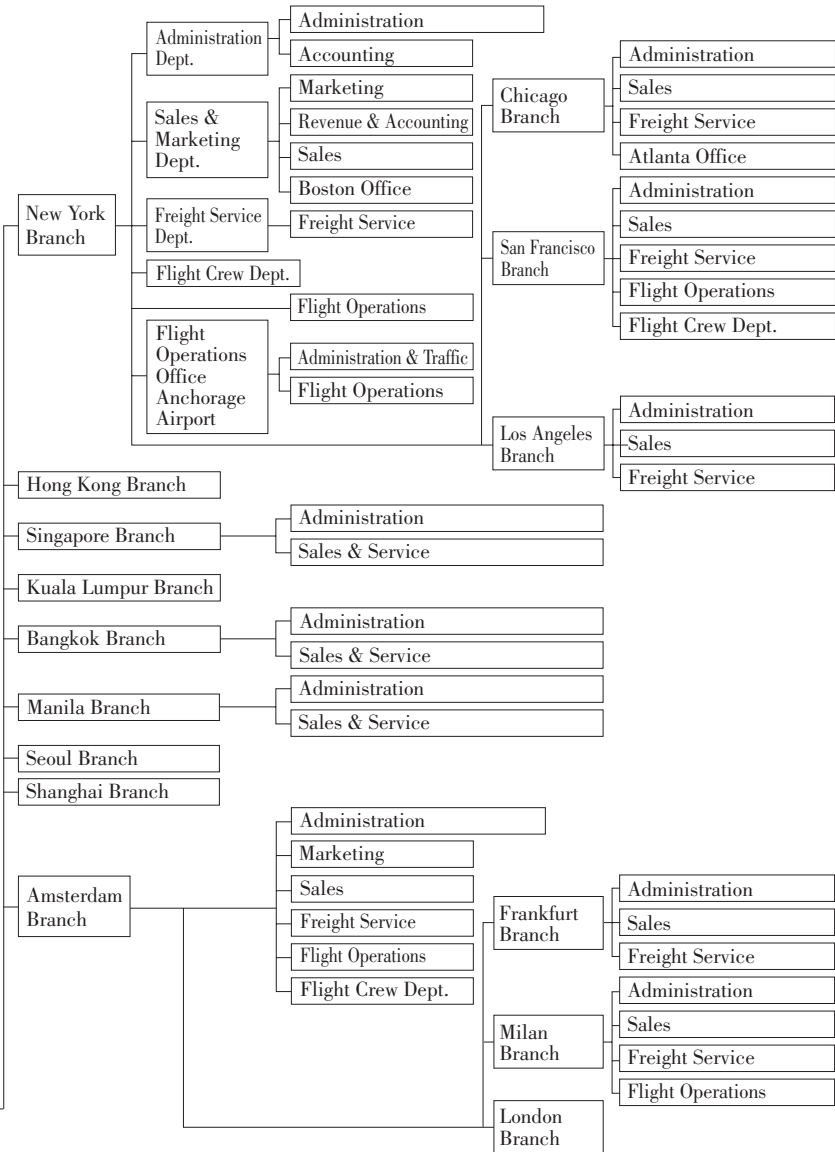
● April 1, 1995





● As of April 1, 2005

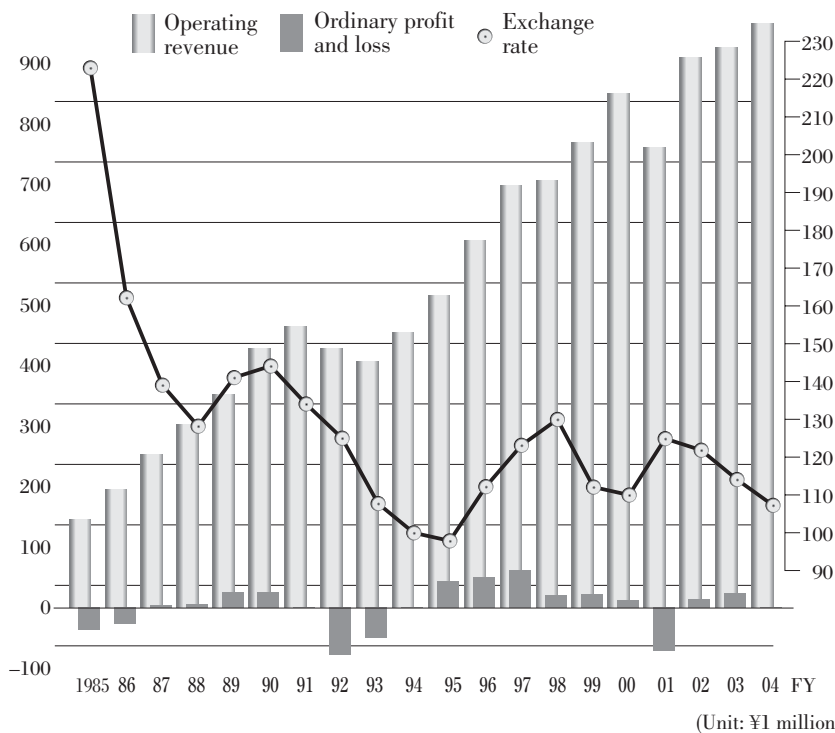




Income and expenditure

Unit: ¥100 million

Unit: ¥/US\$



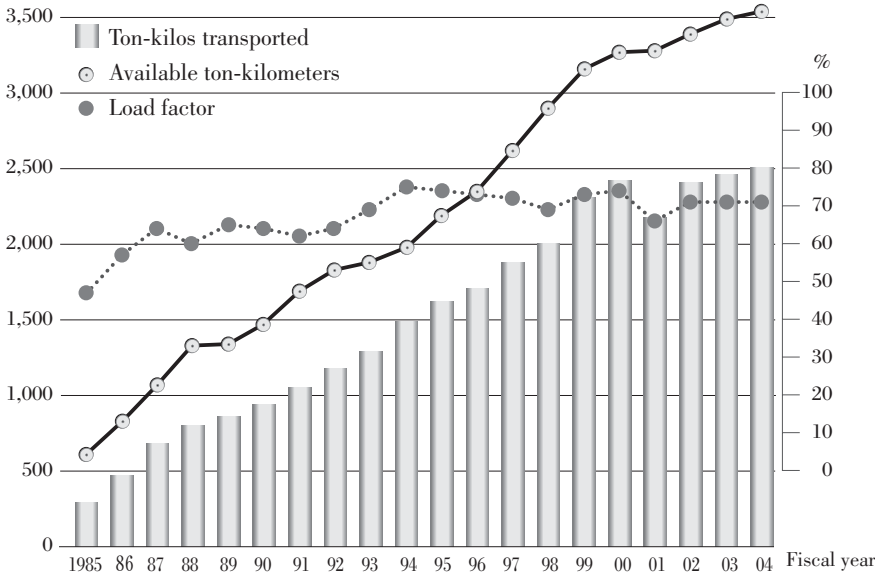
Fiscal year	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Operating revenue	14,502	19,525	25,391	30,316	35,167	42,907	46,409	42,885	40,676	45,486
Operating expenses	18,962	-21,639	24,575	28,754	31,941	41,314	45,821	48,286	43,617	43,717
Operating profit and loss	-4,461	-2,114	815	1,561	3,226	1,592	587	-5,400	-2,941	1,769
Nonoperating profit and loss	642	-635	-422	-1,050	-707	934	-522	-2,512	-2,030	-1,870
Ordinary profit and loss	3,819	-2,750	392	510	2,518	2,526	65	-7,913	-4,970	-101

Fiscal year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Operating revenue	51,624	60,788	69,762	70,604	76,930	84,860	75,988	90,960	92,562	96,499
Operating expenses	46,441	54,208	61,063	66,957	73,220	82,689	82,654	88,423	89,169	95,877
Operating profit and loss	5,182	6,579	8,698	3,647	3,710	2,170	-6,665	2,537	3,393	621
Nonoperating profit and loss	-824	-1,481	-2,532	-1,598	-1,485	-963	-624	-1,182	-966	-477
Ordinary profit and loss	4,358	5,098	6,166	2,049	2,225	1,207	-7,290	1,355	2,428	143

Note: Beginning in FY 1989, the allocation method was changed such that "a portion of sales commissions" was subtracted from "air transport revenue" rather than from conventional costs. This has been incorporated into the results through FY 1988 as well.

