

FACT BOOK I 2015

Segment Business Data Ticker code: 9101 April 30, 2015

Businesses
and Strategy

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NYK judges the estimates and targets included herein to be rational at the time these materials were prepared.
However, please be aware that actual performance could vary from the projections contained in this document.

More Than Shipping 2018 (“MTS2018”)

More Than Shipping 2013

Secure Stable-
Freight-Rate
Business

Move toward
Asset-Light
Business Model

Differentiate
through
Technological
Capabilities

Expand beyond
Traditional
Shipping

More Than Shipping 2018

(Key strategies follow on from MTS2013)

Move toward
Asset-Light
Business Model

Enforce Financial
Discipline and
Reconfigure
Business Portfolio

Focus on LNG and
Offshore Business

Secure Stable-
Freight-Rate
Business

Support through
Creative Solutions

Differentiate
through
Technological
Capabilities

Strengthen
“BIG DATA”
Analytics

Expand beyond
Traditional
Shipping

The Next Five Years

1 Asset Strategy

- Reconfigure business portfolio
 - ▶ Focus on LNG and offshore business
 - ▶ Reinforce asset-light strategy for containerships and dry-bulk carriers
- Maximize asset efficiency

2 Differentiation Strategy

- Achieve differentiation through technological capabilities in such segments as LNG and offshore business
- Further eliminate 3 M's (*muda*, *mura* and *muri*) at “Gemba” (front line)

3 Debt and Equity Strategy

- Review asset-intensive business model
- Control financial leverage (DER target of 1.0/BBB or higher rating)

4 Dividend Policy

- Balance growth opportunity and stable dividend (payout ratio of more than 25%)

5 Thorough Compliance

- Legal compliance (Anti-Monopoly Law, etc.)
- Establish global compliance structure

The Next Five Years

Fleet in Operation

(vessels)		Mar. 31, 2014 Estimate	Mar. 31, 2015 Plan	Mar. 31, 2017 Plan	Mar. 31, 2019 Plan	Variance (FY2013 vs FY2018)
Container ships		99	95	85	85	-14
Owned and long-term chartered vessels		(74)	(70)	(65)	(65)	(-9)
Car carriers		119	120	125	125	+6
Dry-bulk carriers	Cape-size	126	120	110	100	-26
	Post-Panamax, Panamax bulkers	97	95	90	85	-12
	Handysize bulkers (includes box shape)	164	165	165	165	+1
	Wood chip carriers	48	45	45	45	-3
Liquid	Tankers	77	75	70	70	-7
	LNG carriers (includes co-owned)	67	70	70	100+	+33 or over
Others		79	70	65	60	-19
Total		876	855	825	835+	-41 or over
Vessels operated by KNOT						
(vessels)						
Shuttle tankers		27	28	30	34	+7
Containership capacity						
(million TEU)						
Space provision		3.68	3.85	4.00	4.25	+0.57 mil.

Asset Strategy

Reconfigure business portfolio

Reinforce asset-light strategy for containerships and dry-bulk carriers

Focus on LNG and offshore business

Earnings and Financial Targets

As of March 31, 2014

(Billions of yen)	FY2014 Plan	FY2016 Plan	FY2018 Plan	FY2014 Result (Reference)
Revenues	2,300	2,500	2,500	2,401.8
Operating income	70	100	120	66.1
Recurring profit	70	120	160	84.0
Net income	35	80	120	47.5
Cash flow from operating activities	120	170	220	136.4
Cash flow from investing activities	-160	-160	-130	26.7
Interest-bearing debt	1,300	1,200	1,000	1,098.3
Shareholders' equity	750	860	1,000	810.3
Total assets	2,600	2,600	2,650	2,569.8
DER	1.7	1.4	1.0	1.36
Shareholders' equity ratio	29%	33%	38%	31.5%
ROE	5%	9%	12%	6.2%
Payout ratio	25%			
Foreign exchange rate (US\$)	¥100	¥100	¥100	¥109.19
Bunker oil price (per ton)	\$640	\$640	\$640	\$557.28

Debt and Equity Strategy

- Review asset-intensive business model
- Control financial leverage

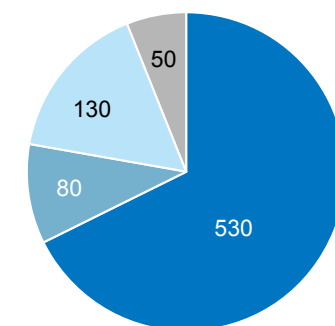
Dividend Policy

Balance growth opportunity and stable dividend

Investment Plan (Capital Expenditure)

FY2014–FY2018

Total investment: ¥790 billion



■ LNG, offshore ■ Liner trade, logistics
■ Other bulk shipping ■ Environment and other

Business Strategies

Energy Transport

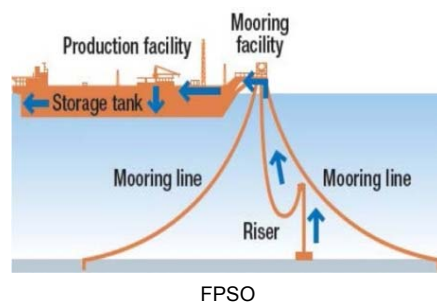
LNG Transport

- Expand fleet size to 100 vessels
- Train and develop highly skilled seafarers at in-house maritime academy in the Philippines and other institutes
- Provide higher-quality navigation, ship management and construction supervision capabilities
- Develop new business related to LNG fuel
- Pursue LNG exploration and production opportunities in mid-/up-stream LNG business supported by credibility and proven track record in safe transportation
- Strive to be more involved in all stages of the LNG value chain and seek synergies with LNG transport business



