

FACT BOOK II

(Financial Data and Latest Market Data)

2008

For the Third Quarter ended Dec 31, 2008

Ticker code: 9101

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Comparison of Consolidated Performance to Forecasts

Comparison of Fiscal Years to March 31, 2008 and 2009 (Forecast)
and 3rd Quarter ended December 31, 2008

● Consolidated

(Millions of yen)

(Years ending March 31)	2005	2006	2007	2008 3Q	2008	2009 3Q	2009 (Forecast)	Change(2008vs 2009(Forecast))	
Revenues	1,606,098	1,929,302	2,164,279	1,937,407	2,584,626	2,031,311	2,500,000	-84,626	-3.3%
Consolidated/Non-Consolidated	1.91	2.00	2.02	1.99	1.97	-	-		
Operating income	161,375	140,481	104,941	148,592	202,079	171,361	159,000	-43,079	-21.3%
Consolidated/Non-Consolidated	1.58	1.93	2.26	2.23	2.17	-	-		
Recurring profit	154,803	140,451	107,534	149,721	198,480	167,112	156,000	-42,480	-21.4%
Consolidated/Non-Consolidated	1.45	1.71	2.05	1.92	1.87	-	-		
Net income	71,326	92,058	65,037	93,149	114,139	110,256	73,000	-41,139	-36.0%
Consolidated/Non-Consolidated	1.34	1.72	1.70	1.64	1.50	-	-		

● Non-Consolidated

(Millions of yen)

(Years ending March 31)	2005	2006	2007	2008 3Q	2008
Revenues	841,137	962,857	1,070,180	974,658	1,312,566
Operating income	101,916	72,938	46,403	66,616	93,027
Recurring profit	106,641	82,018	52,430	78,025	106,135
Net income	53,116	53,458	38,172	56,844	75,920

1. Beginning with the fiscal period June 30, 2008, we have only disclosed the consolidated figures on quarter basis.

Consolidated Financial Highlights and Indicators

(Millions of yen)

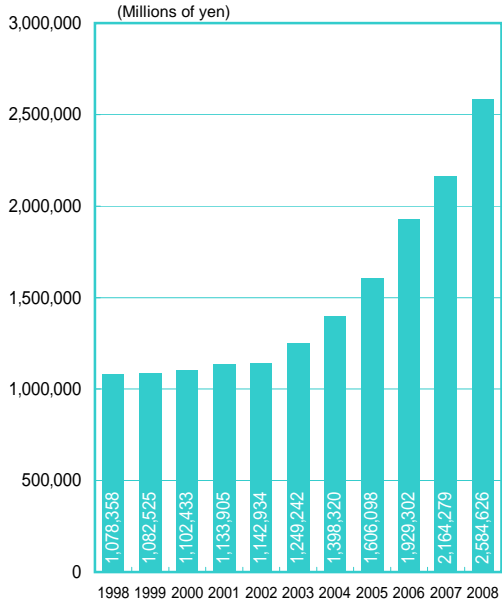
(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
1) Revenues	1,078,358	1,082,525	1,102,433	1,133,905	1,142,934	1,249,242	1,398,320	1,606,098	1,929,302	2,164,279	1,937,407	2,584,626	2,031,311
2) Operating income	46,287	47,738	70,869	87,640	65,558	69,122	91,933	161,375	140,481	104,941	148,592	202,079	171,361
3) Recurring profit	24,212	25,825	39,148	71,298	50,107	50,344	74,663	154,803	140,451	107,534	149,721	198,480	167,112
4) Net income	7,155	12,430	15,795	35,562	17,538	14,292	34,810	71,326	92,058	65,037	93,149	114,139	110,256
5) Interest expense	36,556	36,985	33,873	32,510	28,086	20,145	18,098	16,631	15,647	18,285	17,666	22,781	17,645
6) Interest and dividend income	10,917	13,855	10,155	9,082	11,588	5,406	5,264	5,167	8,990	12,000	11,910	13,784	10,574
7) Net interest expense (5-6)	25,639	23,130	23,718	23,428	16,498	14,739	12,834	11,464	6,657	6,285	5,756	8,997	7,071
8) Depreciation and amortization	54,110	58,605	66,088	69,494	67,299	66,111	65,689	66,814	73,814	80,487	67,784	92,400	74,571
9) Total assets	1,455,085	1,500,743	1,419,920	1,381,593	1,339,922	1,287,170	1,376,664	1,476,226	1,877,440	2,135,441	2,369,727	2,286,013	2,144,439
10) Total liabilities	1,212,015	1,236,115	1,141,753	1,084,460	1,000,066	976,638	994,950	1,019,538	1,266,096	1,434,724	1,629,336	1,606,976	1,524,991
11) Interest-bearing debt	955,747	984,590	889,226	826,724	723,948	691,397	654,480	630,054	766,024	890,752	1,027,149	1,022,197	1,052,227
12) Shareholders' equity	243,070	253,535	259,004	278,747	320,096	288,363	358,044	427,770	575,366	657,088	694,559	637,962	579,431
13) Debt-equity ratio (times)	3.93	3.88	3.43	2.97	2.26	2.40	1.83	1.47	1.33	1.36	1.48	1.60	1.82
14) Shareholders' equity ratio (%)	16.7%	16.9%	18.2%	20.2%	23.9%	22.4%	26.0%	29.0%	30.6%	30.8%	29.3%	27.9%	27.0%
15) Return on equity (ROE) (%)	3.0%	5.0%	6.2%	13.2%	5.9%	4.7%	10.8%	18.2%	18.4%	10.6%	-	17.6%	-
16) Recurring profit to assets ratio (%)	1.7%	1.7%	2.7%	5.1%	3.7%	3.8%	5.6%	10.9%	8.4%	5.4%	-	9.0%	-
17) Return on assets (ROA) (%)	0.5%	0.8%	1.1%	2.5%	1.3%	1.1%	2.6%	5.0%	5.5%	3.2%	-	5.2%	-
18) Recurring profit to revenues ratio (%)	2.2%	2.4%	3.6%	6.3%	4.4%	4.0%	5.3%	9.6%	7.3%	5.0%	7.7%	7.7%	8.2%
19) Interest coverage ratio (times)	1.8	1.9	2.7	3.1	2.8	4.1	6.0	10.4	8.5	5.0	-	8.8	7.0
20) Shares issued and outstanding ¹ (thousand of shares)	1,179,470	1,218,338	1,218,338	1,236,919	1,227,344	1,221,870	1,221,555	1,220,868	1,220,463	1,228,427	-	1,228,006	1,227,846
21) Earnings per share (EPS) (yen)	6.1	10.2	13.0	28.8	14.2	11.5	28.3	58.1	75.0	53.0	75.8	92.9	89.8
22) Dividends per share (yen)	4.0	4.0	6.0	7.5	7.5	7.5	10.0	18.0	18.0	18.0	-	24.0	-
23) Dividend payout ratio (%)	65.9%	39.2%	46.3%	26.1%	52.6%	64.3%	35.1%	30.8%	23.9%	34.0%	-	25.8%	-
24) Price book value ratio (PBR) ²	2.3	2.3	2.0	2.2	1.6	1.7	1.7	1.8	1.5	1.8	-	1.8	-
25) Price-earnings ratio (PER) ²	77.5	46.1	33.5	17.0	29.3	35.1	17.4	11.1	9.5	17.8	-	10.2	-
26) Foreign exchange													
Average exchange rates per US\$1 for period (yen)	122.73	127.72	111.90	109.71	125.11	122.29	113.97	107.46	113.09	116.91	117.57	115.29	103.50
March 31 rate (yen)	132.10	120.55	106.15	123.90	133.25	120.20	105.69	107.39	117.47	118.05	114.15	100.19	91.03
December 31 rate (yen)	130.10	115.70	102.40	114.75	131.95	119.90	107.13	104.21	118.07	119.11	115.43	114.15	103.57
27) Average bunker oil price per metric ton (US dollars)	107.05	80.40	114.44	161.28	136.06	163.80	174.37	193.84	283.08	318.77	375.81	402.77	567.98
28) Number of consolidated companies	214	226	247	297	329	375	425	495	553	632	675	687	702
29) Number of companies to which equity method applies	39	40	30	29	32	31	30	30	34	41	72	74	78
30) Invested capital	1,198,817	1,238,125	1,148,230	1,105,471	1,044,044	979,760	1,012,524	1,086,741	1,377,367	1,591,477	1,767,539	1,701,233	1,671,674
31) Operating income plus interest and dividend income after tax	30,384	31,405	43,813	62,285	46,916	42,293	55,657	113,146	103,025	75,492	100,432	132,757	110,854
32) Capital expenditures	67,988	113,060	54,387	87,452	87,436	89,122	143,353	193,569	193,568	271,948	334,111	501,330	332,849
33) After-tax ROIC (%)	2.5%	2.5%	4.2%	5.2%	4.4%	4.6%	5.8%	10.4%	7.5%	4.7%	-	7.8%	-
34) Fleet size on March 31 (vessels)	-	-	610	603	605	587	616	646	707	743	-	777	-
(tens of kilotons deadweight)	-	-	3,122	3,198	3,172	3,326	3,512	3,766	4,227	4,759	-	5,053	-