Transport results

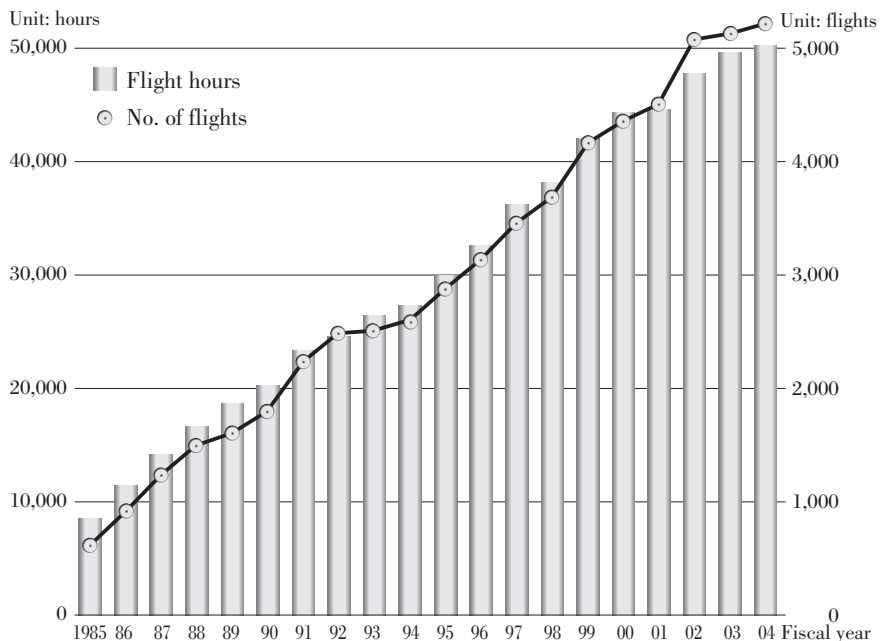
Unit: million ton-kilometers



Fiscal year	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Weight (tons)	25,980	48,177	77,740	94,277	98,805	110,849	127,426	144,838	160,703	191,183
Ton-kilos transported (1,000 ton-kilos)	287,470	473,923	683,123	803,271	864,709	942,844	1,053,408	1,176,669	1,291,881	1,487,943
Operating rate per aircraft (hours/day)	9.4	10.4	11.7	11.4	12.8	12.9	12.0	11.2	12.0	12.5
No. of aircraft	2.5	3.0	3.3	4.0	4.0	4.3	5.3	6.0	6.0	6.0

Fiscal year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Weight (tons)	207,085	218,317	242,634	256,392	308,151	320,787	294,189	341,707	361,136	362,924
Ton-kilos transported (1,000 ton-kilos)	1,623,446	1,708,200	1,884,696	2,004,208	2,312,406	2,416,663	2,175,205	2,405,991	2,464,878	2,504,245
Operating rate per aircraft (hours/day)	12.1	12.7	13.0	13.1	13.1	13.3	12.2	12.4	12.4	12.5
No. of aircraft	6.8	7.0	7.7	8.0	8.8	9.1	10.0	10.5	11.0	11.0

Flight operations results



Fiscal year	1985	1986	1987	1988	1989	1990	1991	1992	1993	1994
Flight hours	8,510	11,422	14,152	16,671	18,739	20,194	23,271	24,568	26,356	27,283
No. of flights	550	853	1,173	1,429	1,536	1,730	2,166	2,415	2,524	2,573

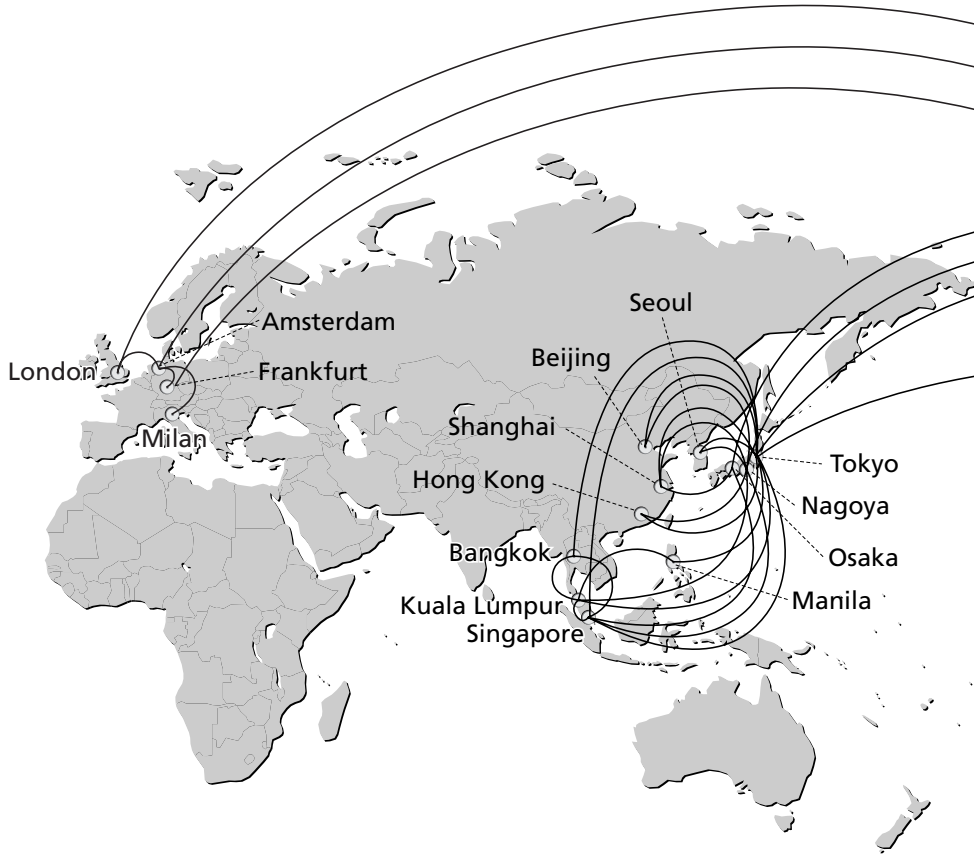
Fiscal year	1995	1996	1997	1998	1999	2000	2001	2002	2003	2004
Flight hours	29,967	32,550	36,168	38,120	42,022	44,258	44,525	47,668	49,634	50,165
No. of flights	2,811	3,054	3,390	3,622	4,105	4,285	4,443	5,010	5,128	5,147

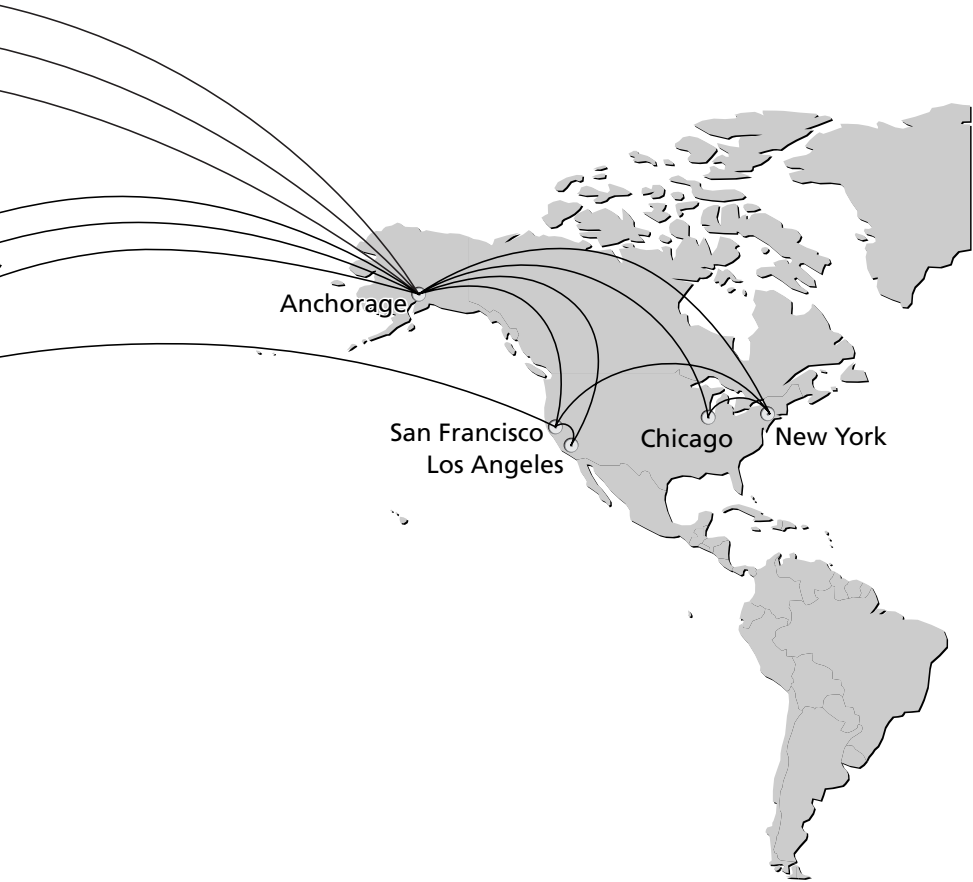
Development of routes

(as of June 2005)