Offshore Business

- Expand shuttle-tanker business by establishing access to equity market (MLP^{*1})
- Strive to be “solution provider” by capitalizing on dynamic-positioning technology (in DPS^{*2}-equipped FSO^{*3} and other offshore operations)
- Expand long-term stable revenues through FPSO^{*4}, FSRU^{*5} and FLNG^{*6}
- Send key personnel to EPC^{*7} front line, accumulate technologies, experience and know-how, and pave the way for further growth
- Prepare for offshore business opportunities in Japan's EEZ^{*8}



*1 Master Limited Partnership

*2 Dynamic-Positioning System

*3 Floating Storage and Offloading System

*4 Floating Production, Storage & Offloading System

*5 Floating Storage and Regasification Unit

*6 Floating Liquefied Natural Gas

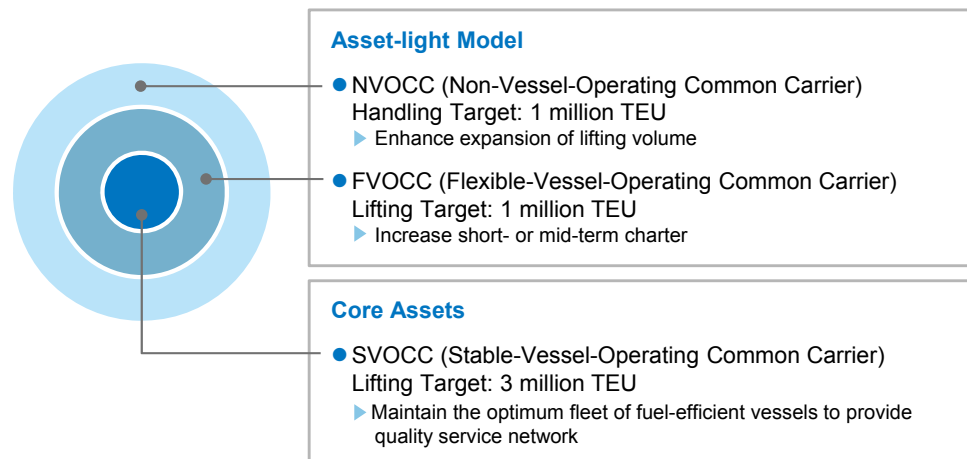
*7 Engineering, Procurement, and Construction (EPC)

*8 Exclusive Economic Zone

Container Transport

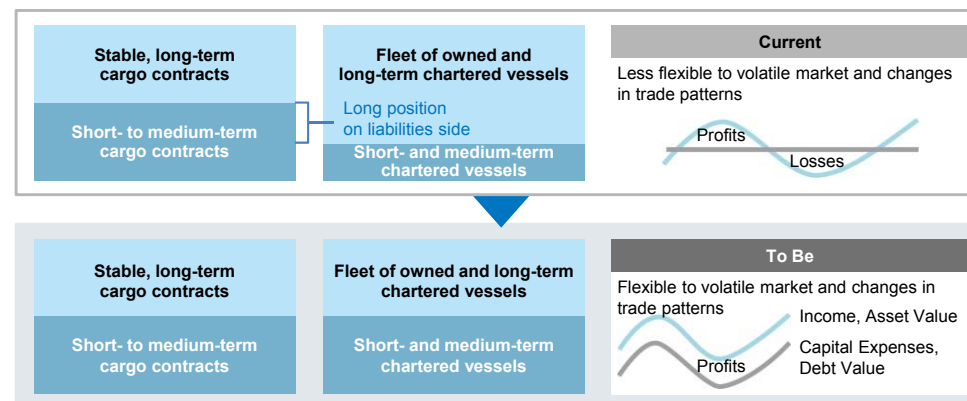
Pursue “3C5M” as optimum business portfolio for container transport
Seek opportunities in low-volatility container terminal business

3C5M Container Common Carrier
Lifting target: 5 million TEU



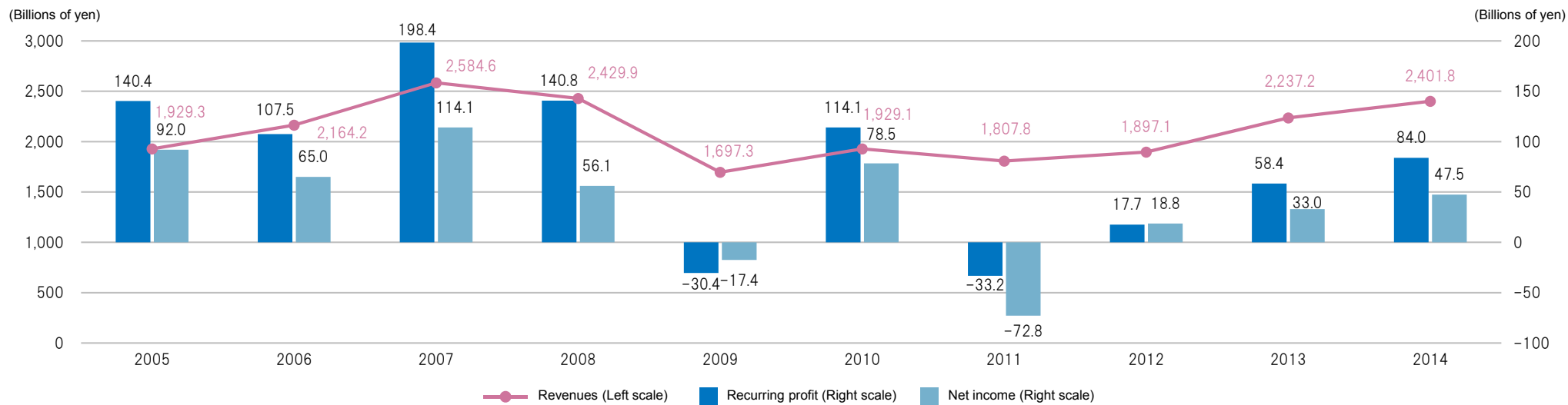
Dry-Bulk Transport

Rebalance cargo and charter contracts in cash-flow and duration
Strengthen tolerance to fluctuating market conditions

