

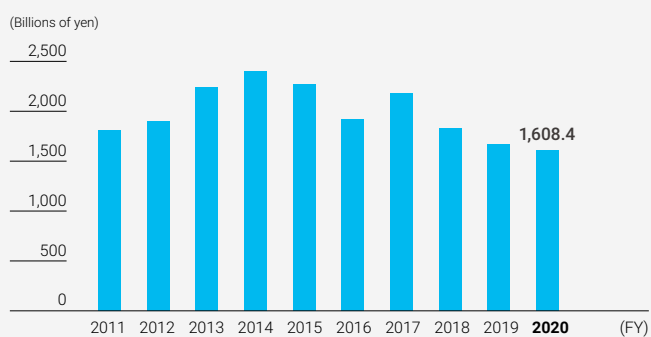
10-year Summary

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Results of Operations:							
Revenues	¥ 1,807,819	¥ 1,897,101	¥ 2,237,239	¥ 2,401,820	¥ 2,272,315	¥ 1,923,881	¥ 2,183,201
Costs and expenses	1,661,112	1,704,591	1,991,043	2,127,207	2,009,547	1,736,723	1,952,401
Selling, general and administrative expenses	170,831	175,075	201,200	208,419	213,802	205,236	202,974
Operating profit (loss)	(24,124)	17,434	44,995	66,192	48,964	(18,078)	27,824
Recurring profit (loss)	(33,238)	17,736	58,424	84,010	60,058	1,039	28,016
Profit (loss) attributable to owners of parent	(72,820)	18,896	33,049	47,591	18,238	(265,744)	20,167
Capital expenditures	309,288	302,326	248,230	199,343	115,791	155,993	200,443
Depreciation and amortization	100,857	97,522	105,956	101,045	103,347	92,004	87,839
Financial Position at Year-End:							
Total assets	2,122,234	2,430,138	2,551,236	2,569,828	2,244,772	2,044,183	2,071,636
Interest-bearing debt	1,067,125	1,292,191	1,241,963	1,098,357	940,576	945,391	983,432
Shareholders' equity	579,342	650,490	720,270	810,311	773,678	522,471	551,887
Cash Flows:							
Operating activities	29,837	93,951	136,522	136,448	142,857	27,924	89,090
Investing activities	(139,402)	(135,566)	6,409	26,755	(46,895)	(144,612)	(137,994)
Financing activities	72,159	177,966	(95,485)	(199,007)	(160,260)	1,952	17,587
Per Share Data:							
Basic net income (loss)	(429.19)	111.40	194.85	280.60	107.54	(1,572.35)	119.57
Equity	3,415.35	3,834.95	4,246.65	4,777.86	4,562.10	3,097.96	3,272.21
Cash dividends applicable to the year	40.0	40.0	50.0	70.0	60.0	-	30.0
Dividend payout ratio	-	35.9%	25.7%	24.9%	55.8%	-	25.1%
Management Indicators:							
Return on equity (ROE)	(11.5%)	3.1%	4.8%	6.2%	2.3%	(41.0%)	3.8%
Return on assets (ROA)	(3.4%)	0.8%	1.3%	1.9%	0.8%	(12.4%)	1.0%
Return on invested capital	(0.6%)	1.1%	2.3%	3.1%	2.6%	0.6%	1.7%
Debt-to-equity ratio (DER) (Times)	1.84	1.99	1.72	1.36	1.22	1.81	1.78
Shareholders' equity ratio	27.3%	26.8%	28.2%	31.5%	34.5%	25.6%	26.6%

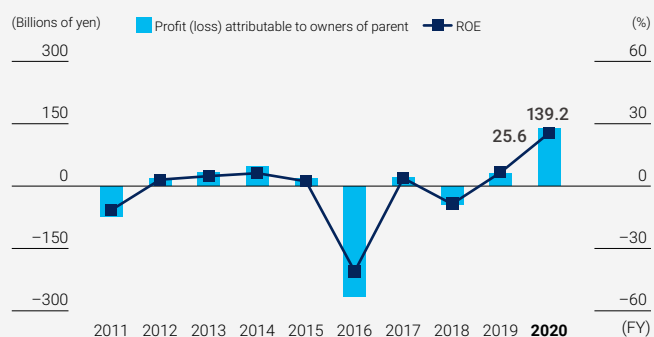
* The dividend payout ratio has not been stated when loss attributable to owners of parent has been recorded.