Flight Starting Date	Operation Status upon Route Opening
May 8, 1985	Tokyo = San Francisco = New York
October 30, 1986	Tokyo = Hong Kong
October 5, 1987	Tokyo = Singapore
June 7, 1988	Tokyo = Amsterdam
November 2, 1989	Tokyo – Singapore – Bangkok – Tokyo
June 13, 1990	Tokyo = Seoul
February 12, 1991	Tokyo – Chicago – New York – Tokyo
April 2, 1991	Tokyo = San Francisco = Los Angeles
January 22, 1993	Tokyo = Amsterdam = Milan
September 6, 1994	Tokyo – Osaka – Singapore – Bangkok – Tokyo Tokyo – Osaka – Singapore – Bangkok – Osaka – Tokyo Tokyo – Hong Kong – Osaka
October 31, 1994	Tokyo – Osaka – Singapore – Kuala Lumpur – Tokyo Tokyo – Bangkok – Kuala Lumpur – Tokyo
November 8, 1995	Tokyo – Osaka – Chicago – New York – Osaka – Tokyo
October 7, 1996	Tokyo = Manila = Singapore
June 7, 1997	Tokyo – Osaka – Anchorage – San Francisco – Los Angeles – San Francisco – Anchorage – Tokyo
September 12, 1997	Osaka = Manila = Kuala Lumpur
October 4, 1997	Osaka – Anchorage – Amsterdam – Anchorage – Tokyo
March 10, 1998 (suspended March 31, 2002)	Tokyo – Osaka = Anchorage = San Francisco = Portland Tokyo – San Francisco – Los Angeles – San Francisco – Portland – Anchorage – Tokyo
September 8, 1998	Tokyo = Anchorage = Amsterdam = London
October 27, 1998	Osaka – Shanghai – Tokyo
May 1, 1999	Tokyo – Seoul – Osaka
September 24, 2000	Osaka – Frankfurt – Milan – Osaka

Route network





Note: Beijing routes are jointly operated.

(As of April 1, 2005)

Chronology

Year	Month/Day	NCA Milestones	Month/Day	Events in Industry and World at Large
1978	Sept. 21	<ul style="list-style-type: none"> Established Nippon Air Cargo Lines. Held the inaugural meeting and the first board of directors meeting (Head office: Tokyo, President: Takeo Hori, Capital: 200 million yen, Shareholders: 5 companies) 	May. 20	<ul style="list-style-type: none"> Opening of New Tokyo International Airport
	Sept. 27	<ul style="list-style-type: none"> Completed registration of incorporation 		
	Nov. 16	<ul style="list-style-type: none"> Submitted the application for scheduled air transportation business license to the Minister of Transport. 		
1979	Apr. 5	<ul style="list-style-type: none"> Dispatched the first North American market survey team. 	Feb. 12	<ul style="list-style-type: none"> Establishment of Khomeini government in Iran. (Iranian revolution)
			Mar. —	<ul style="list-style-type: none"> Second oil crisis
1980	Mar. 16	<ul style="list-style-type: none"> Dispatched the South-East Asian market survey team 	Sept. 22	<ul style="list-style-type: none"> The Iran-Iraq conflict escalated into an all-out war.
1982	Sept. 25	<ul style="list-style-type: none"> Dispatched the second North American market survey team. 	Apr. 2	<ul style="list-style-type: none"> Falkland war between England and Argentine occurred (ended Jul. 12).
1983	Jan. 10	<ul style="list-style-type: none"> Submitted a request for scheduled air transportation business license to the Minister of Transport. 	Mar. —	<ul style="list-style-type: none"> WTI crude oil was listed on New York Mercantile Exchange market.
	Apr. 13	<ul style="list-style-type: none"> Submitted a substitute application for scheduled air transportation business license to the Civil Aviation Bureau of the Ministry of Transport. 	Aug. 8	<ul style="list-style-type: none"> The aviation fuel pipeline at the New Tokyo International Airport went into service.
	Jun. 9	<ul style="list-style-type: none"> A public hearing was held by the Transportation Council. 	Sept. 1	<ul style="list-style-type: none"> The B747 Korean Airlines flight 007 violated the territorial air space of the USSR, and was shot down by a USSR fighter.
	Aug. 13	<ul style="list-style-type: none"> Obtained the license for scheduled air transportation business. 		
	Oct. —	<ul style="list-style-type: none"> Opened the head office on the 27th floor of Kasumigaseki Building. 		
	Nov. 22	<ul style="list-style-type: none"> Concluded a purchase contract with All Nippon Airways (ANA) and Boeing for 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
		two B747-200Fs.		
1984	Jan. 12	<ul style="list-style-type: none"> • The corporate name in English was changed from Nippon Air Cargo Lines (NAC) to Nippon Cargo Airlines (NCA). 		
	Mar. 15	<ul style="list-style-type: none"> • Capital increase (to 3.2 billion yen held by 73 shareholder companies) 		
	May 21	<ul style="list-style-type: none"> • Started the procedure for joining IATA. (Approved on October 27.) 		
	Jun. 13	<ul style="list-style-type: none"> • Decided the design on fuselage. 		
	Jul. 1	<ul style="list-style-type: none"> • Opened the Narita Branch. 		
	Jul. 16	<ul style="list-style-type: none"> • Opened the New York and San Francisco Branches. 		
	Jul. 17	<ul style="list-style-type: none"> • Opened the Osaka Sales Office. 		
	Oct. 1	<ul style="list-style-type: none"> • Opened the Nagoya Sales Office. 		
	Oct. 22	<ul style="list-style-type: none"> • Opened the Baraki Office. 		
	Dec. 12	<ul style="list-style-type: none"> • Opened the Manhattan Office. 	Dec. 19	<ul style="list-style-type: none"> • Hong Kong was formally returned from England to China.
	Dec. 13	<ul style="list-style-type: none"> • Received delivery of the first aircraft (JA8167). 		
1985	Jan. 15	<ul style="list-style-type: none"> • Established the accident handling rules. 		
	Jan. 31	<ul style="list-style-type: none"> • The first aircraft (JA8167) arrived at Narita. 		
	Feb. 1	<ul style="list-style-type: none"> • Implemented the IRIS cargo information system. 		
	Feb. 8	<ul style="list-style-type: none"> • Opened the Osaka Airport Office. 		
	Feb. 28	<ul style="list-style-type: none"> • Received delivery of the second aircraft (JA8168) 		
	Apr. 8	<ul style="list-style-type: none"> • Opened the Los Angeles Sales Office. 		
	Apr. 30	<ul style="list-style-type: none"> • Agreement on NCA's traffic right to the United States in the Japan-U.S. aeronautical negotiation. ('85 MOU) 		
	May 1	<ul style="list-style-type: none"> • Opened the Chicago Sales Office. 		
	May 8	<ul style="list-style-type: none"> • Started operations on the Tokyo–San Francisco–New York route (six flights/week) 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1985	Jun. 1	• Entrusted ANA as NCA's general sales agent in Hong Kong and Fukuoka areas.		
	Jul. 11	• Held an inauguration party in New York. (Held the same on Jun. 6 in Washington, on Jul. 9 in San Francisco, and on Jul. 26 in Hong Kong)		
	Aug. 31	• Capital increase (to 9.6 billion yen, 79 shareholder companies)	Aug. 12	• JAL's B747 crashed into Mt. Osutaka in Gunma-prefecture (520 persons on board died.)
	Oct. 15	• Received delivery of the third aircraft (JA8172).		
	Oct. 17	• Applied for non-regular air transport business license (obtained the license on Nov. 1.)	Sept. 22	• Meeting of the G5 finance ministers and central bankers agreed on correcting the strong dollar (Plaza Agreement).
	Nov. 1	• Entrusted Sanyan Airlines as the general sales agent in Taiwan area.		
1986	Feb. 1	• Opened the Washington Resident Office	Jan. 28	• Space shuttle "Challenger" exploded immediately after launching.
	Mar. 15	• A chartered flight (for computer hardware) between Tokyo and Los Angeles (The same on Mar. 20)		
	Jun. 26	• A chartered flight (for computer hardware) between Tokyo and Sydney (Same chartered flights also on Jul. 27 and Sept. 4)	Feb. 11	• Pan Am's Pacific routes were closed and succeeded by United Airlines.
	Jul. 31	• Applied for the Tokyo-Hong Kong route license. (Obtained the license on Oct. 1)	Sept. 20	• GATT (General Agreement on Tariffs and Trade) meeting of Ministers adopted declaration of a new round (multilateral trade negotiations).
	Aug. 8	• Agreement on NCA's traffic right to Hong Kong by the Japan-England aeronautical negotiation. (two flight/week)		
	Aug. 8	• Opened the Anchorage Flight Operation Office.		
	Sept. 4	• Agreement on NCA's traffic right to Singapore by the Japan-Singapore aeronautical negotiation.	Nov. 26	• The second-term construction work of the New Tokyo International Airport started.
	Sept. 4	• Concluded a commercial agreement with Cathay Pacific Airways.		