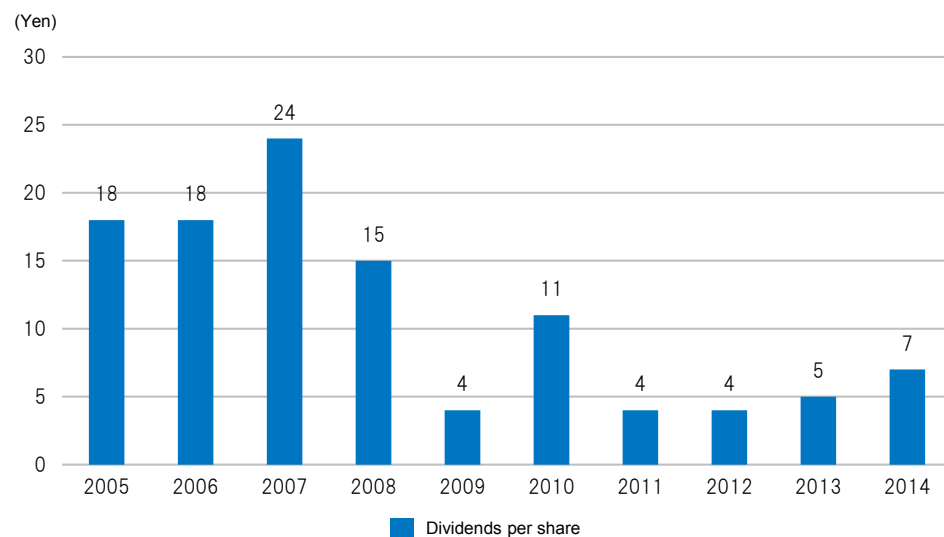


Performance Highlights

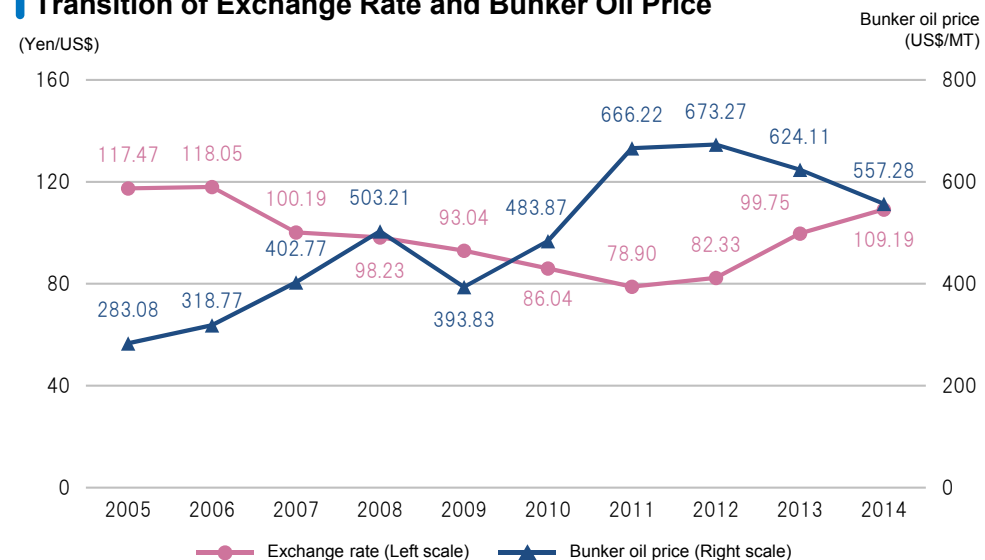
Performance Highlights



Dividends per Share

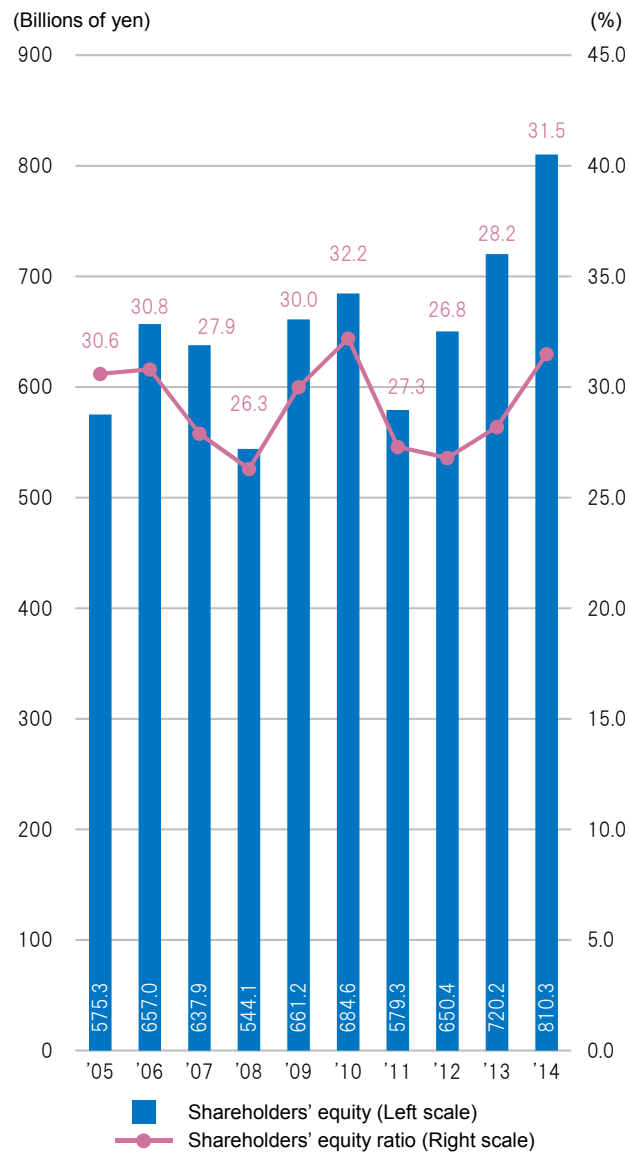