* On October 1, 2017, the Company conducted a 1-for-10 reverse stock split. The dividends per share in this 10-year summary take into consideration the effect of this reverse stock split.

Revenues

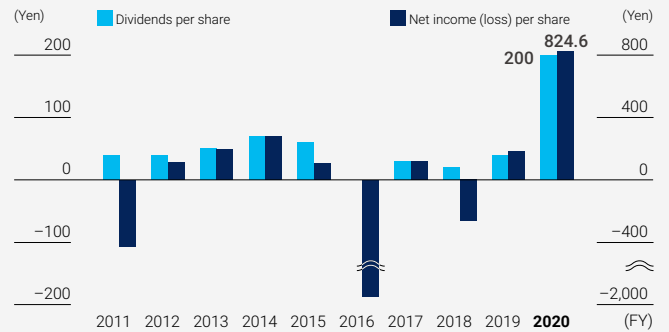


Profit (Loss) Attributable to Owners of Parent / ROE

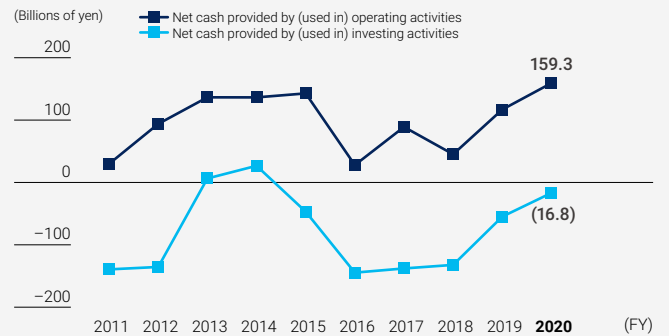


FY2018	FY2019	FY2020
		(Millions of yen)
¥ 1,829,300	¥ 1,668,355	¥ 1,608,414
1,634,188	1,461,434	1,375,232
184,026	168,225	161,644
11,085	38,696	71,537
(2,052)	44,486	215,336
(44,501)	31,129	139,228
170,776	139,232	101,778
89,713	104,057	98,803
		(Millions of yen)
2,001,704	1,933,264	2,125,480
1,046,182	1,049,853	951,143
487,432	462,664	625,332
		(Millions of yen)
45,260	116,931	159,336
(132,292)	(54,867)	(16,871)
62,715	(61,733)	(125,483)
		(Yen)
(263.80)	184.39	824.55
2,889.26	2,740.41	3,703.27
20.0	40.0	200.0
-	21.7%	24.3%
		(%)
(8.6%)	6.6%	25.6%
(2.2%)	1.6%	6.9%
0.9%	2.7%	12.8%
2.15	2.27	1.52
24.4%	23.9%	29.4%

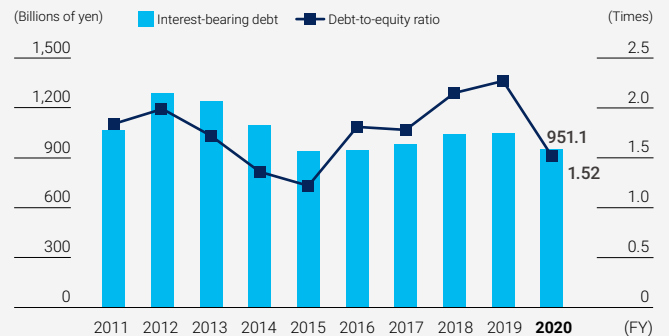
Cash Dividends per Share / Basic Net Income (Loss) per Share