Year	Month/Day	NCA Milestones	Month/Day	Events in Industry and World at Large
1986	Sept. 19	• Opened the Hong Kong Branch.		
	Oct. 1	• Entrusted Worldwide Express as NCA's general sales agent in Korea.		
	Oct. 2	• Started operations on the Tokyo–New York route (Three flights per week).		
	Oct. 30	• Started operations on the Tokyo–Hong Kong route. (Two flights per week)		
1987	Apr. 20	• A chartered flight (for computer hardware) between Tokyo and Sydney (The same on May 24 and Jun. 23)	Jan. 27	• Started construction of Kansai International Airport.
	May 1	• Expanded the Head Office (relocated the Sales Department to Shin-Kasumigaseki Building.	Oct. 19	• Black Monday, biggest drop (508 dollars) in the history of the New York stock market
	Jun. 28	• A chartered flight between Seattle and Tokyo (for American cherries) (The same on Jul. 1 and Jul 5)	Nov. 18	• Full privatization of Japan Air Lines
	Jul. 9	• Agreement on NCA's traffic right to Amsterdam by the Japan-Netherlands aeronautical negotiation.		
	Jul. 22	• Applied for the Tokyo–Singapore route license. (Obtained the license on August 28.)		
	Sept. 1	• Introduced a pension plan in North America		
	Sept. 4	• Opened the Singapore Branch.		
	Oct. 5	• Started operations on the Tokyo–Singapore route. (One flight per week)		
	Nov. 9	• Started to fly through Hong Kong in the return route from Singapore to Tokyo.		
	Nov. 16	• Opened the Amsterdam Branch.		
	Nov. 21	• Capital increase (to 14.4 billion yen by 86 shareholder companies)		
	Dec. 1	• Opened the Frankfurt Sales Office.		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1988	Jan. 27	<ul style="list-style-type: none"> Received delivery of the fourth aircraft (JA8188). 		
	Feb. 16	<ul style="list-style-type: none"> Concluded a commercial agreement with KLM Royal Dutch Airlines 		
	Mar. 7	<ul style="list-style-type: none"> Applied for the Tokyo–Amsterdam route license (obtained the license on Apr. 15.) 		
	Mar. 10	<ul style="list-style-type: none"> A chartered flight (items for exhibition) between Atlanta and Tokyo 		
	Mar. 31	<ul style="list-style-type: none"> Opened the Boston Office. 		
	May 16	<ul style="list-style-type: none"> Signed a foreigner crew introduction agreement with TWA. 		
	Jun. 7	<ul style="list-style-type: none"> Started operations on the Tokyo–Amsterdam route. (One flight per week) 	Jun. 17	<ul style="list-style-type: none"> Start of traffic of Federal Express to Japan.
	Jun. 30	<ul style="list-style-type: none"> A chartered flight between Seattle and Tokyo (for American cherries) 	Aug. 20	<ul style="list-style-type: none"> End of Iran–Iraq War (7 years and 11 months after it began)
	Jul. 6	<ul style="list-style-type: none"> Agreement on our traffic right to Bangkok by the Japan–Thailand aeronautical negotiation. 	Nov. 8	<ul style="list-style-type: none"> Election of Republican Bush as the president of the United States
1989	May 1	<ul style="list-style-type: none"> Started operation with crew dispatched from TWA 	May 18	<ul style="list-style-type: none"> One million demonstrators demanded democratization in Tianmen Square in Beijing. (Enforcement of Martial Law on May 20)
	Jul. 7	<ul style="list-style-type: none"> Decided to connect the IRIS with the ACS (American Customs System). 		
	Jul. 20	<ul style="list-style-type: none"> Applied for the Tokyo–Singapore–Bangkok route license. (Obtained the license on Sept. 22.) 	Nov. 9	<ul style="list-style-type: none"> East Germany opened the border with West Germany—virtual collapse of the Berlin Wall
	Sept. 7	<ul style="list-style-type: none"> Agreement on NCA’s traffic right to Korea by the Japan–Korea aeronautical negotiation. 		
	Nov. 2	<ul style="list-style-type: none"> Started operations on the Tokyo–Singapore–Bangkok route (One flight per week). 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1989	Nov. 6	<ul style="list-style-type: none"> • Agreement on NCA's traffic right to Chicago and Los Angeles by the Japan-U.S. aeronautical negotiation. ('89 MOU) 	Dec. 2	<ul style="list-style-type: none"> • U.S.-U.S.S.R. top-level conference declared End of Cold War
	Dec. 14	<ul style="list-style-type: none"> • Flight disruptions owing to eruption of Mt. Redoubt (volcano) in Alaska. 		
1990	Jan. 12	<ul style="list-style-type: none"> • Reorganized the Chicago and Los Angeles Sales Offices to Branches. 	Mar. 15 Aug. 2 Oct. 3	<ul style="list-style-type: none"> • Mr. Gorbachev became president of the USSR. • Iraqi invaded Kuwait (Gulf Crisis). • Unification of West Germany and East Germany.
	Jan. 12	<ul style="list-style-type: none"> • Opened the Seoul Branch. 		
	Apr. 3	<ul style="list-style-type: none"> • Applied for the Tokyo-Seoul route license. (Obtained the license on May 18.) 		
	Jun. 13	<ul style="list-style-type: none"> • Started operations on the Tokyo-Seoul route (One flight per week). 		
	Jul. 3	<ul style="list-style-type: none"> • Applied for the Tokyo-Chicago route license. (Obtained the license on August 8.) 		
	Sept. 3	<ul style="list-style-type: none"> • Applied for the Tokyo-Los Angeles route license. (Obtained the license on Oct. 11.) 		
	Nov. 5	<ul style="list-style-type: none"> • A chartered flight (transported 12 ambulances) as a part of Japan's contribution to the Middle East. 		
	Nov. 6	<ul style="list-style-type: none"> • Received delivery of the fifth aircraft. (JA8191) 		
1991	Jan. 28	<ul style="list-style-type: none"> • Relocated the Los Angeles Branch from American Airlines Cargo Building to Hanger One Building. 	Jan. 17	<ul style="list-style-type: none"> • A multinational corps mainly consisting of US forces attacked Iraq as the outbreak of the Gulf War.
	Feb. 4	<ul style="list-style-type: none"> • Constructed a warehouse outside the Chicago Airport. 		
	Feb. 12	<ul style="list-style-type: none"> • Relocated the Head Office to Shin-Nikko Building. 	Jan. 18	<ul style="list-style-type: none"> • The total cargo quantity handled since the opening of Narita Airport exceeded 10 million tons.
	Feb. 12	<ul style="list-style-type: none"> • Started operations on the Tokyo-Chicago-New York route. (Three flights per week, increased to four flights per week from Mar. 7). 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1991	Mar. 1	<ul style="list-style-type: none"> Conducted the first transportation campaign (Mar. 1 through Mar. 31) 		
	Apr. 1	<ul style="list-style-type: none"> Implemented the new loading management system “NEWS-II” into service. 		
	Apr. 2	<ul style="list-style-type: none"> Started operations on the Tokyo–San Francisco–Los Angeles route (Three flights per week). 		
	Apr. 22	<ul style="list-style-type: none"> A domestic chartered flight (for canned beer) between Haneda and Chitose. 		
	May 20	<ul style="list-style-type: none"> A chartered flight (for American Cherries) from San Francisco to Tokyo. 		
	Jun. 13	<ul style="list-style-type: none"> Changed the route of flight KZ203 due to the eruption of Mt. Pinatubo (in Philippines). 		
	Jul. 14	<ul style="list-style-type: none"> Opened the Paris Sales Office. 		
	Oct. 11	<ul style="list-style-type: none"> Started joint operations with KLM Royal Dutch Airlines in the Nagoya–Amsterdam route. (One flight per week) 	Dec. 4	<ul style="list-style-type: none"> Pan Am’s Pacific routes stopped, ending their 64-year history.
	Oct. 14	<ul style="list-style-type: none"> Relocated the Hong Kong Airport Office within the Airport. 	Dec. 11	<ul style="list-style-type: none"> Agreement on origination of European Union at the EC summit conference.
	Nov. 18	<ul style="list-style-type: none"> A chartered flight (for Beaujolais Nouveau) between Amsterdam and Tokyo. 		
	Nov. 19	<ul style="list-style-type: none"> Received delivery of the sixth aircraft (JA8194). 	Dec. 26	<ul style="list-style-type: none"> USSR Summit Conference declared the dissolution of the USSR.
1992	Mar. 13	<ul style="list-style-type: none"> A chartered flight (cut flowers) between Naha and Tokyo. 	Feb. 7	<ul style="list-style-type: none"> EC member countries signed the European Union Treaty (Maastricht Treaty).
	May 31	<ul style="list-style-type: none"> A chartered flight (for medical support) between Tokyo and Moscow. 		
	Jun. 10	<ul style="list-style-type: none"> Agreement on NCA’s traffic right to Milan by the Japan-Italy aeronautical negotiation. 	Apr. 7	<ul style="list-style-type: none"> Outbreak of civil war in Bosnia and Herzegovina