Transition of Exchange Rate and Bunker Oil Price

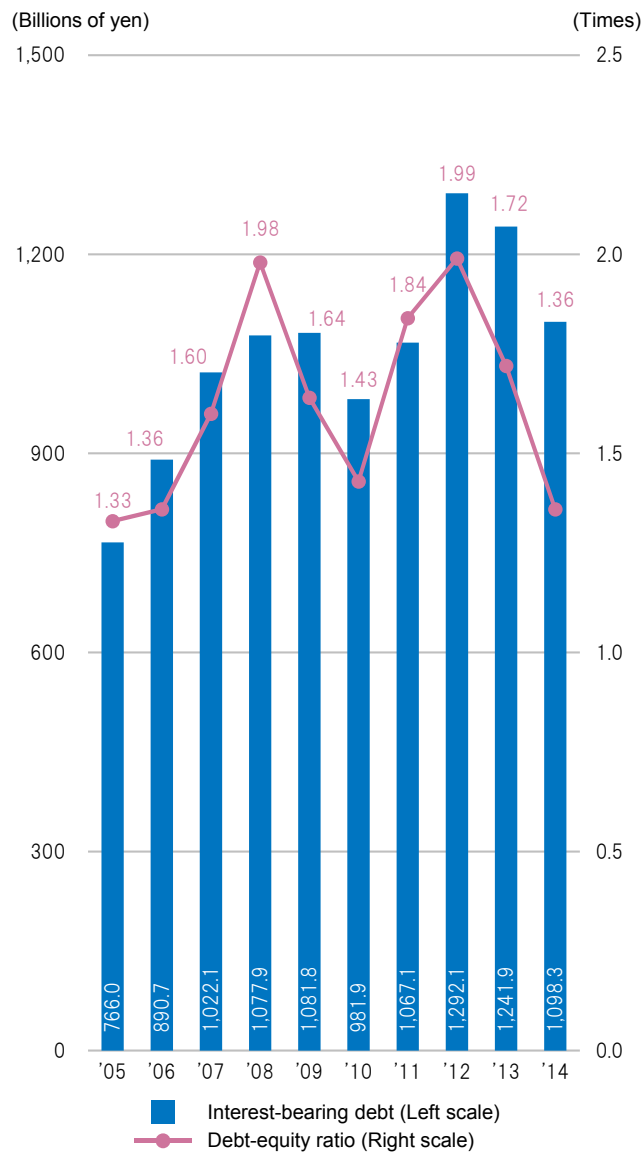


Financial Highlights

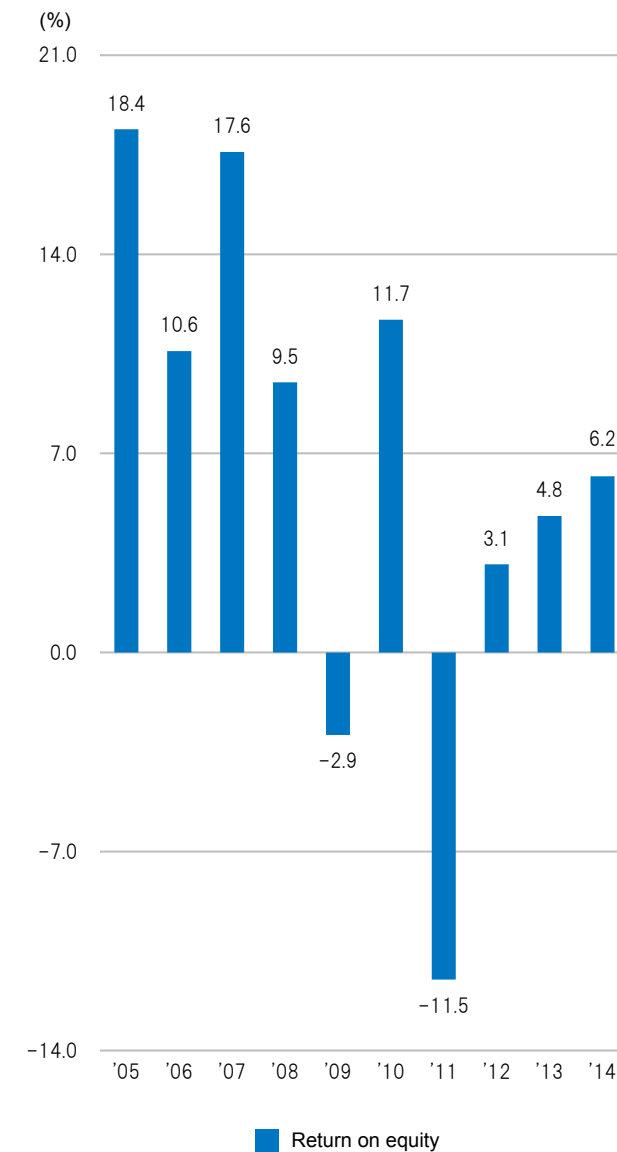
Shareholders' Equity and Shareholders' Equity Ratio