Note:

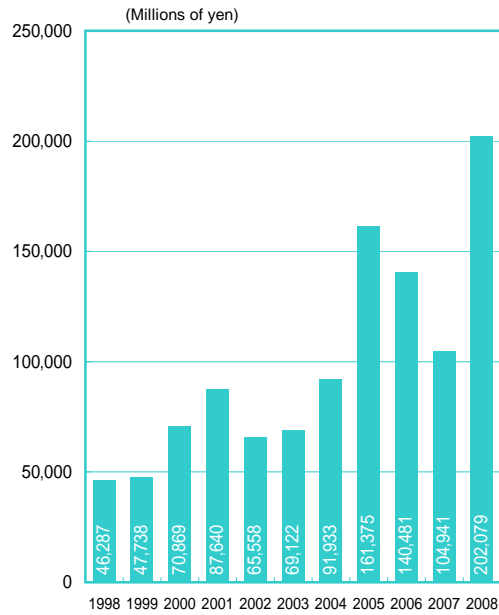
1. For the fiscal years ended from March 31, 1998, to March 31, 2000, "shares issued and outstanding" are on a non-consolidated basis. These are on a consolidated basis from the year ended March 31, 2001.

2. PBR and PER computations use the share price at the end of the fiscal period.

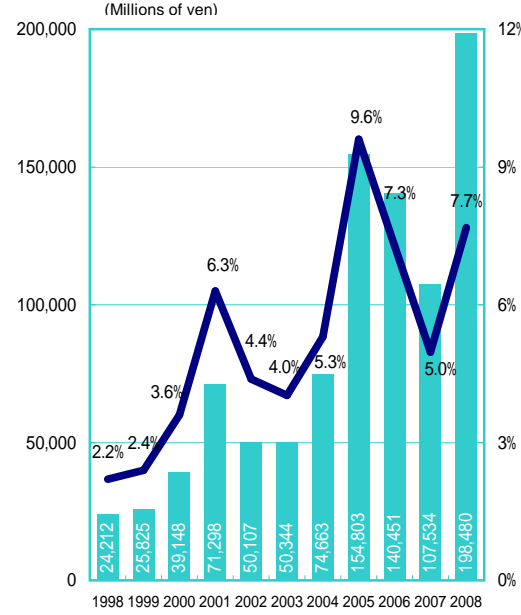
Revenues



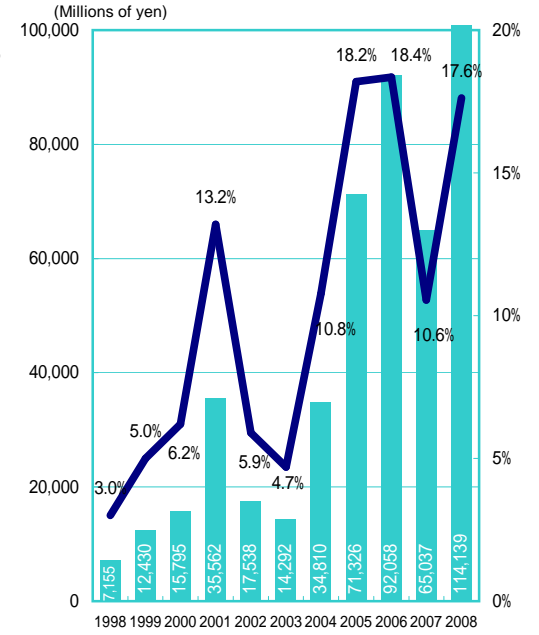
Operating Income



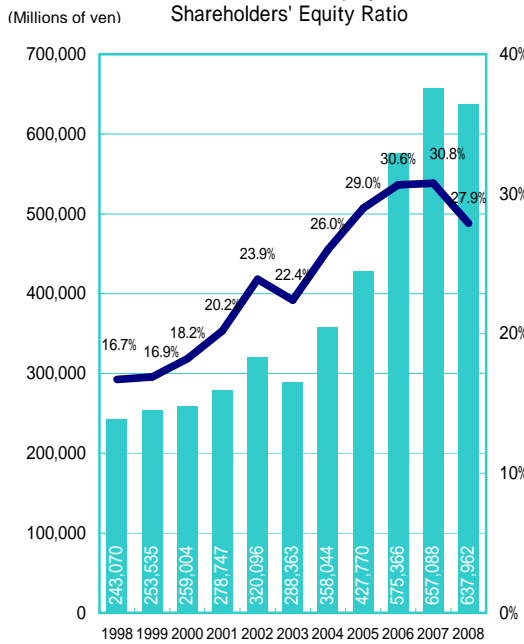
Recurring Profit, Recurring Profit to Revenues