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1992	Jun. 10	<ul style="list-style-type: none"> • Opened the Milan Sales Office. 		
	Jun. 30	<ul style="list-style-type: none"> • Takeo Hori was assigned as the Chairman and Vice-president Toyochiro Nakada took office as the President. 		
	Jul. 2	<ul style="list-style-type: none"> • Opened the Atlanta Sales Office. 		
	Jul. 29	<ul style="list-style-type: none"> • Service work for the first aircraft (JA8167) at ASTAAS (in Australia). 		
	Aug. 18	<ul style="list-style-type: none"> • Flight schedule disrupted owing to Volcanic ash falling on Anchorage in Alaska (eruption of Mt. Spur). 		
	Sept. 25	<ul style="list-style-type: none"> • Entrusted GFS with the ground handling work at Atlanta. 		
	Oct.1	<ul style="list-style-type: none"> • Opened the Milan Branch. 		
	Oct. 20	<ul style="list-style-type: none"> • Applied for the Tokyo–Milan route license. (Obtained the license on November 20.) 		
	Dec. 7	<ul style="list-style-type: none"> • Concluded a commercial business agreement with Alitalia Airlines. 		
1993	Jan. 22	<ul style="list-style-type: none"> • Started operations on the Tokyo–Milan route (One flight per week). 	Jan. 1	<ul style="list-style-type: none"> • Startup of EC unified market
	Feb. 1	<ul style="list-style-type: none"> • Entrusted by ANA as their general sales agent in Germany and Switzerland (ground handling jobs from Feb. 17). 		
	Feb. 15	<ul style="list-style-type: none"> • Closed NCA’s Washington Office. 		
	May 1.	<ul style="list-style-type: none"> • Entrusted ANA as NCA’s general sales agent in Malaysia. 		
	Jun. 7	<ul style="list-style-type: none"> • Relocated the Head Office from Shin-Nikko Building to Shiroyama JT Mori Building. 		
	Jun. 19	<ul style="list-style-type: none"> • Executed the first legal check of maintenance by crewmembers in the Seoul route. 		
	Jul. 1	<ul style="list-style-type: none"> • A chartered flight (for American cherries) between Seattle and Tokyo. 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1993	Jul. 6	<ul style="list-style-type: none"> • The engine monitoring system was put into service at Narita. 		
	Aug. 1	<ul style="list-style-type: none"> • Awarded with the Quality Carrier Prize from a magazine, "Distribution". 		
	Aug. 4	<ul style="list-style-type: none"> • Concluded a foreigner crew (pilot) dispatch agreement with Parc Aviation. 		
	Aug. 30	<ul style="list-style-type: none"> • Started publication of "NCA News" as the house organ in English. 		
	Oct. 1	<ul style="list-style-type: none"> • Organized the safety promotion committee. 		
	Oct. 1	<ul style="list-style-type: none"> • Transferred a part of operation management jobs at Narita to ANA. 		
	Oct. 1	<ul style="list-style-type: none"> • Entrusted G.S.A. Scandinavia as NCA's general sales agent in Scandinavia and Finland. 		
	Oct. 9	<ul style="list-style-type: none"> • Capital increase (to 21.6 billion yen by 81 shareholder companies) 		
	Nov. 15	<ul style="list-style-type: none"> • Signed a foreign crewmember (flight engineer) dispatch agreement with Nordstress. 		
	Dec. 6	<ul style="list-style-type: none"> • "COBRA", a new cargo information system, was put into service. 		
	Dec. 14	<ul style="list-style-type: none"> • Received delivery of the seventh aircraft (JA8158) for storage and service at Wichita, Kansas. 		
Dec. 21	<ul style="list-style-type: none"> • Abolished the Maintenance Dept. in NCA's Hong Kong Branch, and started joint maintenance operations with ANA in Hong Kong. 			
1994	Mar. 13	<ul style="list-style-type: none"> • A chartered flight (for cut flowers) between Naha and Tokyo (the same on Mar. 15). 	Jan. 1	<ul style="list-style-type: none"> • Instigation of NAFTA (North American Free Trade Agreement).
	Apr. 1	<ul style="list-style-type: none"> • Started joint maintenance operations with ANA in Singapore and Amsterdam. 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1994	Apr. 8	<ul style="list-style-type: none"> Started operations on the Tokyo–Singapore–Hong Kong route (One flight per week). 		
	Apr. 26	<ul style="list-style-type: none"> Revised the periodic foreigner pilot tests to use the simulator only. 		
	Jun. 28	<ul style="list-style-type: none"> Applied for the route licenses for Tokyo–Osaka (international freight), Osaka–Singapore, Osaka–Bangkok, and Osaka–Hong Kong. (Obtained the licenses on Aug. 5.) 		
	Jun. 30	<ul style="list-style-type: none"> Closed NCA’s Paris Sales Office. 		
	Jul. 1	<ul style="list-style-type: none"> Changed the return flight in the Tokyo–San Francisco route to depart early morning and via Anchorage. 		
	Jul. 1	<ul style="list-style-type: none"> Changed the general sales agent in Korea to San Yang Air Transport. 	Jul. 2	<ul style="list-style-type: none"> Cargolux opened the Komatsu–Luxembourg route (Two flights per week).
	Jul. 16	<ul style="list-style-type: none"> Opened the Kansai International Airport Office. 		
	Aug. 15	<ul style="list-style-type: none"> Opened the Kuala Lumpur Branch 	Jul. 12	<ul style="list-style-type: none"> United Airlines decided to sell 55% of its stocks to the employees union.
	Aug. 24	<ul style="list-style-type: none"> Applied for route licenses for Bangkok–Kuala Lumpur and Singapore–Kuala Lumpur (obtained the licenses on Sept. 30). 	Sept. 4	<ul style="list-style-type: none"> Opening of Kansai International Airport.
	Sept. 1	<ul style="list-style-type: none"> Started joint business in sales and transportation with ANA in New York and Los Angeles. 		
	Sept. 1	<ul style="list-style-type: none"> Entrusted by ANA with the ground handling work in Los Angeles. 		
	Sept. 1	<ul style="list-style-type: none"> Entrusted by ANA as their general sales agent in the United States (excluding 11 southeastern states and Hawaii). 		
	Sept. 6	<ul style="list-style-type: none"> Started flights via Kansai International Airport and operations on the Tokyo–Singapore–Bangkok–Osaka–Tokyo route (Three flights per week) 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1994		and Tokyo–Osaka–Singapore– Bangkok–Osaka–Tokyo route (One flight per week)		
	Sept. 7	• Started flights between Tokyo and Milan via Amsterdam.		
	Sept. 9	• Started flights in the Tokyo–Osaka– Singapore–Hong Kong–Tokyo route. (One flight per week)		
	Sept. 19	• Constructed a new warehouse in New York.		
	Oct. 3	• Abolished the Flight Operation Department in NCA's Hong Kong Branch.		
	Oct. 3	• Entrusted by ANA with the ground handling work in New York.		
	Oct. 31	• Started operations on the Tokyo– Bangkok–Kuala Lumpur–Tokyo route. (One flight per week)		
	Oct. 31	• Started joint maintenance work with ANA in New York, Los Angeles, and Bangkok.		
	Nov. 4	• Started flights in the Tokyo–Osaka–Singapore–Kuala Lumpur–Tokyo route. (One flight per week)		
	Nov. 17	• Transported nine thoroughbred horses to run in the Japan Cup from the United States for the first time.		
	Nov. 22	• The total cargo quantity handled at Narita since its opening reached one million tons.		
1995	Feb. 1	• Entrusted by ANA as their general sales agent in Singapore.	Jan. 1	• Inauguration of WTO (World Trade Organization)
	Feb. 11	• Agreement on NCA's traffic right to China by the Japan-China aeronautical negotiation.	Jan. 17	• Great Earthquake in Hanshin District (M7.2)