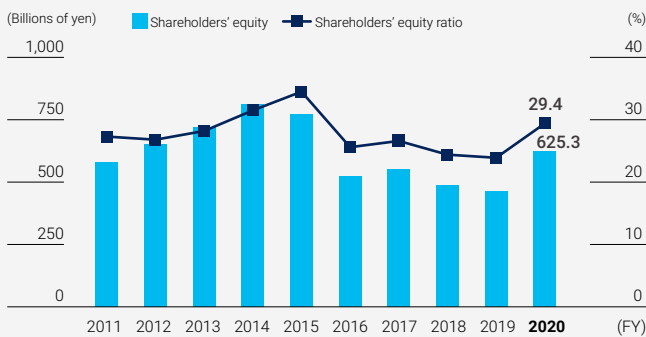
Cash Flows



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



Shareholders' Equity / Shareholders' Equity Ratio



Ratings

(As of April 1, 2021)

Rating Company	Type of Rating	Rating
Japan Credit Rating Agency, Ltd. (JCR)	Long-term Issuer Rating (Outlook)	A- (Stable)
	Bond Rating	A-
Rating and Investment Information, Inc. (R&I)	Issuer Rating (Outlook)	BBB+ (Stable)
	Long-term	BBB+
	Short-term	a-2
Moody's	Issuer Rating (Outlook)	Ba2 (Stable)

10-year Summary By Segment

	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017
Revenues:							
Liner Trade	¥ 418,744	¥ 441,863	¥ 617,494	¥ 696,352	¥ 706,366	¥ 585,904	¥ 691,433
Terminal and Harbor Transport	140,089	140,804	-	-	-	-	-
Air Cargo Transportation	82,612	77,864	88,854	99,110	91,101	81,919	97,826
Logistics	365,191	366,829	431,567	486,919	496,509	461,361	512,332
Bulk Shipping	730,854	795,587	988,489	995,851	902,291	717,729	795,606
Real Estate	10,849	10,423	9,946	9,504	9,781	9,439	7,941
Cruises	32,471	35,042	45,270	49,802	-	-	-
Other Business Services	184,577	173,635	192,767	170,607	147,015	146,614	172,300
Elimination and Corporate	(157,571)	(144,950)	(137,150)	(106,327)	(80,751)	(79,087)	(94,238)
Consolidated Total	1,807,819	1,897,101	2,237,239	2,401,820	2,272,315	1,923,881	2,183,201
Recurring Profit (Loss):							
Liner Trade	(44,757)	(9,433)	(782)	9,807	(321)	(12,716)	10,874
Terminal and Harbor Transport	7,748	6,952	-	-	-	-	-
Air Cargo Transportation	3,384	(4,862)	(7,371)	699	1,585	2,631	1,811
Logistics	9,266	4,773	6,534	10,794	11,869	7,650	2,382
Bulk Shipping	(7,786)	18,623	54,884	60,082	46,595	(4,168)	9,643
Real Estate	3,902	3,940	3,824	3,257	3,379	12,079	2,659
Cruises	(5,823)	(3,744)	717	2,117	-	-	-
Other Business Services	811	1,475	672	(596)	(53)	(1,496)	3,167
Elimination and Corporate	15	11	(55)	(2,153)	(2,997)	(2,940)	(2,522)
Consolidated Total	(33,238)	17,736	58,424	84,010	60,058	1,039	28,016
Assets:							
Liner Trade	261,554	280,701	452,479	499,804	419,247	401,983	405,307
Terminal and Harbor Transport	158,466	166,070	-	-	-	-	-
Air Cargo Transportation	69,766	90,311	78,845	56,221	47,597	53,004	77,362
Logistics	205,224	217,455	237,998	274,382	250,303	255,189	277,919
Bulk Shipping	1,295,649	1,412,501	1,502,207	1,501,200	1,338,549	1,269,346	1,256,094
Real Estate	54,596	57,372	53,841	56,835	63,542	56,266	58,854
Cruises	28,117	28,659	33,786	44,273	-	-	-
Other Business Services	457,568	607,828	552,979	414,123	251,326	209,981	195,238
Elimination and Corporate	(408,711)	(430,536)	(360,902)	(277,012)	(125,795)	(201,587)	(199,141)
Consolidated Total	2,122,234	2,430,364	2,551,236	2,569,828	2,244,772	2,044,183	2,071,636
Depreciation and Amortization:							
Liner Trade	11,471	12,607	16,858	17,660	20,173	17,646	13,770
Terminal and Harbor Transport	4,776	4,789	-	-	-	-	-
Air Cargo Transportation	787	2,320	2,247	2,595	2,160	2,360	2,825
Logistics	6,214	6,376	7,327	8,043	8,202	7,175	8,355
Bulk Shipping	73,710	67,388	75,469	68,688	68,942	61,223	59,404
Real Estate	924	909	917	1,090	1,118	1,056	1,259
Cruises	1,860	2,044	2,114	1,800	-	-	-
Other Business Services	1,122	1,094	1,030	1,387	2,916	2,543	2,244
Elimination and Corporate	(10)	(8)	(9)	(220)	(166)	(1)	(19)
Consolidated Total	100,857	97,522	105,956	101,045	103,347	92,004	87,839