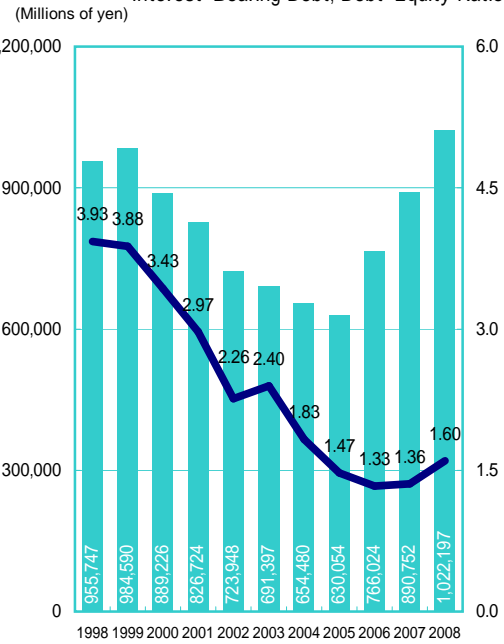
Net Income, Return on Shareholders' Equity



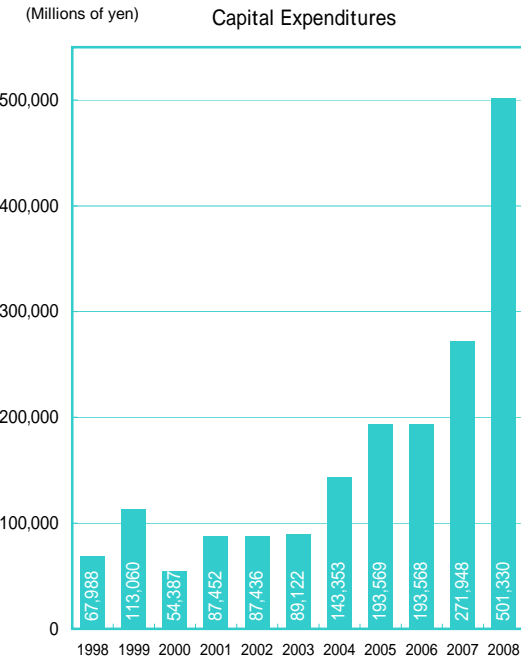
Shareholders' Equity, Shareholders' Equity Ratio



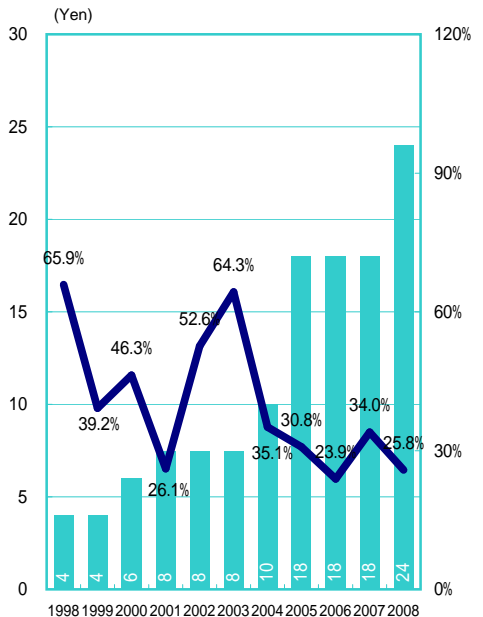
Interest-Bearing Debt, Debt-Equity Ratio



Capital Expenditures



Dividends per Share, Dividend Payout Ratio



Financial Information by Industrial Segment

1) Revenues

(Millions of yen)

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Liner trade	-	-	-	-	-	-	-	457,044	539,178	573,993	503,903	666,457	502,930
Bulk shipping	-	-	-	-	-	-	-	571,790	677,736	783,299	760,366	1,039,109	913,501
Shipping	798,872	692,888	685,054	725,647	744,176	789,721	879,864	1,028,834	1,216,914	1,357,292	1,264,269	1,705,566	1,416,431
Logistics	-	157,459	160,246	200,987	196,848	261,278	294,976	357,197	426,431	482,700	409,748	526,936	371,524
Terminal and harbor transport	-	-	-	-	61,869	66,026	102,357	109,009	111,475	126,899	115,361	151,359	106,614
Cruise	-	31,902	29,529	34,539	33,845	30,543	29,869	33,432	40,750	44,140	36,442	46,713	36,312
Air cargo transportation	-	-	-	-	-	-	-	-	-	97,012	77,208	102,614	68,094
Real estate	16,260	17,695	19,457	14,587	14,478	13,813	12,613	12,955	12,523	11,634	8,567	11,519	8,768
Shipping-related services	-	137,541	117,057	112,354	45,347	42,404	42,485	-	-	-	-	-	-
Other	285,262	132,313	123,691	94,489	93,518	99,960	102,796	146,670	234,269	178,139	144,229	205,093	172,145
Elimination and corporate	-22,038	-87,275	-32,603	-48,701	-47,148	-54,506	-66,642	-82,001	-113,062	-133,540	-118,421	-165,179	-148,579
Consolidated total	1,078,358	1,082,525	1,102,433	1,133,905	1,142,934	1,249,242	1,398,320	1,606,098	1,929,302	2,164,279	1,937,407	2,584,626	2,031,311

2) Operating Income

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Liner trade	-	-	-	-	-	-	-	46,060	16,025	-9,879	11,315	11,592	-5,108
Bulk shipping	-	-	-	-	-	-	-	103,815	106,337	104,610	127,123	178,450	169,539
Shipping	35,791	39,960	61,133	74,429	59,404	60,819	91,322	149,875	122,362	94,731	138,438	190,042	164,431
Logistics	-	1,886	2,754	2,895	-720	6,112	3,566	8,366	12,750	16,120	12,911	16,046	6,498
Terminal and harbor transport	-	-	-	-	1,392	1,067	604	4,146	7,300	7,904	8,557	11,088	6,502
Cruise	-	3,413	2,918	5,200	1,992	-577	-5,446	-3,627	520	5,082	5,524	5,295	2,382
Air cargo transportation	-	-	-	-	-	-	-	-	-	-21,598	-18,112	-22,047	-10,212
Real estate	3,668	3,606	4,199	3,307	3,670	3,433	3,054	2,842	2,849	2,991	2,728	3,474	2,820
Shipping-related services	-	-110	523	2,751	1,271	290	14	-	-	-	-	-	-
Other	6,825	-1,226	-767	-889	-1,418	-2,051	-1,238	-239	-5,359	-853	-1,463	-1,832	-1,067
Elimination and corporate	1	208	107	-56	-33	29	56	10	55	564	7	10	6
Consolidated total	46,287	47,738	70,869	87,640	65,558	69,122	91,933	161,375	140,481	104,941	148,592	202,079	171,361

3) Recurring Profit

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Liner trade	-	-	-	-	-	-	-	45,008	17,535	-9,670	10,726	11,478	-7,500
Bulk shipping	-	-	-	-	-	-	-	101,104	108,229	104,341	127,319	174,100	166,731
Shipping	-	-	31,911	59,940	44,344	42,854	76,875	146,112	125,764	94,671	138,045	185,578	159,231
Logistics	-	-	2,100	2,614	-976	6,186	3,164	8,135	12,992	16,963	13,619	17,172	7,144
Terminal and harbor transport	-	-	-	-	1,443	878	-2,048	398	2,188	5,593	7,619	9,447	5,198
Cruise	-	-	923	3,840	564	-1,961	-6,604	-4,783	-207	4,611	5,345	5,069	2,259
Air cargo transportation	-	-	-	-	-	-	-	-	-	-18,437	-18,706	-23,238	-11,376
Real estate	-	-	2,335	1,448	2,281	3,551	3,366	3,305	3,410	3,618	3,234	4,199	3,450
Shipping-related services	-	-	476	3,120	1,480	598	284	-	-	-	-	-	-
Other	-	-	3,130	1,316	1,886	1,291	-395	1,625	-3,699	502	554	241	1,197
Elimination and corporate	-	-	-1,729	-982	-915	-3,056	20	10	2	11	7	10	6
Consolidated total	-	-	39,148	71,298	50,107	50,344	74,663	154,803	140,451	107,534	149,721	198,480	167,112

Change in Business Categories:

Beginning with the fiscal period ended March 31, 2007, "tugboat operation," which has been hitherto included in "Other" segment is categorized into "Terminal and Harbor Transport" segment.