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1995	Mar. 13	<ul style="list-style-type: none"> • A chartered flight (for cut flowers) from Naha to Tokyo (The same also on Mar. 14.) 	Mar. 20	<ul style="list-style-type: none"> • Subway sarin incident in Japan.
	Jun. 11	<ul style="list-style-type: none"> • Started joint operation with KLM Royal Dutch Airlines in the Osaka–Amsterdam route. 		
	June —	<ul style="list-style-type: none"> • Awarded with the Quality Carrier Prize from a magazine, “Distribution”. 		
	Jul. 5	<ul style="list-style-type: none"> • Completed storage and maintenance of NCA’s seventh aircraft (JA8158) at Wichita, Kansas in the United States (for input to NCA’s business from July 25.) 		
	Jul. 6	<ul style="list-style-type: none"> • A chartered flight (for American cherries) by out seventh aircraft from Seattle to Tokyo. 		
	Jul. 20	<ul style="list-style-type: none"> • Japan was licensed for the route of Osaka–Chicago–New York—One further point in Canada (Six flights per week) through the Japan-U.S. aeronautical negotiation. 		
	Oct. 24	<ul style="list-style-type: none"> • Obtained the Osaka–Chicago–New York route license. 		
	Nov. 8	<ul style="list-style-type: none"> • Started operations on the Osaka–Chicago–New York route (One flight per week, Chicago flights increased to four flights per week.) 		
	Dec. 1	<ul style="list-style-type: none"> • Entrusted by ANA as their general sales agent in Italy. 		
	Dec. 8	<ul style="list-style-type: none"> • Newly established the Rome Office of NCA’s Milan Branch. 		
1996	Jan. 16	<ul style="list-style-type: none"> • Constructed a new warehouse in Los Angeles. 		
	Feb. 1	<ul style="list-style-type: none"> • Entrusted Maritime Agencies as NCA’s general sales agent in Sri Lanka. 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large		
1996	Mar. 12	<ul style="list-style-type: none"> • A chartered flight (for cut flowers) from Naha to Tokyo. (The same also on Mar. 13) 				
	Mar. 28	<ul style="list-style-type: none"> • Basic agreement in the Japan-U.S. air transport conference (96 MOU: NCA's traffic right to three more points in the United States, eighteen additional flights per week, etc.) 				
	Apr. 1	<ul style="list-style-type: none"> • Entrusted ANA as NCA's general sales agent for freight sales in England. 				
	Apr. 1	<ul style="list-style-type: none"> • Entrusted by ANA as their general sales agent for freight sales in Netherlands, Belgium, and Luxembourg. 				
	Apr. 14	<ul style="list-style-type: none"> • A chartered flight (for 40 racing horses) from Los Angeles to Sapporo. 				
	May 10	<ul style="list-style-type: none"> • Opened the Manila Branch. 				
	Jun. 5	<ul style="list-style-type: none"> • Joint operation with Northwest Airlines for the Osaka–Chicago route. 				
	Jun. 27	<ul style="list-style-type: none"> • Obtained the license for the Tokyo–Manila–Singapore route. 				
	Jul. 1	<ul style="list-style-type: none"> • Entrusted ANA wholly with the operation management jobs. 			Jul. 17	<ul style="list-style-type: none"> • TWA flight 800 crashed soon after departure from New York.
	Jul. 20	<ul style="list-style-type: none"> • Opened an Internet Web site. 				
	Oct. 1	<ul style="list-style-type: none"> • Entrusted ANA fully as the general sales agent in France. 				
Oct. 7	<ul style="list-style-type: none"> • Started operations on the Tokyo–Manila–Singapore route. (One flight per week) 					
Oct. 27	<ul style="list-style-type: none"> • Started joint operation with UPS in the Taipei–Osaka–Ontario route. 					
1997	Mar. 3	<ul style="list-style-type: none"> • Relocated the head office from Shiroyama JT Mori Building to Shin-Kasumigaseki Building. 				
	Mar. 11	<ul style="list-style-type: none"> • A chartered flight (for cut flowers) from Naha to Tokyo. 				

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1997	Apr. 1	• Opened Dallas Sales Office.	May 14	• Inauguration of aviation union “Star Alliance”.
	May 12	• Relocated Milan Branch Office to Malpensa Airport Office Building.		
	May 15	• Obtained route licenses for Tokyo–Anchorage, Osaka–Anchorage, Osaka–San Francisco, and Osaka–Los Angeles.	Jul. 1	• Hong Kong was restored to China.
	Jun. 7	• Started operations on the Tokyo–Osaka–Anchorage–San Francisco–Los Angeles route. (One flight per week)	Jul. 2	• Transition of Thai baht to the floating system as virtual devaluation (expanded to Asian currency crisis thereafter.)
	Jul. 18	• Established FY1997–FY2000 mid-term Management Plan.	Aug. 5	• The Thai Government requested IMF, etc. for financial assistance.
	Jul. 25	• Connected company LAN to the Internet.	Oct. —	• Restriction of arrivals and departures in the midnight time zone (11:00 p.m. to 6:00 a.m.) in Amsterdam.
	Aug. 1	• Received delivery of the eighth aircraft (JA8192).		
	Aug. 29	• Obtained the license for the Osaka–Manila–Kuala Lumpur route. (One flight per week)		
	Sept. 11	• Started operations on the Osaka–Manila–Kuala Lumpur route. (One flight per week)		
	Sept. 19	• Obtained the license for the Osaka–Amsterdam route.		
	Oct. 4	• Started operations on the Osaka–Amsterdam route. (One flight per week)		
	Nov. —	• Signed an agreement with United Airlines on parts support at North American Airports and Flight Operation Offices.		
	Dec. 19	• Opened Portland Branch.		
1998	Jan. 30	• Rough agreement in Japan-U.S. aeronautic conference (formal signature on Mar. 14). NCA and ANA were upgraded to incumbent enterprises (NCA was to be admitted to or beyond		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1998		the desired location in the United States without restriction of the number of flights.)	Mar. 14	• NCA and ANA were upgraded to incumbent enterprises in the Japan-U.S. aeronautic conference.
	Feb. 9	• Cooperated in transporting an aged elephant between Tokyo and Bangkok.		
	Feb. 10	• Obtained the license for the Tokyo–Portland route.	Mar. —	• The unit price of Dubai crude oil dropped to below 10 dollars per barrel.
	Mar. 10	• Started operations on Portland routes.		
	Apr. —	• Modified the warehouse and extended the office building of NCA’s Los Angeles Branch (Apr. 1998 to Jun. 1999.)	Mar. —	• An extraordinary OPEC general meeting agreed on coordinated curtailment of production.
	Apr. —	• Entrusted P.T. Orisindo Pasifika as NCA’s general sales agent in Indonesia.		
	Jun. 1	• Opened the Shanghai and London Branches.	Jun. 30	• The New Kuala Lumpur Airport was opened.
	Jun. 9	• Changed the trustee of foreigner crew training from TWA to UPS.	Jul. 6	• The New Hong Kong Airport was opened.
	Jun. —	• Entrusted Ralph Porter Enterprises as NCA’s general sales agent in Eastern Canada.		
	Jul. 15	• Obtained the London route license.		
	Jul. 15	• Obtained the Shanghai route license.		
	Jul. 26	• Relocated the general affairs & sales office of NCA’s San Francisco Branch to Oyster Point area.		
	Aug. 1	• Started code shared flight operations with UPS.		
	Sept. 1	• Started code shared flight operations with KLM Royal Dutch Airlines.		
	Sept. 8	• Started operations on the Tokyo–Amsterdam–London–Amsterdam–Tokyo route. (Two flights per week)		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1998	Oct. 15	<ul style="list-style-type: none"> • Entrusted ANA as the general sales agent for freight sales in Shanghai area. 	Dec. 5	<ul style="list-style-type: none"> • NCA's traffic right to Japan–Germany routes was agreed upon at the meeting of aeronautical authorities of Japan and Germany.
	Oct. 27	<ul style="list-style-type: none"> • Started operations on the Osaka–Shanghai–Tokyo route. (One flight per week) 		
	Nov. 6	<ul style="list-style-type: none"> • Opened a secretariat for the Y2K problem. 		
	Dec. 1	<ul style="list-style-type: none"> • Entrusted with the ground handling jobs for ANA in San Francisco. 		
	Dec. 25	<ul style="list-style-type: none"> • Organized “Flight Operations, Europe” in the Flight Operations Department. Established a Flight Crew Room in Amsterdam Branch. 		
	Dec. 31	<ul style="list-style-type: none"> • Discontinued flight crew dispatch from TWA. 		
1999	Jan. 16	<ul style="list-style-type: none"> • Started code shared operations with Northwest Airlines. 	Jan. 1	<ul style="list-style-type: none"> • Use of Euro as the single currency for noncash transaction started in Europe. • The ICAO Diplomatic Conference adopted the Montreal Treaty (generally called the New Warsaw Treaty).
	Jan. —	<ul style="list-style-type: none"> • Signed a crewmember dispatch agreement with HACS (Hawaii Aviation Contract Services). 	May 28	
	Mar. 16	<ul style="list-style-type: none"> • A chartered flight (for cut flowers) from Naha to Tokyo. 		
	Apr. 1	<ul style="list-style-type: none"> • Entrusted Aboitiz Air Transport as NCA's general sales agent in the southern part of Philippines. 		
	Apr. 7	<ul style="list-style-type: none"> • Obtained the license for the Osaka–Seoul route. 		
	Apr. 13	<ul style="list-style-type: none"> • Entrusted with the ground handling jobs for ANA in Chicago. 		
	Apr. 14	<ul style="list-style-type: none"> • Closed NCA's Rome Sales Office. 		
	May 1	<ul style="list-style-type: none"> • Started operations on the Tokyo–Seoul–Osaka route. (One flight per week) 		
	May 1	<ul style="list-style-type: none"> • Entrusted Ralph Porter Enterprises as NCA's general sales agent in the western part of Canada. 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
1999	May 1	<ul style="list-style-type: none"> • Entrusted Chapman Freeborn Air Marketing as NCA's general sales agent in Spain. 		
	May 1	<ul style="list-style-type: none"> • Entrusted Grupo Hercules as NCA's general sales agent in Mexico. 		
	May 25	<ul style="list-style-type: none"> • Received delivery of the ninth airplane (JA8181). 		
	Jun. 23	<ul style="list-style-type: none"> • Toyochiro Nakada took office as the vice-chairman, and Takashi Ijichi (vice-president) as the new president. 		
	Jul. 12	<ul style="list-style-type: none"> • The crew management system (CIAO) was put into service. 		
	Jul. 13	<ul style="list-style-type: none"> • Implemented the North American import cargo system (AIRES). 		
	Aug. 30	<ul style="list-style-type: none"> • Signed a block-space agreement with Air China. 		
	Sept. 1	<ul style="list-style-type: none"> • Relocated NCA's Amsterdam Branch Office to Aero Groundservices Building. 		
	Sept. —	<ul style="list-style-type: none"> • Entrusted International Airline Marketing as NCA's general sales agent in Ireland. 	Sept. 16	<ul style="list-style-type: none"> • The New Shanghai Airport (Pudong International Airport) was opened.
	Oct. 7	<ul style="list-style-type: none"> • Established an office in the No. 401 Shed at Narita No.1 Freight Building. 	Oct. 31	<ul style="list-style-type: none"> • ANA formally joined the Star Alliance.
	Oct. 31	<ul style="list-style-type: none"> • Changed the airport for use in Shanghai from Shanghai Hongqiao Airport to Pudong International Airport. 	Dec. 22	<ul style="list-style-type: none"> • B747 freighter of Korean Air Lines crashed immediately after departure from Stansted Airport.
	Dec. 10	<ul style="list-style-type: none"> • Action against the Y2K problem of computer (system modification, preparation of crisis management plan, execution of simulation practice, and action plan for the period from Dec. 31 through Jan. 4) 		
2000	May 10	<ul style="list-style-type: none"> • Relocated the Frankfurt Sales Branch Office to Aviapartner Cargo Office Building in Frankfurt Airport. 	Jan. 5	<ul style="list-style-type: none"> • The Japanese Government declared safety regarding the

