

Financial and Non-Financial Information

Accounting period (FY)	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Results of Operations:						
Revenues	¥ 2,237,239	¥ 2,401,820	¥ 2,272,315	¥ 1,923,881	¥ 2,183,201	¥ 1,829,300
Operating profit (loss)	44,995	66,192	48,964	(18,078)	27,824	11,085
Recurring profit (loss)	58,424	84,010	60,058	1,039	28,016	(2,052)
Profit (loss) attributable to owners of parent	33,049	47,591	18,238	(265,744)	20,167	(44,501)
Capital expenditures	248,230	199,343	115,791	155,993	200,443	170,776
Depreciation and amortization	105,956	101,045	103,347	92,004	87,839	89,713
Financial Position at Year-End:						
Total assets	2,551,236	2,569,828	2,244,772	2,044,183	2,071,636	2,001,704
Interest-bearing debt	1,241,963	1,098,357	940,576	945,391	983,432	1,046,182
Shareholders' equity	720,270	810,311	773,678	522,471	551,887	487,432
Cash Flows:						
Operating activities	136,522	136,448	142,857	27,924	89,090	45,260
Investing activities	6,409	26,755	(46,895)	(144,612)	(137,994)	(132,292)
Financing activities	(95,485)	(199,007)	(160,260)	1,952	17,587	62,715
Per-Share Data:						
Basic net income (loss)	64.9	93.5	35.8	(524.1)	39.9	(87.9)
Equity	1,415.55	1,592.62	1,520.70	1,032.65	1,090.74	963.09
Cash dividends applicable to the year	17	23	20	–	10	7
Dividend payout ratio	25.7%	24.9%	55.8%	–	25.1%	–
Management Indicators:						
Return on invested capital (ROIC)	2.3%	3.3%	3.6%	(15.1%)	3.1%	(0.2%)
Return on equity (ROE)	4.8%	6.2%	2.3%	(41.0%)	3.8%	(8.6%)
Debt-to-equity ratio (DER) (times)	1.72	1.36	1.22	1.81	1.78	2.15
Shareholders' equity ratio	28.2%	31.5%	34.5%	25.6%	26.6%	24.4%
Non-Financial Information:						
GHG emissions (ton-CO ₂ e)	20,863,984	21,290,823	21,112,158	21,828,013	20,918,985	14,090,784
Downtime (hours)	18.7	14.2	18.4	11.0	23.9	19.3
Number of Group employees (persons)	32,342	33,520	34,276	35,935	37,820	35,711

Note 1: The dividend payout ratio has not been stated when loss attributable to owners of parent has been recorded.

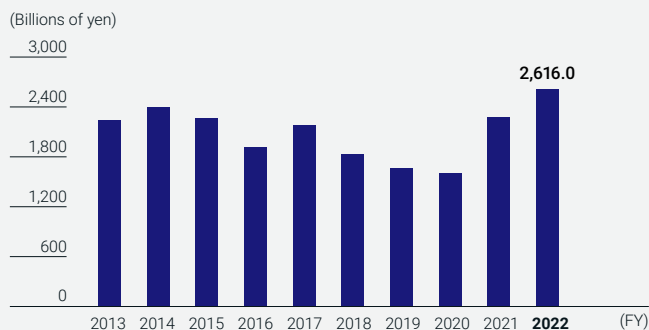
Note 2: GHG emissions are total values for Scope 1. From fiscal 2018 onward, the three major Japanese shipping companies integrated their container shipping businesses, and the resulting business was excluded from the scope of consolidation. Therefore, the figures do not include emissions from container ships. The various environmental data is presented on page 70 of the full report.

Note 3: The Company uses operational downtime due to accidents or trouble to measure the achievement of safe ship operations and is working to achieve zero downtime (<https://www.nyk.com/english/esg/social/sea/>). The standard for aggregating downtime changed from fiscal years to calendar years from 2020. Data for 2020 has a partial overlap with 2019 (January to March 2020).