Beginning with the fiscal period June 30, 2007, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

Beginning with the fiscal period September 30, 2007, the name of "Other shipping" has been changed to "Bulk shipping". There's no change of classification of business segment.

With the change of the business category, the present category does not match the one that was used before fiscal year ended March 31, 2006.

4) Assets

(Millions of Yen)

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	182,691	247,860	301,698	317,102
Bulk shipping	-	-	-	-	-	-	-	694,131	803,511	1,108,961	1,290,191
<i>Shipping</i>	<i>827,158</i>	<i>741,105</i>	<i>704,111</i>	<i>784,040</i>	<i>774,650</i>	<i>740,121</i>	<i>772,796</i>	<i>876,822</i>	<i>1,051,371</i>	<i>1,410,659</i>	<i>1,607,293</i>
Logistics	-	111,225	104,163	122,007	127,160	148,395	156,736	176,217	203,094	243,737	247,500
Terminal and harbor transport	-	-	-	-	53,274	83,946	89,005	84,424	84,454	147,293	148,754
Cruise	-	61,226	54,249	61,888	66,568	63,879	47,930	36,517	34,684	41,504	44,303
Air cargo transportation	-	-	-	-	-	-	-	-	-	98,849	109,244
Real estate	96,667	106,907	99,265	85,532	53,803	51,710	50,883	51,488	49,251	65,837	61,361
Shipping-related services	-	108,626	119,551	105,499	49,954	43,761	43,718	-	-	-	-
Other	370,409	198,436	154,337	145,652	156,222	131,446	151,881	224,473	374,469	497,876	546,135
Elimination and corporate	160,848	173,214	184,240	76,971	58,289	23,910	63,710	26,282	80,115	-370,317	-478,580
Consolidated total	1,455,085	1,500,739	1,419,920	1,381,593	1,339,922	1,287,170	1,376,664	1,476,226	1,877,440	2,135,441	2,286,013

5) Depreciation and Amortization

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	6,271	6,066	7,118	9,534
Bulk shipping	-	-	-	-	-	-	-	46,100	48,739	50,540	59,211
<i>Shipping</i>	<i>48,703</i>	<i>46,213</i>	<i>51,779</i>	<i>55,797</i>	<i>52,880</i>	<i>52,450</i>	<i>50,908</i>	<i>52,371</i>	<i>54,805</i>	<i>57,658</i>	<i>68,745</i>
Logistics	-	2,256	2,576	3,146	3,552	4,175	4,629	4,938	6,336	6,995	7,688
Terminal and harbor transport	-	-	-	-	1,595	1,936	2,854	3,103	2,966	4,516	6,269
Cruise	-	3,634	3,599	3,355	3,815	3,825	3,709	2,859	2,854	2,199	1,917
Air cargo transportation	-	-	-	-	-	-	-	-	-	6,031	4,780
Real estate	2,547	2,627	2,697	2,682	2,468	1,122	1,151	1,092	1,085	1,046	946
Shipping-related services	-	2,590	3,839	3,504	1,787	1,446	1,417	-	-	-	-
Other	2,859	1,282	1,595	1,008	1,199	1,154	1,017	2,449	5,778	2,049	2,061
Elimination and corporate	-	-	-	-	-	-	-	-	-12	-10	-8
Consolidated total	54,110	58,605	66,088	69,494	67,299	66,111	65,689	66,814	73,814	80,487	92,400

6) Capital Expenditure

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	36,117	60,791	70,512	135,100
Bulk shipping	-	-	-	-	-	-	-	132,343	95,306	129,079	291,821
<i>Shipping</i>	<i>59,991</i>	<i>100,014</i>	<i>42,674</i>	<i>76,200</i>	<i>69,079</i>	<i>66,347</i>	<i>94,830</i>	<i>168,460</i>	<i>156,097</i>	<i>199,591</i>	<i>426,921</i>
Logistics	-	5,551	3,887	5,189	6,738	10,313	11,653	14,765	7,821	6,324	9,536
Terminal and harbor transport	-	-	-	-	2,703	3,491	4,274	3,947	2,688	7,753	7,083
Cruise	-	1,543	483	2,166	4,854	5,121	29,729	1,255	6,022	3,481	1,540
Air cargo transportation	-	-	-	-	-	-	-	-	-	51,678	50,957
Real estate	1,862	969	1,384	466	1,800	1,546	1,487	987	724	390	3,337
Shipping-related services	-	3,478	4,427	2,186	797	1,613	640	-	-	-	-
Other	6,126	1,503	1,530	1,293	1,462	689	737	4,151	20,213	2,728	1,952
Elimination and corporate	7	-	-	-	-	-	-	-	-	-	-
Consolidated total	67,988	113,060	54,387	87,452	87,436	89,122	143,353	193,569	193,568	271,948	501,330

Change in Business Categories:

Beginning with the fiscal period ended March 31, 2007, "tugboat operation," which has been hitherto included in "Other" segment is categorized into "Terminal and Harbor Transport" segment.

Beginning with the fiscal period June 30, 2007, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

Beginning with the fiscal period September 30, 2007, the name of "Other shipping" has been changed to "Bulk shipping". There's no change of classification of business segment.

With the change of the business category, the present category does not match the one that was used before fiscal year ended March 31, 2006.

Consolidated Statements of Cash Flows

(Millions of yen)