Year	Month /Day	NCA Milestones	Month /Day	Events in Industry and World at Large
2000	May 22	<ul style="list-style-type: none"> • NCA's Chicago Branch constructed its own warehouse in O'Hare International Airport. 		Y2K problem of computers.
	Jun. 1	<ul style="list-style-type: none"> • Signed a block-space agreement of NCA's Hong Kong route with El Al Israel Airlines. 		
	Jul. —	<ul style="list-style-type: none"> • Connected CCSJ's SITA line with NCA's SITA line to start information exchange. 		
	Aug. 1	<ul style="list-style-type: none"> • Changed the name of Frankfurt Sales Branch Office to Frankfurt Branch. 		
	Aug. 1	<ul style="list-style-type: none"> • Started NCA's service standard operation. 		
	Aug. 31	<ul style="list-style-type: none"> • Cancelled alliance with Northwest Airlines. 		
	Sept. 3	<ul style="list-style-type: none"> • Signed a block space agreement with Emirates Airline in Osaka–Milan NCA's Hong Kong route. 	Sept. 18	<ul style="list-style-type: none"> • Japan ratified Montreal Protocol No.4 (MP4).
	Sept. 24	<ul style="list-style-type: none"> • Started operations on the Osaka–Frankfurt–Milan–Osaka route (One flight per week). 		
	Sept. 24	<ul style="list-style-type: none"> • Signed a space exchange agreement with Alitalia in the Osaka–Milan Route. 		
	Nov. 1	<ul style="list-style-type: none"> • Entrusted UA with the service jobs at San Francisco. 		
	Nov. 1	<ul style="list-style-type: none"> • Agreed with UPS on interline cooperation between Los Angeles and Guadalajara. 		
	Nov. 5	<ul style="list-style-type: none"> • Relocated NCA's San Francisco Branch office to a new warehouse in Plot 50 area in San Francisco Airport. 		
	Nov. 6	<ul style="list-style-type: none"> • Started PRIO FREIGHT sales (from Tokyo to the United States). 		
	Nov. —	<ul style="list-style-type: none"> • The international mail information system was put into service. 		
	Nov. —	<ul style="list-style-type: none"> • Entrusted Hermes Aviation as the general sales agent in Mexico. 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large		
2001	Feb. 23	<ul style="list-style-type: none"> Received tenth aircraft (JA8182). 	Mar. 29	<ul style="list-style-type: none"> Opening of new Seoul Airport (Incheon International Airport) 		
	Mar. 1	<ul style="list-style-type: none"> Revised NCA's international transportation provision and international chartered freight provision according to ratification of Montreal No. 4 Protocol. 				
	Mar. 12	<ul style="list-style-type: none"> A chartered flight (for cut flowers) from Naha to Tokyo 				
	Mar. 25	<ul style="list-style-type: none"> Signed a space block agreement with Alitalia. 				
	Apr. 1	<ul style="list-style-type: none"> Signed a crew training hardware use agreement with PAIFA. 				
	Apr. 1	<ul style="list-style-type: none"> Joined Cargo 2000 as an associate member. 				
	Apr. 1	<ul style="list-style-type: none"> Revised NCA's domestic transportation provision. 				
	Apr. —	<ul style="list-style-type: none"> Introduced PRIO-EXPRESS. 				
	May 16	<ul style="list-style-type: none"> Introduced a fuel surcharge system. 				
	Jul. 6	<ul style="list-style-type: none"> Started the income-expenditure management project to counteract the worsening balance. 				
	Sept. 8	<ul style="list-style-type: none"> Relocated Portland Branch Office to outside the airport. 			Sept. 11	<ul style="list-style-type: none"> Simultaneous terrorist attacks staged in the United States
	Sept. 11	<ul style="list-style-type: none"> NCA's operations in responses to simultaneous terrorist attacks staged in the United States: Cancelled flights by returning to Narita: KZ136, 84 and 94 Diverted flight to Fairbanks: KZ116 Diverted flight to Vancouver: KZ107 			Sept. —	<ul style="list-style-type: none"> Quick rise in aviation insurance ratios
	Oct. 8	<ul style="list-style-type: none"> Full-scale use of PRIO services by introducing NCA's routes connected to third countries. 			Nov. 12	<ul style="list-style-type: none"> American Airlines flight 587 crashed into residential area immediately after departure from JFK Airport.
	Nov. 1	<ul style="list-style-type: none"> Setting of special aviation insurance rates resulting from simultaneous 			Nov. 30	<ul style="list-style-type: none"> Suspension of ANA flights in Chicago route
			Dec. 11	<ul style="list-style-type: none"> China joined WTO. 		