Interest-bearing Debt and Debt-equity Ratio



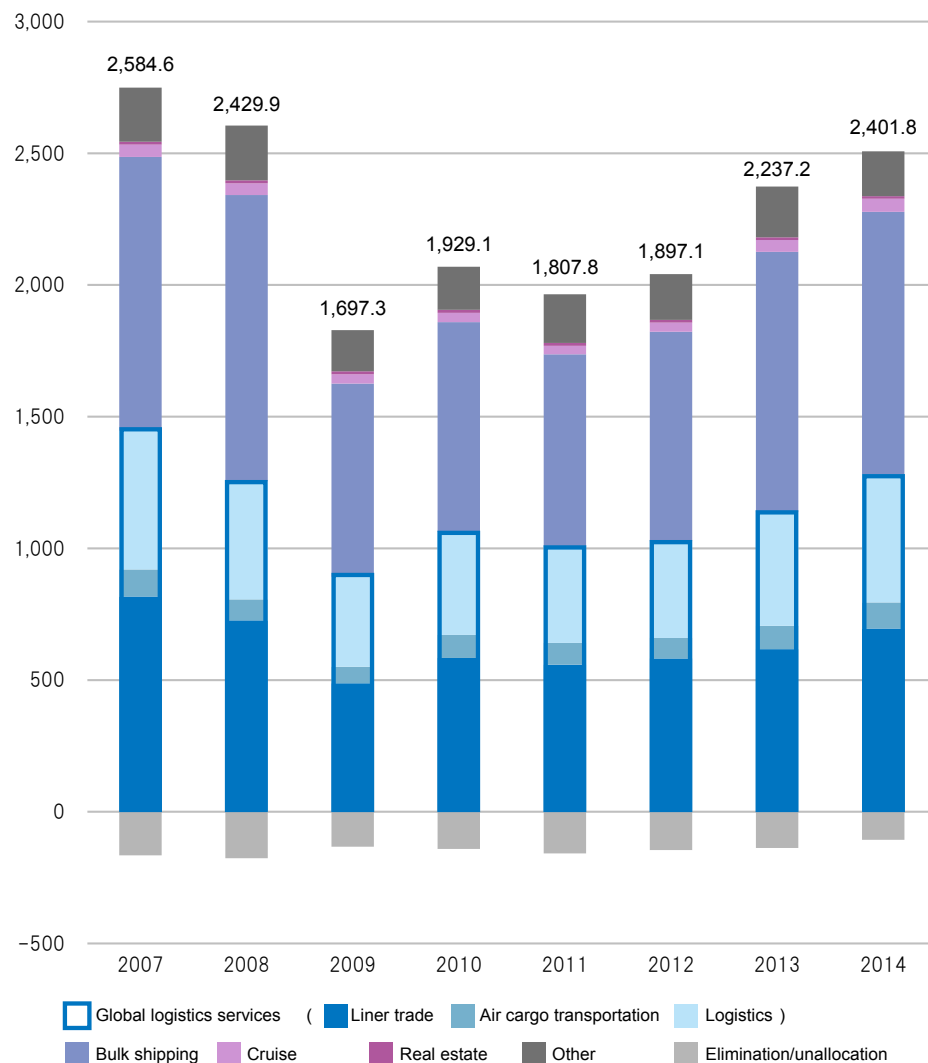
Return on Equity (ROE)