(Years ended March 31)	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
I Cash flow from operating activities										
Income before income taxes and minority interests	57,803	31,708	32,647	61,535	127,213	145,560	115,136	96,354	200,491	171,985
Depreciation and amortization	69,494	67,299	66,111	65,689	66,814	73,814	80,487	45,002	92,400	74,571
Impairment loss of fixed assets	-	-	-	-	-	20,606	37	806	94	1,599
Loss (gain) on sales and disposal of tangible and intangible fixed assets, net	3,976	-3,612	565	2,285	2,003	-3,908	-2,861	-5,136	-12,219	-5,465
Loss on devaluation of investment real property	5,323	-	-	-	-	-	-	-	-	-
Loss (gain) on sale of marketable and investment securities, net	-6,692	-6,340	-1,391	-678	-2,909	-6,418	-11,068	-432	-4,738	-5,555
Loss (gain) on devaluation of marketable and investment securities	1,325	12,832	7,351	303	1,655	130	1,039	-	2,233	4,693
Equity in earnings of unconsolidated subsidiaries and affiliates	-2,762	-776	-1,472	-1,624	-2,598	-1,868	-5,522	-5,944	-11,040	-6,717
Interest and dividend income	9,082	-11,588	-5,406	-5,264	-8,990	-5,167	-12,000	-7,484	-13,784	10,574
Interest expense	32,510	28,086	20,145	18,098	16,631	15,647	18,285	10,974	22,781	17,645
Loss (gain) on foreign currency exchange	-3,953	3,530	1,630	2,015	444	-1,295	-6,772	-782	1,403	5,742
Decrease (increase) in notes and accounts receivable	-548	3,200	-13,435	-17,773	-16,183	8,899	-11,396	-45,703	-29,630	18,087
Decrease (increase) in inventories	893	303	-4,762	324	-2,878	-7,404	-3,582	-8,610	-16,553	18,757
Decrease (increase) in notes and accounts payable	4,163	987	2,646	10,259	10,930	8,280	6,761	32,376	18,810	-38,992
Others, net	572	5,678	5,001	10,078	10,005	-17,911	-29,405	-9,196	-1,820	18,485
Subtotal	153,024	131,309	109,632	145,249	226,568	204,572	139,908	101,510	255,632	227,292
Interest and dividends received	9,525	13,612	6,549	6,136	7,145	11,970	14,335	8,386	18,180	14,608
Interest paid	-3,146	-29,853	-21,539	-18,576	-16,887	-16,300	-17,335	-9,644	-22,606	-18,853
Payment for income taxes	-5,020	-30,378	-6,516	-21,448	-41,319	-61,510	-50,678	-31,122	-51,681	-91,161
Net cash provided by operating activities	104,384	84,690	88,126	111,360	175,507	138,732	86,229	69,129	199,525	131,885
II Cash flow from investing activities										
Purchase of marketable securities	-7,838	-16,319	-9,880	-5,765	-1,321	-1,234	-709	-731	-355	-1,306
Proceeds from sales of marketable securities	12,583	19,903	15,262	13,670	2,579	1,158	481	718	251	2,001
Expenditures for tangible and intangible fixed assets	-7,452	-87,436	-89,122	-143,353	-193,569	-193,568	-271,948	-215,005	-501,330	-332,849
Proceeds from sale of tangible and intangible fixed assets	49,076	82,716	54,266	67,458	59,987	32,351	130,727	57,040	217,084	202,171
Purchase of investment securities	-1,309	-24,013	-31,162	-8,245	-6,194	-33,942	-52,466	-9,424	-20,051	-10,678
Proceeds from sale of investment securities	33,773	25,985	6,981	8,287	10,436	11,357	23,035	1,133	10,322	7,729
Lending of loans receivable	-5,448	-4,536	-6,130	-27,073	-21,217	-12,115	-28,049	-3,311	-5,266	-4,220
Collection of loans receivable	11,670	2,348	685	4,542	11,381	22,527	15,641	4,742	5,861	7,518
Proceeds from withdrawal of insured pension fund	60,010	22,439	-	-	-	-	-	-	-	-
Others, net	852	4,088	4,617	2,390	2,851	2,953	5,245	1,532	974	1,569
Net cash used in investing activities	45,917	25,177	-54,483	-88,089	-135,066	-170,511	-178,043	-163,305	-292,510	-128,934
III Cash flows from financing activities										
Net increase (decrease) in short-term bank loans	-2,027	-4,078	-8,978	26,502	-7,972	54,955	51,660	-14,652	46,846	26,166
Net increase (decrease) in commercial paper	-	-	-	-	-	32,700	-32,700	16,000	19,000	18,000
Proceeds from long-term loans	60,094	43,870	147,288	168,628	123,083	104,807	110,852	102,212	175,304	86,951
Payments of long-term loans	-117,469	-130,746	-195,763	-197,346	-151,399	-102,627	-96,335	-59,814	-106,325	-70,968
Proceeds from bonds	-	0	77,596	-	29,819	-	84,755	59,788	59,788	-
Payments from bonds	-64,179	-36,609	-40,411	-21,000	-20,200	-25,019	-4,800	-	-21,000	-1,000
Proceeds from stock issue for minority stockholders	-	-	-	-	2,037	54	977	-	120	-
Proceeds from sale of treasury stock	-	-	-	7	-	-	6,039	19	61	111
Purchase of treasury stock	-3,368	-3,972	-2,890	-173	-375	-	-366	-344	-518	-273
Cash dividends paid by the Company	-7,986	-10,184	-9,212	-10,691	-15,268	-23,806	-22,043	-11,056	-25,794	-30,698
Cash dividends paid by subsidiaries to minority shareholders	-490	-575	-628	-803	-1,080	-420	-676	-421	-654	-777
Others, net	-1	-50	9	13	-16	-	-	-	-	-989
Net cash provided by (used in) financing activities	-135,428	-142,346	-32,990	-34,862	-41,374	40,339	97,363	91,731	146,829	26,520
IV Effect of exchange rate changes on cash and cash equivalents	11,084	4,652	-8,121	-10,105	743	2,536	2,793	743	-27,289	-23,857
V Net increase (decrease) in cash and cash equivalents	25,957	-27,826	-7,468	-21,697	-190	11,097	8,343	-1,701	26,555	6,153
VI Cash and cash equivalents at beginning of the period	83,460	109,132	81,900	79,804	63,632	65,027	78,487	87,709	87,709	115,963
VII Increase (decrease) in cash and cash equivalents due to change in consolidation scope	-286	595	5,371	5,524	1,585	2,465	869	776	1,623	3,473
VIII Increase in cash and cash equivalents due to merger of consolidated subsidiaries	-	-	-	-	-	-	3	10	55	75
IX Increase (decrease) in cash and cash equivalents due to the change in accounting periods for consolidated subsidiaries	-	-	-	-	-	-	-105	-1	-	13
X Cash and cash equivalents at end of period	109,132	81,900	79,804	63,632	65,027	78,487	87,709	86,840	115,963	125,604

Breakdown of Consolidated Non-Operating Income (Expenses)

(Years ended March 31)

(Billions of yen, Amounts less than 100 million yen are truncated)

Other income	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Interest income	7.3	10.6	8.0	6.8	5.4	2.6	2.0	2.6	3.5	6.7	6.8	8.2	4.0
Dividend income	3.5	3.1	2.1	2.1	6.1	2.7	3.1	2.5	5.4	5.2	5.0	5.4	6.5
Gain on sale of investment securities	4.5	5.6	1.4	-	-	-	-	-	0.0	0.0	0.0	0.0	0.0
Gain on investment in equity method affiliates	-	3.2	1.1	2.7	0.7	1.4	1.6	2.5	1.8	5.5	8.7	11.0	6.7
Foreign exchange gain	3.8	-	-	5.8	0.6	-	-	-	2.8	-	-	-	-
Other	2.1	2.3	2.4	3.3	4.7	5.8	4.2	4.7	4.6	8.3	4.4	6.2	3.7
Total	21.5	25.0	15.2	21.0	17.7	12.7	11.0	12.5	18.3	25.8	25.1	31.1	21.0

Other expenses	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Interest expenses	36.5	36.9	33.8	32.5	28.0	20.1	18.0	16.6	15.6	18.2	17.6	22.7	17.6
Foreign exchange loss	-	5.3	8.3	-	-	5.8	5.3	0.2	-	0.5	4.4	7.0	6.1
Other	7.0	4.7	4.7	4.9	5.1	5.5	4.9	2.2	2.7	4.4	1.9	4.9	1.5
Total	43.6	46.9	46.9	37.4	33.2	31.4	28.3	19.1	18.4	23.2	24.0	34.7	25.3