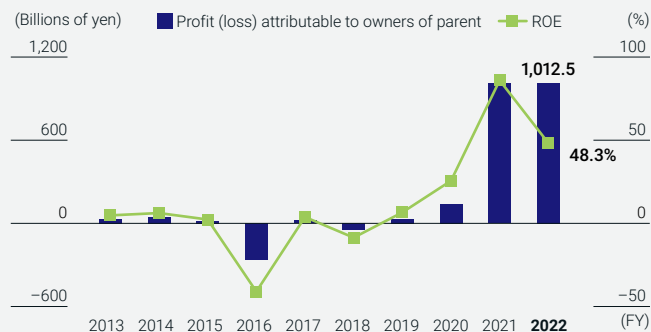
Note 4: The per-share data on this page in this 10-year summary takes into consideration the effect of a reverse stock split conducted on October 1, 2017 (1-for-10 shares of common stock) and a stock split conducted on October 1, 2022 (3-for-1 shares of common stock). (Net income is rounded to one decimal place, net assets are rounded to two decimal places, and annual cash dividends are rounded to the nearest yen.)

Note 5: ROIC = (Operating income after tax + Extraordinary profit & loss after tax + Equity in earnings of affiliates + Dividend income) ÷ (Invested capital).

Revenues

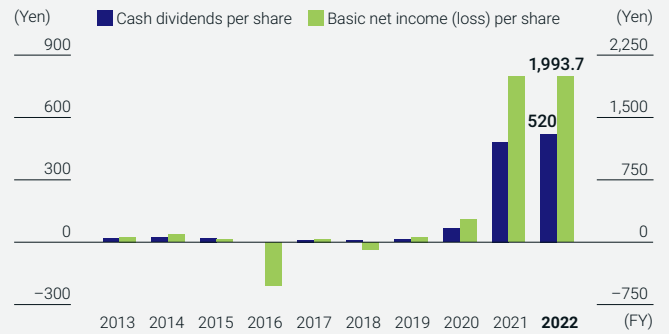


Profit (Loss) Attributable to Owners of Parent / ROE

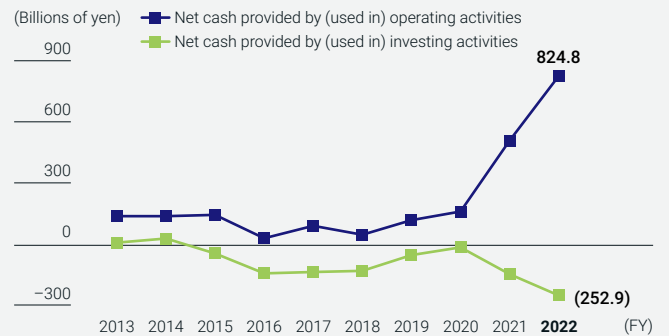


FY2019	FY2020	FY2021	FY2022
(Millions of yen)			
¥ 1,668,355	¥ 1,608,414	¥ 2,280,775	¥ 2,616,066
38,696	71,537	268,939	296,350
44,486	215,336	1,003,154	1,109,790
31,129	139,228	1,009,105	1,012,523
139,232	101,778	205,140	198,865
104,057	98,803	101,596	121,658
(Millions of yen)			
1,933,264	2,125,480	3,080,023	3,776,797
1,049,853	951,143	808,299	694,091
462,664	625,332	1,713,713	2,478,641
(Millions of yen)			
116,931	159,336	507,762	824,853
(54,867)	(16,871)	(148,571)	(252,964)
(61,733)	(125,483)	(237,535)	(581,203)
(Yen)			
61.5	274.9	1,991.3	1,993.7
913.47	1,234.42	3,381.43	4,877.55
13	67	483	520
21.7%	24.3%	24.3%	26.1%
3.7%	11.7%	47.1%	35.7%
6.6%	25.6%	86.0%	48.3%
2.27	1.52	0.47	0.28
23.9%	29.4%	55.6%	65.6%
13,360,688	11,650,054	12,678,695	11,255,044
19.4	17.1	20.0	15.6
34,857	35,057	35,165	35,502