Revenues and Recurring Profit by Industry Segment

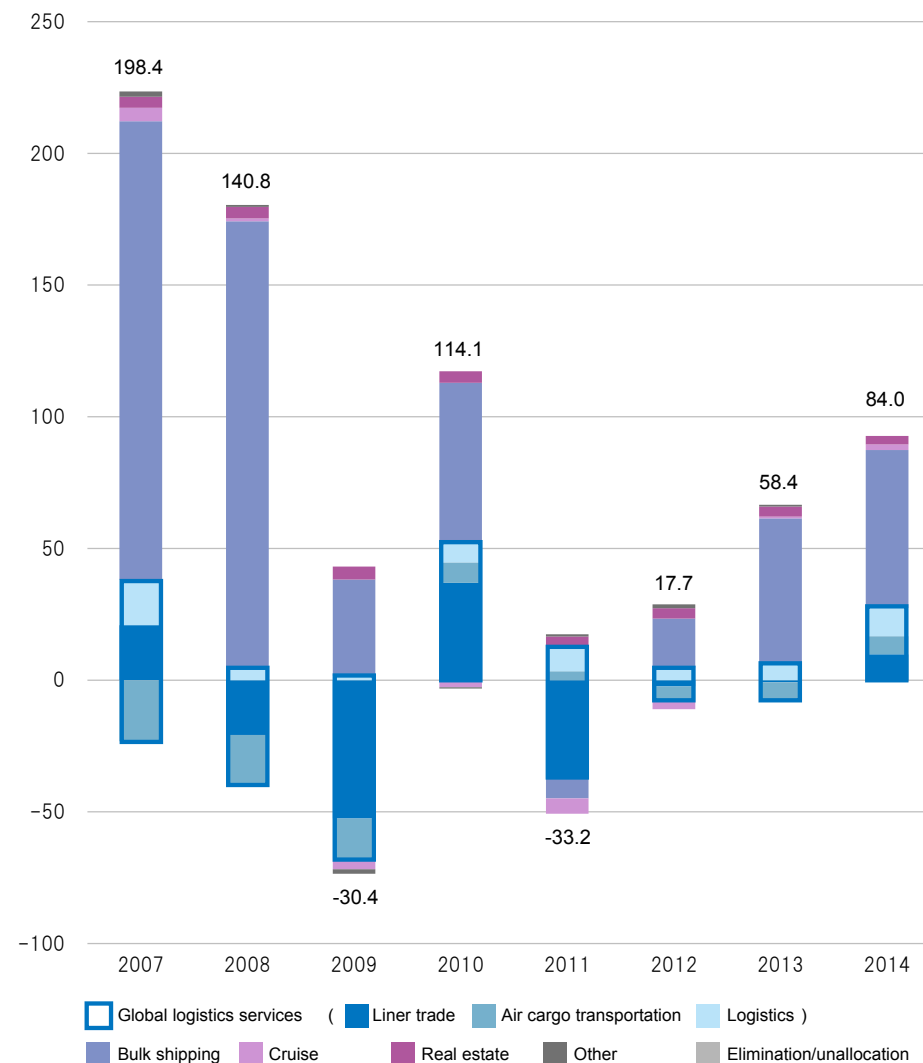
Revenues by Industry Segment

(Billions of yen)



Recurring Profit by Industry Segment

(Billions of yen)



Notes: 1. Beginning with this fiscal year, "Terminal and Harbor Transport" segment is included in "Liner Trade" segment. Also reporting segment of some consolidated subsidiaries has been changed from "Liner Trade" to "Bulk Shipping".
2. Figures in this table are not restated on the basis of the changes of the business category.

NYK Group Fleet

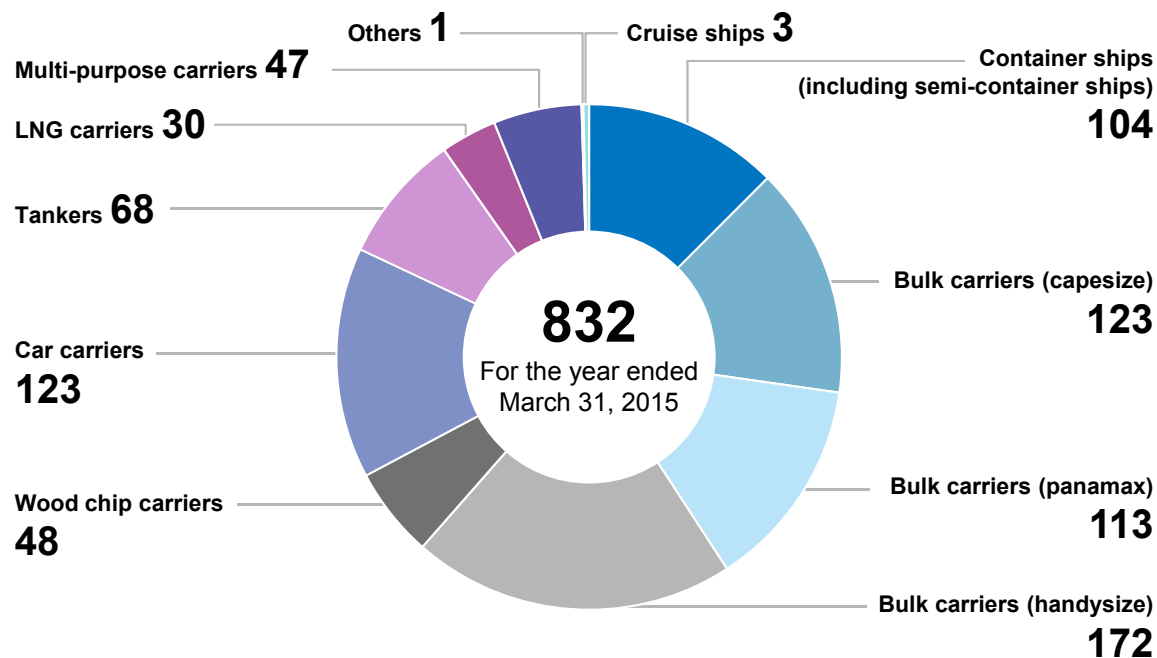
NYK Group Fleet

		As of March 31, 2013				As of March 31, 2014				As of March 31, 2015			
The classification of the business segment	Type of Vessel	Owned (Incl. Co-Owned)	Chartered	Total		Owned (Incl. Co-Owned)	Chartered	Total		Owned (Incl. Co-Owned)	Chartered	Total	
		Vessels	Vessels	Vessels	Kt (dwt)	Vessels	Kt (dwt)	Vessels	Kt (dwt)	Vessels	Kt (dwt)	Vessels	Kt (dwt)
Liner Trade	Container ships (including semi-container ships)	24	72	96	5,064,821	25	1,333,961	76	4,239,030	101	5,572,991	20	1,219,192
Bulk Shipping	Bulk carriers (capecize) ^{*1}	37	89	126	22,747,882	36	6,806,754	93	17,769,548	129	24,576,302	36	6,806,754
	Bulk carriers (panamax) ^{*2}	44	58	102	8,654,694	41	3,583,235	73	6,133,667	114	9,716,902	42	3,696,172
	Bulk carriers (handysize) ^{*3}	64	97	161	6,999,610	67	2,936,762	105	4,943,756	172	7,880,518	67	3,010,484
	Wood chip carriers	9	42	51	2,678,186	9	438,990	40	2,141,889	49	2,580,879	8	416,658
	Car carriers	32	88	120	2,169,122	30	500,040	95	1,730,918	125	2,230,958	28	477,387
	Tankers	54	28	82	12,601,151	52	8,581,229	25	3,475,552	77	12,056,781	47	8,107,505
	LNG carriers	25	3	28	2,085,903	26	1,944,204	3	228,211	29	2,172,415	27	2,015,494
	Multi-purpose carriers	14	33	47	762,839	15	302,617	37	606,626	52	909,243	15	302,617
	Others	11	17	28	341,798	11	109,459	15	208,543	26	318,002	1	7,450
Cruise	Cruise ships	2	1	3	21,577	1	7,548	2	14,029	3	21,577	1	7,548
Total		316	528	844	64,127,583	313	26,544,799	564	41,491,769	877	68,036,568	292	26,067,261

Note: Co-owned ship's dwt is including not only NYK Group companies' ownership but also other companies' ownership.