Note 1: Since fiscal 2013, "Terminal and Harbor Transport" has been included in "Liner Trade." In addition, some consolidated subsidiaries have been moved from "Liner Trade" to "Bulk Shipping."

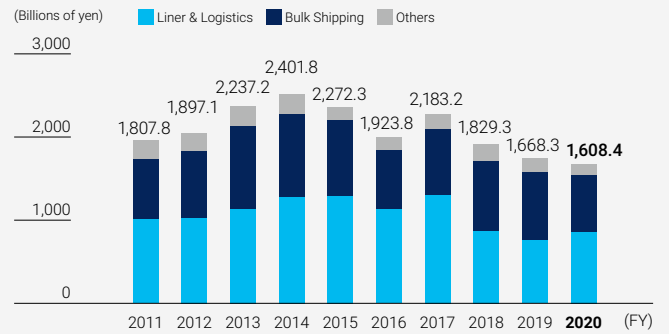
Note 2: Since fiscal 2015, "Cruises" has been included in "Other Business Services."

Note 3: From fiscal 2021, "Global Logistics" has been renamed "Liner & Logistics."

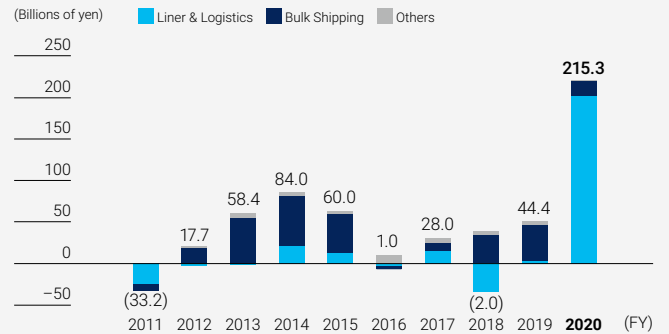
Note 4: Figures before changes to business segment classifications have not been restated.

FY2018	FY2019	FY2020
		(Millions of yen)
¥ 286,339	¥ 202,248	¥ 170,537
-	-	-
56,750	75,157	122,459
525,826	476,326	561,234
841,358	819,807	681,564
7,617	7,346	6,884
-	-	-
188,158	165,690	129,789
(76,751)	(78,220)	(64,055)
1,829,300	1,668,355	1,608,414
(26,401)	13,442	140,821
-	-	-
(15,969)	(15,583)	33,281
7,728	4,721	27,049
33,791	44,187	18,605
2,747	2,564	2,584
-	-	-
3,082	1,773	(2,251)
(7,031)	(6,619)	(4,754)
(2,052)	44,486	215,336
361,893	296,981	428,685
-	-	-
64,122	63,205	65,535
281,834	281,608	348,707
1,285,305	1,269,819	1,271,637
57,328	54,948	52,400
-	-	-
171,748	159,032	173,614
(220,530)	(192,330)	(215,099)
2,001,704	1,933,264	2,125,480
11,754	11,668	9,891
-	-	-
4,485	4,006	3,232
9,088	19,881	19,913
60,465	65,982	63,293
1,285	1,355	1,366
-	-	-
2,672	1,216	1,159
(37)	(53)	(53)
89,713	104,057	98,803

Revenues



Recurring Profit and Loss



Assets