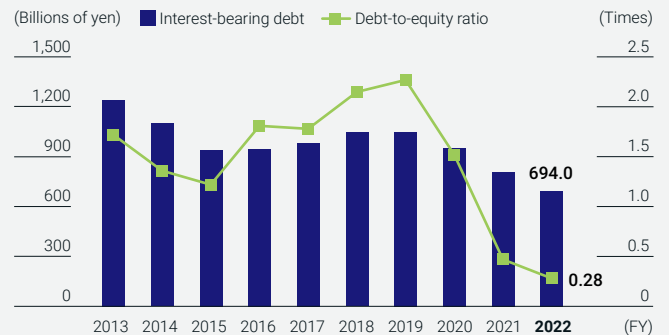
Cash Dividends per Share / Basic Net Income (Loss) per Share



Cash Flows



Interest-Bearing Debt and Debt-to-Equity Ratio (Gross)



Shareholders' Equity / Shareholders' Equity Ratio



Ratings

(As of February 28, 2023)

Rating Company	Type of Rating	Rating
Japan Credit Rating Agency, Ltd. (JCR)	Long-Term Issuer Rating (Outlook)	A+ (Positive)
	Bond Rating	A+
Rating and Investment Information, Inc. (R&I)	Issuer Rating (Outlook)	A (Stable)
	Long-Term	A
	Short-Term	a-1
Moody's	Issuer Rating (Outlook)	Ba1 (Stable)

Main Financial and Non-Financial Information by Segment

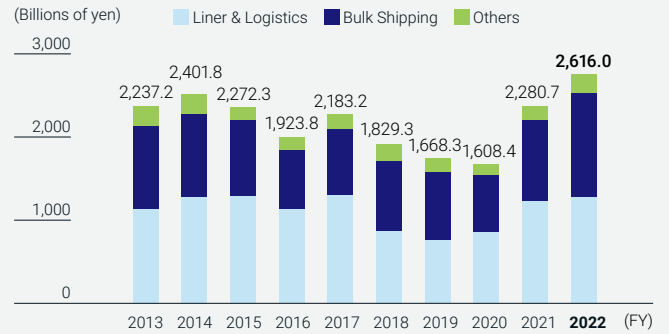
	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018
Revenues:						
Liner Trade	¥ 617,494	¥ 696,352	¥ 706,366	¥ 585,904	¥ 691,433	¥ 286,339
Air Cargo Transportation	88,854	99,110	91,101	81,919	97,826	56,750
Logistics	431,567	486,919	496,509	461,361	512,332	525,826
Bulk Shipping	988,489	995,851	902,291	717,729	795,606	841,358
Real Estate	9,946	9,504	9,781	9,439	7,941	7,617
Other Business Services	192,767	170,607	147,015	146,614	172,300	188,158
Cruises	45,270	49,802	-	-	-	-
Elimination and Corporate	(137,150)	(106,327)	(80,751)	(79,087)	(94,238)	(76,751)
Consolidated Total	2,237,239	2,401,820	2,272,315	1,923,881	2,183,201	1,829,300
Recurring Profit (Loss):						
Liner Trade	(782)	9,807	(321)	(12,716)	10,874	(26,401)
Air Cargo Transportation	(7,371)	699	1,585	2,631	1,811	(15,969)
Logistics	6,534	10,794	11,869	7,650	2,382	7,728
Bulk Shipping	54,884	60,082	46,595	(4,168)	9,643	33,791
Real Estate	3,824	3,257	3,379	12,079	2,659	2,747
Other Business Services	672	(596)	(53)	(1,496)	3,167	3,082
Cruises	717	2,117	-	-	-	-
Elimination and Corporate	(55)	(2,153)	(2,997)	(2,940)	(2,522)	(7,031)
Consolidated Total	58,424	84,010	60,058	1,039	28,016	(2,052)
Assets:						
Liner Trade	452,479	499,804	419,247	401,983	405,307	361,893
Air Cargo Transportation	78,845	56,221	47,597	53,004	77,362	64,122
Logistics	237,998	274,382	250,303	255,189	277,919	281,834
Bulk Shipping	1,502,207	1,501,200	1,338,549	1,269,346	1,256,094	1,285,305
Real Estate	53,841	56,835	63,542	56,266	58,854	57,328
Other Business Services	552,979	414,123	251,326	209,981	195,238	171,748
Cruises	33,786	44,273	-	-	-	-
Elimination and Corporate	(360,902)	(277,012)	(125,795)	(201,587)	(199,141)	(220,530)
Consolidated Total	2,551,236	2,569,828	2,244,772	2,044,183	2,071,636	2,001,704
Depreciation and Amortization:						
Liner Trade	16,858	17,660	20,173	17,646	13,770	11,754
Air Cargo Transportation	2,247	2,595	2,160	2,360	2,825	4,485
Logistics	7,327	8,043	8,202	7,175	8,355	9,088
Bulk Shipping	75,469	68,688	68,942	61,223	59,404	60,465
Real Estate	917	1,090	1,118	1,056	1,259	1,285
Other Business Services	1,030	1,387	2,916	2,543	2,244	2,672
Cruises	2,114	1,800	-	-	-	-
Elimination and Corporate	(9)	(220)	(166)	(1)	(19)	(37)
Consolidated Total	105,956	101,045	103,347	92,004	87,839	89,713