Total other income (expenses)	-22.1	-21.9	-31.7	-16.4	-15.5	-18.7	-17.3	-6.6	-0.1	2.5	1.1	-3.5	-4.2
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Breakdown of Consolidated Extraordinary Gains (Losses)

(Years ended March 31)

(Billions of yen, Amounts less than 100 million yen are truncated)

Extraordinary gains	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Gain on sale of vessels, property and equipment	4.3	5.7	3.9	6.3	19.4	5.4	5.3	5.2	6.1	4.0	12.4	13.5	6.6
Gain on sale of investment securities	3.9	10.4	10.5	7.0	6.4	1.5	0.6	2.9	6.6	11.0	0.4	4.7	1.0
Gain on trust establishment of retirement benefit	-	-	0.2	10.0	-	-	-	-	-	-	-	-	-
Other	1.2	1.2	1.8	1.1	1.9	1.4	1.2	1.7	1.7	4.3	1.2	2.0	2.7
Total	9.5	17.3	16.6	24.5	27.9	8.4	7.2	9.8	14.4	19.3	14.0	20.3	15.0

Extraordinary losses	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Loss on sale of fixed assets	1.3	2.3	8.2	9.0	15.4	5.5	6.8	6.3	1.7	0.6	0.0	0.1	0.0
Loss on sale of vessels, property and equipment	0.3	0.8	0.9	1.2	0.4	0.4	0.7	0.8	0.4	0.5	0.8	1.1	1.1
Loss on sale of other fixed assets	-	-	-	-	-	0.5	0.3	20.6	0.0	0.8	0.0	7.2	-
Loss on sale of investment securities	-	2.8	0.3	0.3	0.1	0.2	-	-	0.2	0.0	0.0	0.1	0.0
Loss on valuation of investment securities	9.7	1.2	2.4	1.3	12.8	7.3	0.3	1.6	0.1	1.0	-	0.3	4.6
Real estate valuation loss	-	-	-	5.3	-	-	-	-	-	-	-	-	-
Loss on differences in accounting for retirement benefits	-	-	-	15.8	-	-	-	-	-	-	-	-	0.0
Charter cancellation losses	-	-	-	-	-	2.8	2.4	-	-	-	-	-	-
Other	5.4	8.5	9.7	4.8	17.6	9.2	9.6	7.9	6.7	8.7	3.7	9.2	4.2
Total	17.0	15.9	21.7	38.0	46.3	26.1	20.3	37.4	9.3	11.7	4.8	18.3	10.2

Extraordinary gains (losses), net	-7.5	1.4	-5.1	-13.5	-18.4	-17.7	-13.1	-27.6	5.1	7.6	9.2	2.0	4.8
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(Reference) Non-Consolidated Operating Expenses

(Billions of yen, Amounts less than 100 million yen are truncated)

(Years ended March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008 3Q	2008	2009 3Q
Cargo Expense	159.9	173.1	147.6	145.1	157.0	165.4	174.8	198.6	245.4	279.8	235.4	310.8	226.9
Fuel Expense	43.4	39.2	52.5	72.3	67.2	75.7	80.4	89.8	146.0	194.8	178.8	251.8	257.7
Port Charge	43.7	53.2	50.0	46.6	48.1	46.1	49.0	52.4	57.8	68.9	56.9	75.6	58.6
Other Operating Expenses	2.8	1.0	1.2	6.0	7.5	3.9	-3.3	-4.5	-	-2.0	-2.2	-3.0	-3.4
Operating Expenses	249.8	266.5	251.3	270.0	279.8	291.2	301.1	336.4	449.4	541.6	468.9	635.2	539.9
Cost for Vessels	24.3	23.7	27.0	27.9	26.3	24.3	22.9	22.3	21.0	17.3	16.5	21.6	16.5
Charterage	252.6	283.5	276.2	289.1	309.0	255.6	262.4	280.7	314.3	355.6	327.6	435.4	315.5
Container Related Expenses	40.2	42.1	36.5	37.8	40.7	41.0	40.7	42.6	46.1	48.4	37.1	49.1	35.2
Other Expenses	6.7	8.7	10.9	10.3	6.3	6.5	7.3	9.5	9.2	10.8	15.2	20.2	12.3
Total-Expenses of Shipping	573.6	624.5	601.9	635.1	662.1	618.7	634.4	691.6	840.2	973.9	865.4	1,161.0	919.7
Expenses of Other Business	3.6	3.5	3.6	3.4	4.7	6.9	7.3	6.4	6.1	5.6	3.7	5.0	4.2
Administrative Expenses	33.5	33.1	32.5	34.7	36.0	36.4	39.2	41.1	43.5	44.1	38.8	52.7	39.8
Total-Operating Expenses	610.7	661.1	638.0	673.2	702.8	662.1	681.2	739.2	889.9	1,023.7	908.0	1,219.0	963.8

Consolidated Number of Employees

(People)

(Years ended March 31)	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	2,576	2,943	3,577	4,010
Bulk shipping	-	-	-	-	-	1,066	1,150	1,432	1,531
<i>Shipping</i>	-	-	-	3,120	3,355	3,642	4,093	5,009	5,541
Logistics	-	-	-	8,517	10,244	12,120	13,971	16,097	16,876
Terminal and harbor transport	-	-	-	3,204	3,816	4,119	3,886	5,314	5,329
Cruise	-	-	-	424	452	433	401	361	353
Air cargo transportation	-	-	-	-	-	-	-	629	712
Real estate	-	-	-	137	68	70	69	58	54
Shipping-related services	-	-	-	935	984	-	-	-	-
<i>Other</i>	-	-	-	1,446	1,479	2,600	3,061	2,120	2,209
Companywide (Shared)	-	-	-	233	262	248	251	284	295
Total	13,775	14,082	14,700	18,016	20,660	23,232	25,732	29,872	31,369

Change in Business Categories:

Beginning with the fiscal period ended March 31, 2007, "tugboat operation," which has been hitherto included in "Other" segment is categorized into "Terminal and Harbor Transport" segment.

Beginning with the fiscal period June 30, 2007, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

Beginning with the fiscal period September 30, 2007, the name of "Other shipping" has been changed to "Bulk shipping". There's no change of classification of business segment.