Year	Month/ Day	NCA Milestones	Month/ Day	Events in Industry and World at Large
2001		terrorist attacks staged in the United States (Discontinued on August 1, 2002.)		
	Nov. 9	• A chartered flight (for Beaujolais Nouveaux) from Amsterdam to Sapporo		
	Dec. 1	• Entrusted Global Aviation Services as NCA's general agent in India.		
	Dec. 1	• Entrusted Hermes Aviation as NCA's general sales agent in Costa Rica and Guatemala.		
	Dec. 10	• MC2, the next cargo information system, put into full use.		
2002	Feb. 20	• Installation of slide-type manual lock inside the cockpit door as a part of measures against hijackers	Jan. 1	• Circulation of Euro paper money and coins started.
	Mar. 31	• Suspended Portland route operations, and closed NCA's Portland Branch.	Jan. 15	• ANA suspended operations on the Kuala Lumpur route.
	Mar. 31	• Closed NCA's Dallas Sales Office.		
	Apr. 12	• Received delivery of the 11th aircraft (JA8190) for storage and service at Haneda ANA Maintenance Center.	Apr. 18	• The temporary parallel runway in Narita Airport was put into service.
	Apr. 19	• Closed NCA's Portland Branch, Dallas Sales Office, and Washington Office.	Jul. 1	• Completion of transition to Euro.
	May —	• Relocated the General Affairs & Sales departments of London Branch from the Heathrow International Airport to the office building in the Stansted Airport.	Aug. 11	• U.S. Airways applied for the corporation reorganization procedure according to Article 11 of Federal Bankrupt Law.
	Jun. 16	• Signed a block space agreement with Malaysian Airline System Berhad (between Kuala Lumpur and Japan)	Sept. 8	• ANA's exclusive freighter B767-300F was put into service.
	Jul. 2	• Signed a block space agreement with China Airlines (one way from Taipei to Tokyo)	Oct.—	• Blockade of East Coast in North America.
	Sept. 6	• Signed a general agreement related to code sharing with ANA.	Nov. 3	• A big-magnitude earthquake occurred in

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2002	Sept. 8	<ul style="list-style-type: none"> Started code sharing with ANA in the Tokyo–Seoul route. 	Dec. 9	<ul style="list-style-type: none"> northern Alaska to cause temporary suspension of crude oil pipeline transportation and insufficiency of crude oil storage at Anchorage Airport. UAL Corporation as the holding company of United Airlines applied for the reorganization procedure according to Article 11 of Federal Bankrupt Law.
	Sept. —	<ul style="list-style-type: none"> Strengthened cockpit door in compliance with law in the United States. 		
	Oct. 1	<ul style="list-style-type: none"> Organized North American area operations administering function in NCA's New York Branch. 		
	Oct. 1	<ul style="list-style-type: none"> Signed a block space agreement between Cebu and Manila with Aboitiz One. 		
	Oct. 15	<ul style="list-style-type: none"> Relocated NCA's Milan Branch Office to the Cargo City in Malpensa Airport. 		
	Oct. 27	<ul style="list-style-type: none"> Started code sharing with Federal Express. (North American routes) 		
	Nov. 29	<ul style="list-style-type: none"> Established Cargo 2000 Project Team. 		
2003	Jan. 17	<ul style="list-style-type: none"> “MAX07” as the medium-term business plan was formulated. 	Jan. 1	<ul style="list-style-type: none"> It was made a rule to send the passenger information to the U.S. APIS (Advanced Passenger Information System). The U.S.-England forces attacked Iraq, starting the Iraqi War. SARS (severe acute respiratory syndrome), described as a new type of pneumonia, struck Hong Kong and Kuangtung in China and was expected to spread worldwide. Air Canada applied for the corporation
	Mar. 3	<ul style="list-style-type: none"> Relocated the Head Office from Shin-Kasumigaseki Building to Shiodome City Center. 	Mar. 20	
	Mar. 3	<ul style="list-style-type: none"> Changed the e-mail domain name from nippon-cargo.co.jp to nca.aero. 		
	Mar. 20	<ul style="list-style-type: none"> A committee for new aircraft model selection and introduction was organized. 	Mar. —	
	Mar. 30	<ul style="list-style-type: none"> The entrusted ramp handling company at Frankfurt carelessly damaged the fuselage and main wing LH (JA8191), resulting in a large-scale field repair (returned to the line on Apr. 14). 	Apr. 1	
	Apr. 1	<ul style="list-style-type: none"> Organized Cargo 2000 Quality Control Committee. 		
	Apr. 1	<ul style="list-style-type: none"> Introduced the PRIO SUPER-SENSITIVE, PRIO SENSITIVE, PRIO SPACE, and PRIO COOL. 		

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2003	Apr. 1	<ul style="list-style-type: none"> Contracted a global deal program with Exel. 		<ul style="list-style-type: none"> reorganization procedure.
	Apr. —	<ul style="list-style-type: none"> Joined Cargo 2000 as a regular member. 	Apr. 9	<ul style="list-style-type: none"> Baghdad surrendered, to officially end the Iraqi War.
	Apr. —	<ul style="list-style-type: none"> Transported cargoes for INDY JAPAN (4 chartered flights from Indianapolis to Tokyo). 		
	May 1	<ul style="list-style-type: none"> Organized an inland trucking network in China. 		
	Jun. 13	<ul style="list-style-type: none"> The applicable territory of the general sales agent jobs entrusted to Porter Enterprises was changed from whole Canada to six eastern states. 		
	Jun. 24	<ul style="list-style-type: none"> Yoshiyuki Nakamachi took office as the chairman of the board, and Takuro Uchiyama (former senior managing director) was assigned as the new president. 		
	Jul. 1	<ul style="list-style-type: none"> Established the administrative function for North American facilities. 		
	Jul. 19	<ul style="list-style-type: none"> Entrusted Taeco in China first with aircraft heavy maintenance work. 		
	Aug. 14	<ul style="list-style-type: none"> Owing to the wide-area power failure in the northeast of the United States, NCA's North American communication network was shut down, leaving only analog telephone lines for communication. 	Aug. 14	<ul style="list-style-type: none"> Large-scale power failure in New York and other northeastern areas in the United States caused suspension of customs clearance at some airports.
	Oct. 1	<ul style="list-style-type: none"> Established a European operation administering function in NCA's Amsterdam Branch. 		
	Oct. 1	<ul style="list-style-type: none"> Entered into a global deal program with DHL Danzas Air & Ocean. 		
Oct. 22	<ul style="list-style-type: none"> The tail portion of NCA's flight KZ062 (JA8191) plane touched at departure from Narita, so the flight returned to Narita for inspection. (Returned to line 			

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2003		operation on Dec. 6 after repair.)		
	Oct. 26	<ul style="list-style-type: none"> Started code sharing (joint cargo flights) with ANA in the Tokyo–Shanghai route. 		
	Nov. 7	<ul style="list-style-type: none"> Decided B747-400F and B747-400SF as the new aircraft models to be introduced. 		
	Nov. 24	<ul style="list-style-type: none"> A chartered flight (for live horses) from Atlanta to Sapporo. 		
2004	Apr. 1	<ul style="list-style-type: none"> Revised the international transportation and international chartered freight provisions to comply with the current Montreal Treaty. 	Apr. 1	<ul style="list-style-type: none"> New Tokyo International Airport Authority was privatized and renamed Narita International Airport Corporation. The airport was also renamed Narita International Airport.
	Apr. 1	<ul style="list-style-type: none"> Organized the Maintenance Department in NCA's Chicago Branch. 		
	Apr. 5	<ul style="list-style-type: none"> A new hazardous material management system (HAZMAT) was put into service. 		
	Apr. —	<ul style="list-style-type: none"> Transported cargoes for INDY JAPAN. (Four chartered flights from Indianapolis to Tokyo) 		
	May 15	<ul style="list-style-type: none"> Signed a block space agreement with Asiana Airlines (both ways between Seoul and Tokyo). 		
	Jun. 1	<ul style="list-style-type: none"> Incorporated NCA Logistics Ventures Limited (NLV) locally in Hong Kong. 		
	Jul. 1	<ul style="list-style-type: none"> Entrusted ALS with the supervisory jobs at Narita and Kansai International Airports. 		
	Aug. 1	<ul style="list-style-type: none"> Introduced PRIO VEHICLE and PRIO ART. 		
	Oct. 31	<ul style="list-style-type: none"> Started code sharing with Air China (in the Osaka–Shanghai–Beijing and Tokyo–Shanghai routes) 		
	Oct. 31	<ul style="list-style-type: none"> Entrusted ANA as NCA's general sales agent in Beijing. 		

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2004	Nov. 1	<ul style="list-style-type: none"> Abolished Flight Operations, North America and Flight Operations, Europe. 	Dec. 26	<ul style="list-style-type: none"> Earthquake off the shore of Sumatra and a massive tsunami in the Indian Ocean.
	Nov. 15	<ul style="list-style-type: none"> Relocated NCA's Shanghai Branch Office to Ramada Pudong Airport Shanghai. 		
2005	Jan. —	<ul style="list-style-type: none"> Free fare transportation of relief goods to the tsunami-stricken area along the Indian Ocean. 	Feb. 17	<ul style="list-style-type: none"> Centrair (Central Japan International Airport) was opened.
	Feb. 17	<ul style="list-style-type: none"> Started flights to and from Centrair. (Four flights per week). 		
	Mar. 27	<ul style="list-style-type: none"> Code sharing (joint cargo flights) with ANA in the Tokyo–Hong Kong route. 		
	Jun. 15	<ul style="list-style-type: none"> Received delivery of the twelfth aircraft (JA01KZ). 		