Note 1: Since fiscal 2015, "Cruises" has been included in "Other Business Services."

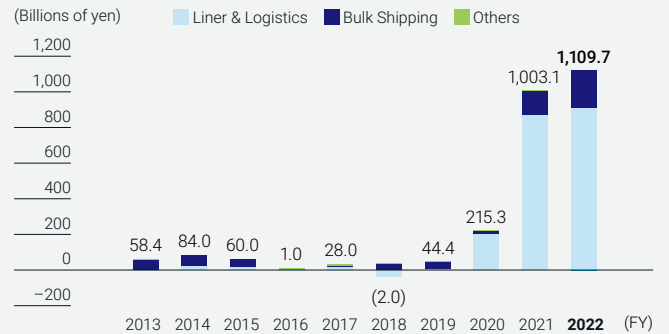
Note 2: Figures before changes to business segment classifications have not been restated.

FY2019	FY2020	FY2021	FY2022
(Millions of yen)			
¥ 202,248	¥ 170,537	¥ 190,552	¥ 200,705
75,157	122,459	188,731	218,095
476,326	561,234	847,492	862,446
819,807	681,564	974,556	1,240,816
7,346	6,884	4,207	3,352
165,690	129,789	170,405	234,512
-	-	-	-
(78,220)	(64,055)	(95,169)	(143,863)
1,668,355	1,608,414	2,280,775	2,616,066
13,442	140,821	734,245	791,397
(15,583)	33,281	74,068	61,849
4,721	27,049	58,727	54,306
44,187	18,605	139,100	212,152
2,564	2,584	2,127	1,330
1,773	(2,251)	(1,231)	(2,203)
-	-	-	-
(6,619)	(4,754)	(3,884)	(9,044)
44,486	215,336	1,003,154	1,109,790
296,981	428,685	945,345	1,379,232
63,205	65,535	141,904	135,103
281,608	348,707	418,931	473,901
1,269,819	1,271,637	1,497,120	1,754,550
54,948	52,400	27,764	26,562
159,032	173,614	221,454	247,344
-	-	-	-
(192,330)	(215,099)	(172,497)	(239,897)
1,933,264	2,125,480	3,080,023	3,776,797
11,668	9,891	9,818	9,771
4,006	3,232	5,651	9,427
19,881	19,913	21,003	25,130
65,982	63,293	63,356	75,506
1,355	1,366	702	534
1,216	1,159	1,109	1,331
-	-	-	-
(53)	(53)	(46)	(43)
104,057	98,803	101,596	121,658

Revenues



Recurring Profit (Loss)



Assets