Number of Containers NYK Transported

● Asia-North America Route

(Years ended March 31)

(Thousands of TEUs)

		East Bound(Asia to North America)									West Bound(North America to Asia)								
		Slot			Lifting			Utilization			Slot			Lifting			Utilization		
		Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total
2008	1Q	212	444	212	180	180	85%	88%	85%	212	441	212	88	88	42%	42%	42%		
	2Q	232		444	210	390	390	91%	88%	88%		229	441	89	177	177	39%	40%	40%
	3Q	217	428	661	194	584	90%	88%	88%	222	429	663	104	281	47%	48%	42%		
	4Q	211		872	181	375	765	86%	88%	88%		206	869	100	204	381	48%	48%	44%
	Total	872		765		88%		869		381		44%							
2009	1Q	223	450	223	187	187	84%	86%	84%	222	450	222	114	114	51%	48%	51%		
	2Q	227		450	200	388	388	88%	86%	86%		228	450	104	218	218	46%	48%	48%
	3Q	231		681	181	569	78%	84%	84%	236		686	81	299	34%	44%	44%		
	4Q																		
	Total	681		569		84%		686		299		44%							

● Asia-Europe Route

(Years ended March 31)

(Thousands of TEUs)

		West Bound(Asia to Europe)									East Bound(Europe to Asia)								
		Slot			Lifting			Utilization			Slot			Lifting			Utilization		
		Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total
2008	1Q	140	289	140	129	129	92%	92%	92%	139	289	139	71	71	51%	47%	51%		
	2Q	149		289	137	267	267	92%	92%	92%		151	289	65	136	136	43%	47%	47%
	3Q	156	298	445	135	401	86%	88%	90%	158	301	447	66	202	42%	43%	45%		
	4Q	142		587	129	263	530	91%	90%	90%		143	590	64	130	266	55%	43%	45%
	Total	587		530		90%		590		266		45%							
2009	1Q	163	328	163	138	138	84%	88%	84%	158	322	158	68	68	43%	43%	43%		
	2Q	164		328	152	290	290	93%	88%	88%		164	322	69	137	137	42%	43%	43%
	3Q	154		482	127	417	82%	86%	86%	154		476	68	205	44%	43%	43%		
	4Q																		
	Total	482		417		86%		476		205		43%							

* The actual result of Intra-Europe trade was eliminated from "Asia-Europe Route" from Years ended March 31, 2007, so actual result was partially re-stated.

Number of Cars NYK Transported

(Years ended March 31)

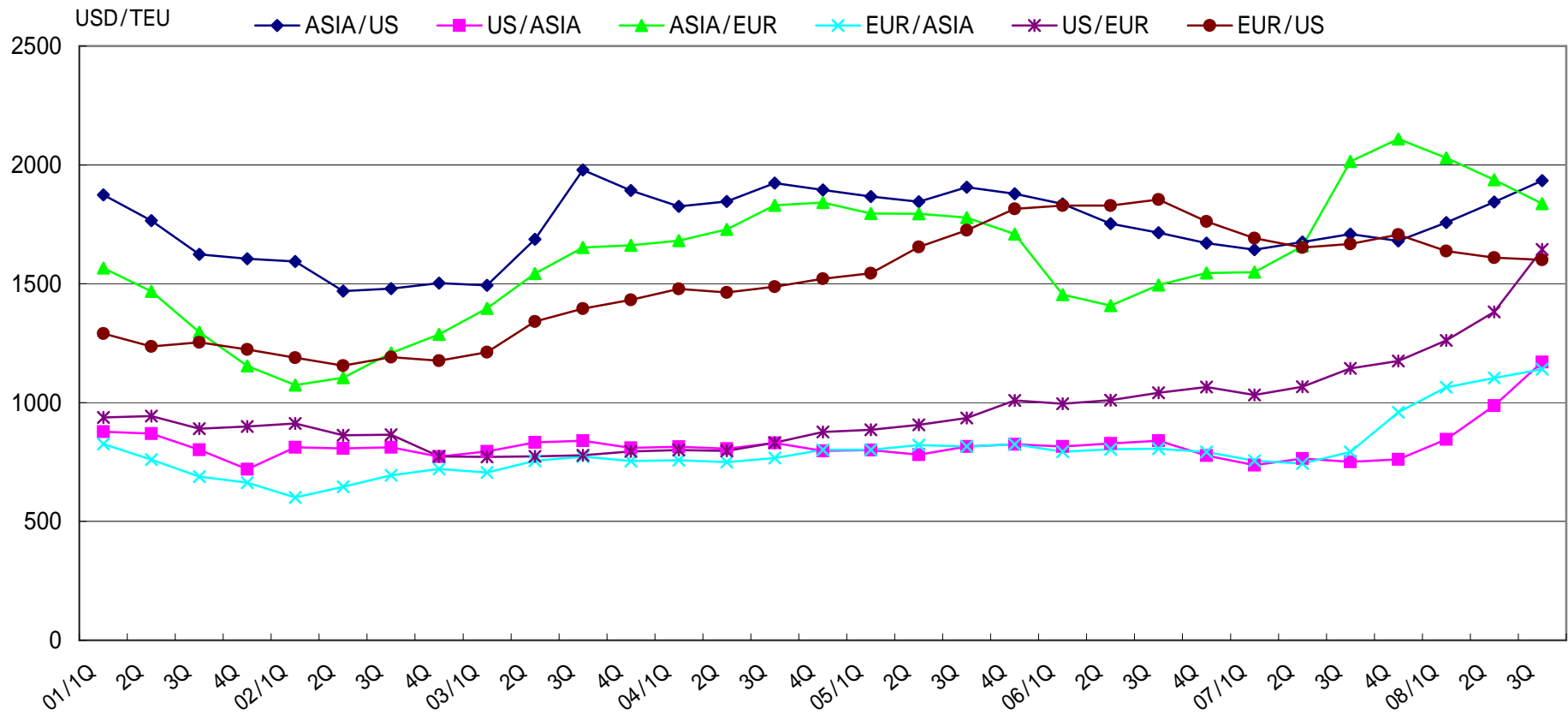
(10,000 Cars)

	2005	2006	2007	2008	2008	2009
	Full year	Full year	Full year	3Q	Full year	3Q
Total	256	286	318	259	353	271

*With the change of the accounting methods, figures have been restated for the year ended March 31, 2007.

