



March 22, 2024

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**(Re-updated) Notice Regarding Making Nippon Cargo Airlines Co., Ltd. A Wholly Owned
Subsidiary through Simplified Share Exchange**

In connection with the “Notice Regarding Making Nippon Cargo Airlines Co., Ltd. A Wholly Owned Subsidiary through Simplified Share Exchange” disclosed on July 10, 2023, “(Updated) Notice Regarding Making Nippon Cargo Airlines Co., Ltd. A Wholly Owned Subsidiary through Simplified Share Exchange” disclosed on September 26, 2023, and “(Re-updated) Notice Regarding Making Nippon Cargo Airlines Co., Ltd. A Wholly Owned Subsidiary through Simplified Share Exchange” disclosed on January 25, 2024 (collectively, the “**Disclosed Notice**”), the Company hereby announces that, today, the Company decided to enter into an amendment agreement to the share exchange agreement with Nippon Cargo Airlines Co., Ltd. (“**NCA**”) and to change the effective date of the share exchange (the “**Share Exchange**”) in which the Company will become a wholly owning parent company and NCA will become a wholly owned subsidiary as a result of the Share Exchange, as follows:

1. Change of the Effective Date

Before Change	After Change
April 1, 2024 (scheduled)	July 1, 2024 (scheduled)

2. Reasons for Change

As announced in the Disclosed Notice, the Share Exchange will be implemented subject to the approvals of the relevant authorities. Taking into consideration the time to complete the review of the business combination that will result from the Share Exchange by the relevant authorities in Japan and foreign countries, etc., the Company decided to change the effective date of the Share Exchange from April 1, 2024 to July 1, 2024.

3. Schedule

Date of Execution of the Amendment Agreement to the Share Exchange Agreement	March 22, 2024
Effective Date of the Share Exchange	July 1, 2024 (scheduled)

4. Future Outlook

As a result of making NCA a wholly-owned subsidiary through the Share Exchange, the balance sheet and the income statement will be consolidated from the second quarter in the fiscal year ending March 2025. The impact

of the Share Exchange on the business results for the fiscal year ending March 2025 and thereafter is under review, and the Company will disclose any matters that should be disclosed in the future.

[End]