The number of LNG Carriers including equity method affiliates are 66 as of March 31, 2013, 67 as of March 31, 2014, and 69 as of March 31, 2015.

*1 Capesize: Over 120,000 dwt *2 Panamax: 60,000–119,999 dwt *3 Handysize: Under 60,000 dwt



Container Transport

Fleet Sizes of Full Container Transport Operators

Operator		As of January 1, 2015				As of January 1, 2014			
		Ranking	Vessels	TEUs	Share	Ranking	Vessels	TEUs	Share
Maersk Line	Denmark	1	576	2,761,939	15%	1	562	2,524,718	15%
MSC	Switzerland	2	464	2,465,309	14%	2	442	2,317,683	14%
CMA-CGM	France	3	423	1,606,808	9%	3	402	1,509,953	9%
Evergreen	Taiwan	4	196	931,302	5%	4	202	849,119	5%
COSCO	China	5	173	880,276	5%	5	168	802,909	5%
Hapag-Lloyd	Germany	6	140	718,294	4%	6	157	742,455	4%
CSCL	China	7	125	673,292	4%	9	118	573,560	3%
Mitsui O.S.K. Lines	Japan	8	113	604,743	3%	10	108	541,545	3%
Hanjin	Korea	9	98	599,266	3%	7	119	645,666	4%
APL	Singapore	10	98	570,847	3%	8	119	638,081	4%
Hamburg-Sud	Germany	11	108	524,838	3%	13	100	441,947	3%
OOCL	Hong Kong	12	93	497,640	3%	11	93	463,516	3%
NYK Line	Japan	13	102	488,323	3%	12	97	449,747	3%
Yang Ming	Taiwan	14	89	404,903	2%	14	87	377,151	2%
HMM	Korea	15	57	377,695	2%	18	57	328,449	2%
PIL	Singapore	16	145	355,877	2%	15	154	363,619	2%
"K" Line	Japan	17	70	355,266	2%	16	67	343,056	2%
UASC	6 Gulf Coast Arab nations	18	53	339,754	2%	19	54	302,007	2%
ZIM	Israel	19	79	327,823	2%	17	85	328,942	2%
CSAV	Chile	20	44	232,882	1%	20	52	257,950	2%
Total of top 20 companies			3,246	15,717,037	87%		3,243	14,802,073	86%
Others			1,857	2,423,977	13%		1,839	2,333,323	14%
Total			5,103	18,141,014			5,082	17,135,396	

Source: Compiled by NYK Research Group based on MDS, IHS-FairPlay.

Asia/Europe Service Alliance Structures

As of January 1, 2013

Company or Alliance	No. of Services	Assigned Vessels	Average Size (TEU)
G6 Alliance	6.5	72	8,881
CKYH/Evergreen Alliance	6.5	63	8,982
Evergreen	2.0	19	6,527
Maersk Line	6.0	60	9,463
CMA CGM	4.0	42	8,948
MSC	2.0	24	13,803
CMA CGM	2.0	23	13,123
CMA CGM	1.0	12	11,241
Others	9.7	86	8,001
Total	39.7	402	9,235

As of January 1, 2014

Company or Alliance	No. of Services	Assigned Vessels	Average Size (TEU)
G6 Alliance	6.9	69	10,052
CKYH/Evergreen Alliance	6.5	64	9,321
Maersk Line	5.9	60	9,777
CMA CGM	4.0	42	8,963
CMA CGM	2.0	24	13,263
MSC	1.9	23	13,655
Evergreen	1.9	19	6,947
CMA CGM	1.0	12	11,241
Others	8.5	78	8,473
Total	38.7	392	9,690

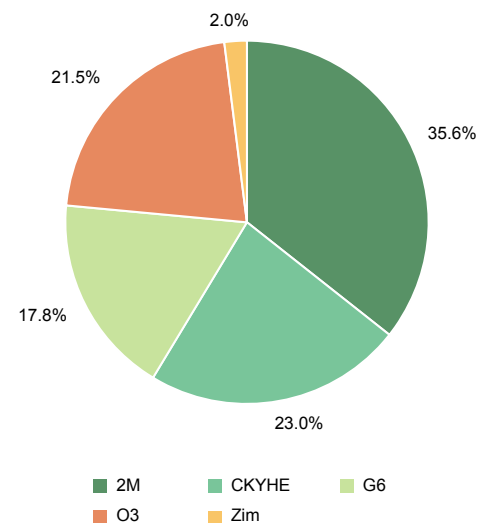
As of January 1, 2015

Company or Alliance	No. of Services	Assigned Vessels	Average Size (TEU)
G6 Alliance	6.9	69	10,859
Maersk	5.6	53	11,481
CMA CGM	4.0	43	8,291
MSC	1.9	25	13,968
CMA CGM	1.9	24	13,058
CMA CGM	2.0	22	12,510
Evergreen	1.0	9	6,062
CKYHE	7.7	79	10,497
Others	5.9	58	8,401
Total	37.0	381	10,504

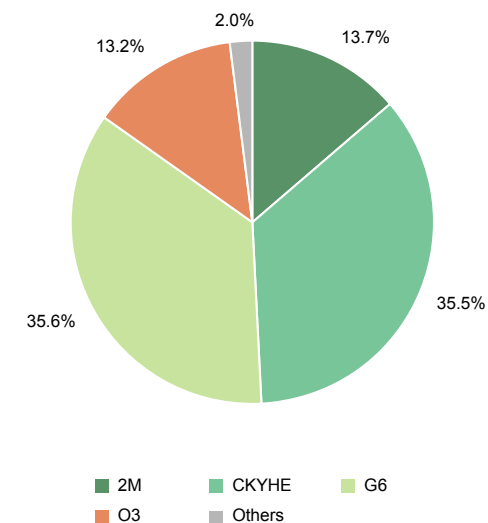
Note: "Others" includes services by other companies and joint services by other companies with above stated companies and alliances. Source: Compiled by the NYK Research Group, based on the January 2015 edition of *MDS Transmodel*.

