

# Flying High

20 years of progress



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**Nippon Cargo Airlines**





**NCA**

An open nose cargo door





NCA's first aircraft takes off from Anchorage on a winter day (Photo by Katsu Aoki)



Returning to Narita



Unloading a race car



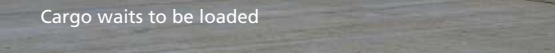
Unloading a Boeing 777 engine



Beginning cargo unloading



Towed by a tractor



Cargo waits to be loaded



Transporting an elephant sent from Thailand to celebrate the birth of Princess Aiko



In Indianapolis



Transporting race cars for the Indy Japan 300 (Indianapolis)



Loading a helicopter



Transporting race cars for the Indy Japan 300 (Indianapolis)





Aircraft inspection



Engine Maintenance



Overhead work



Jacking up an aircraft



Maintenance team



Changing tires



Between-flight maintenance



Briefing



Daybreak (Photo by Katsu Aoki)



Taxiing on a rainy day (Photo by Katsu Aoki)



Amsterdam Branch



Frankfurt Branch



Milan Branch



London Branch



New York Branch



San Francisco Branch



Los Angeles Branch



Chicago Branch



Anchorage Flight Operation Office



Boston Office

**Message**

## Upon publication of our 20-year history



In May 2005, Nippon Cargo Airlines celebrated the 20th anniversary of its commencement of service. As part of that celebration, we are publishing *Flight: NCA's 20-Year Progress*, the history of our first 20 years of operation. Previously, we published *A Brief History of NCA's First 10 Years of Operation*. Now, ten years later, we have compiled another brief history that both looks back upon the path opened by those who preceded us and looks ahead to the new era that lies before us.

Nippon Cargo Airlines began with a frontier spirit as it pioneered the new industry of international cargo aviation in Japan. Since its founding, NCA has met challenges head-on, holding to the ideal of “nothing ventured, nothing gained.” Having begun with 2 dedicated B747 freighters making 6 flights per week, NCA has grown to the point where it now operates 12 B747 freighters on 56 flights per week to 16 cities around the world. The fact that we have been able to do so without a major accident is due to those who preceded me in giving their all to NCA, to all those who have supported us in so many ways, and to the hard work of all of NCA's employees and executives. I am most grateful to all of them.

The many experiences we have accumulated over the past 20 years have formed NCA's foundation. It is also true, however, that somewhere along the way NCA lost some of the aggressive spirit of its early days and has become conservative and slow to make decisions.

Today, the importance of international air cargo is becoming more and more striking, and business has become fully aware of its potential.

On the other hand, the outside environment is changing at a dizzying pace, with aggressive capital investment by foreign firms and deregulation of air cargo sharpening international competition, and rising fuel prices driving up costs. Amidst these circumstances, in order to overcome international competition and continue to grow, NCA must develop a corporate culture that responds flexibly to change and that is not easily influenced by its environment.

This year, NCA has begun introducing new B747-400Fs. As exemplified by these new aircraft, we are at a major turning point. Aimless repetition of what has been done before will not result in further growth. With safe operation, the basis of our company, as the highest priority, let's return to the spirit of NCA's early days. Let's have a strong spirit willing to take risks and meet challenges. Let's openly express our opinions. Our mission is to contribute to society through the further growth of our firm.

May 2005  
Takuro Uchiyama  
President & CEO

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### Explanatory notes

1. In principle, quotations are taken word-for-word from the original.
2. For the names of people, honorifics are generally omitted in accordance with the customary practice in histories. In some cases, however, job or professional titles are used in place of honorifics.
3. For the names of corporations, shortened forms omitting “Co., Ltd.,” “Co.,” and so on are generally used, except in descriptions of a company’s founding or when otherwise deemed necessary. For airlines, IATA two-letter codes and ICAO three-letter codes may sometimes be used.
4. Non-Japanese words and place names are expressed as commonly practiced or used in English. In some cases, IATA three-letter codes may sometimes be used for the names of airports



**20 years of progress**