Container Market Freight Rate Index

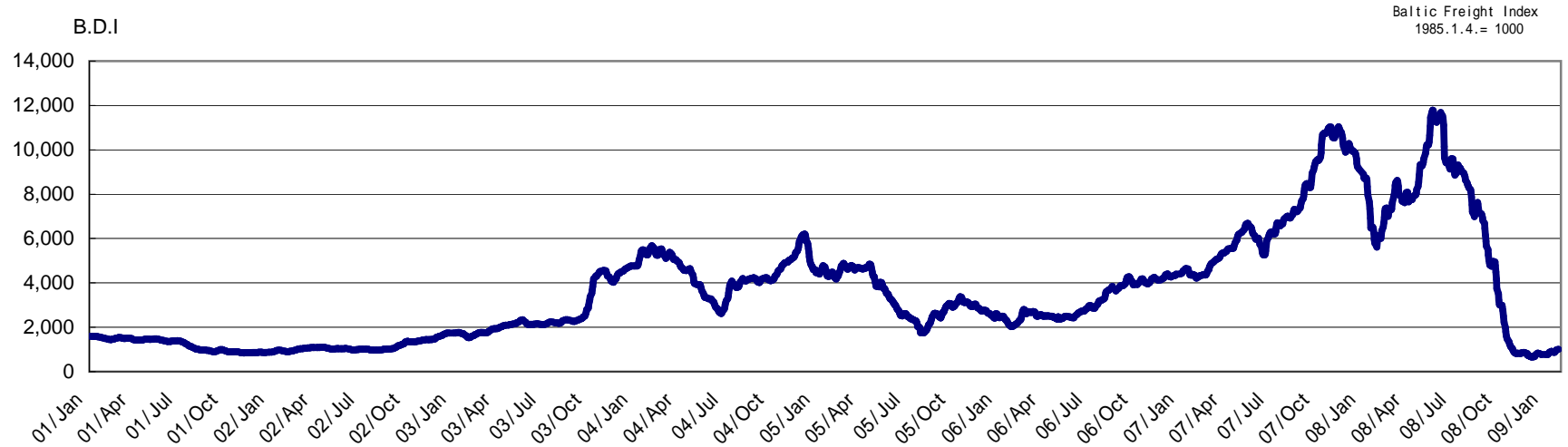
● Container Market Freight Rate Index



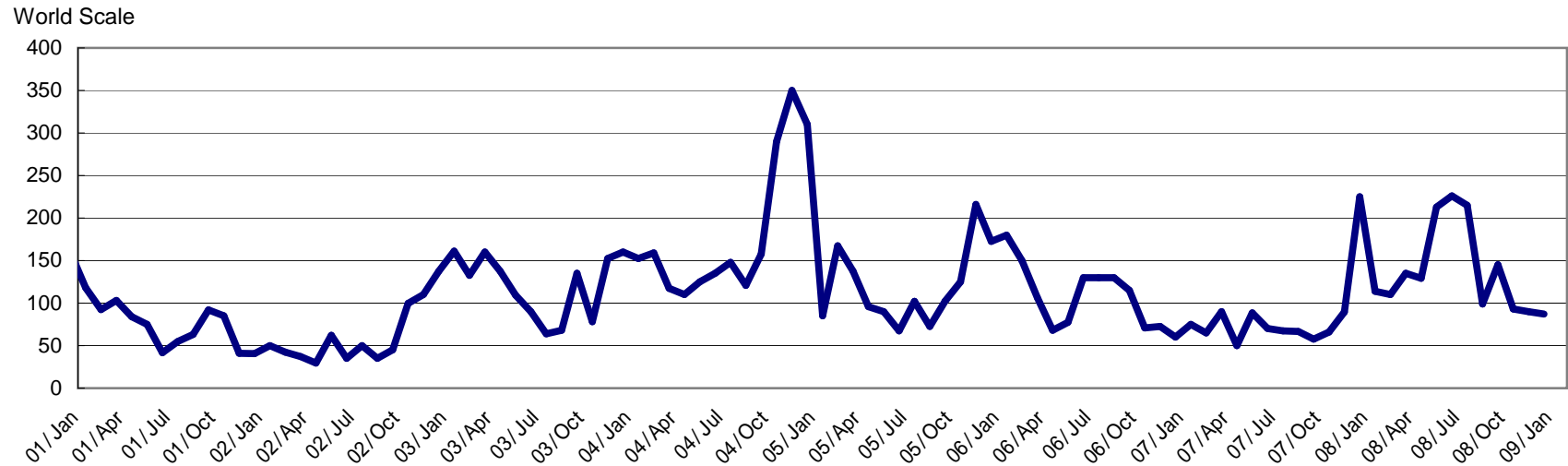
(Calendar Basis, Source : Containerisation International)

BDI and WS Trends

● BDI (BFI) Trend

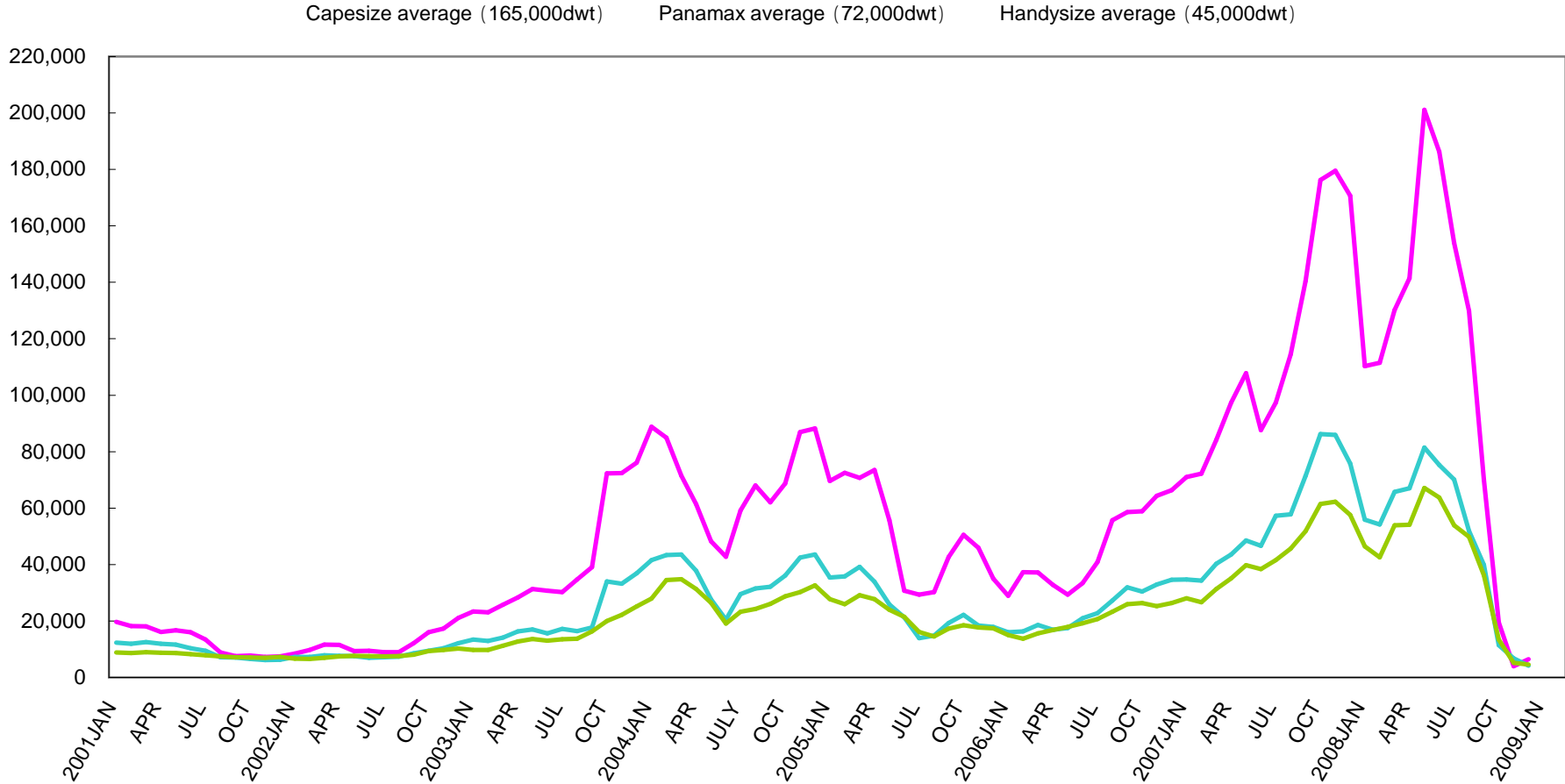


● WS Trend(VLCC), Middle East Japan



Dry Bulk Market

● 1 Year T/C Rate



As of January 30, 2009 NYK Researched



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