Share of Megacarriers and Alliances on Core Routes (North America, Europe)

Europe



North America

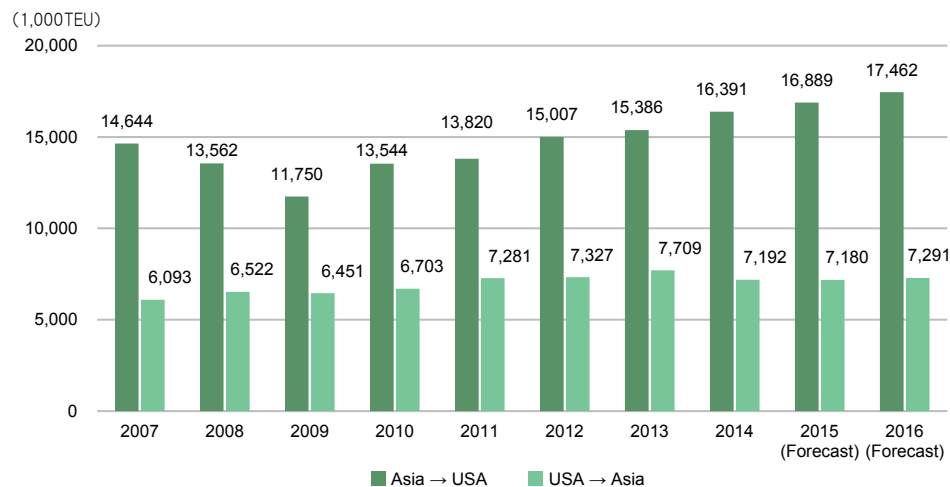


Source: Compiled by NYK Research Group based on Alphaliner March 2015

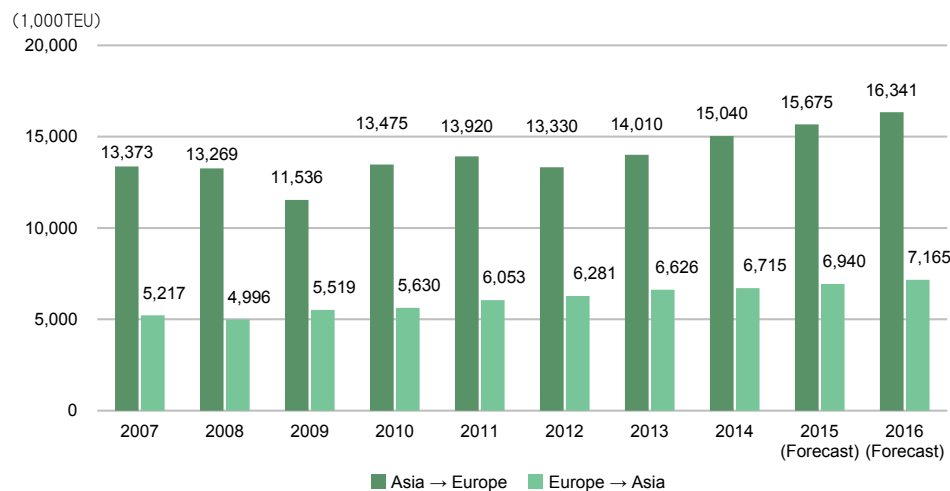
Container Transport

Container Transport Volumes

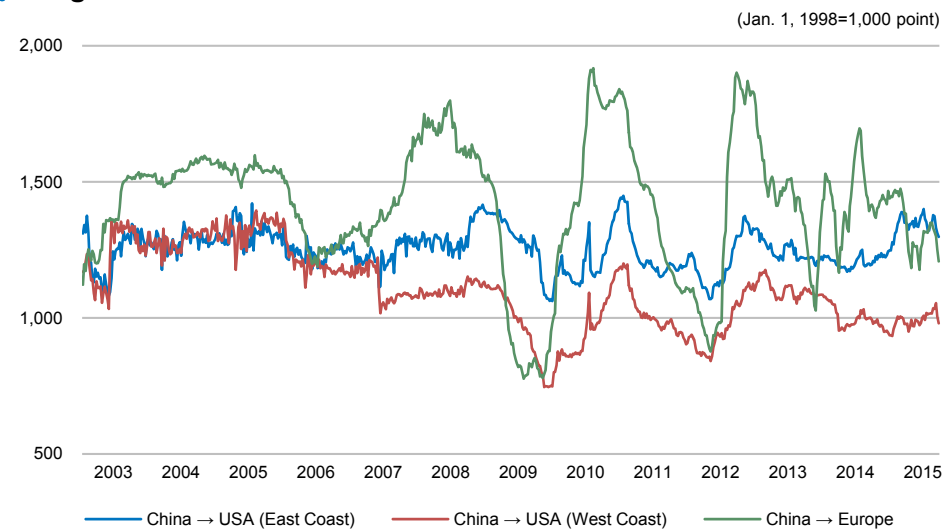
Asia ↔ USA



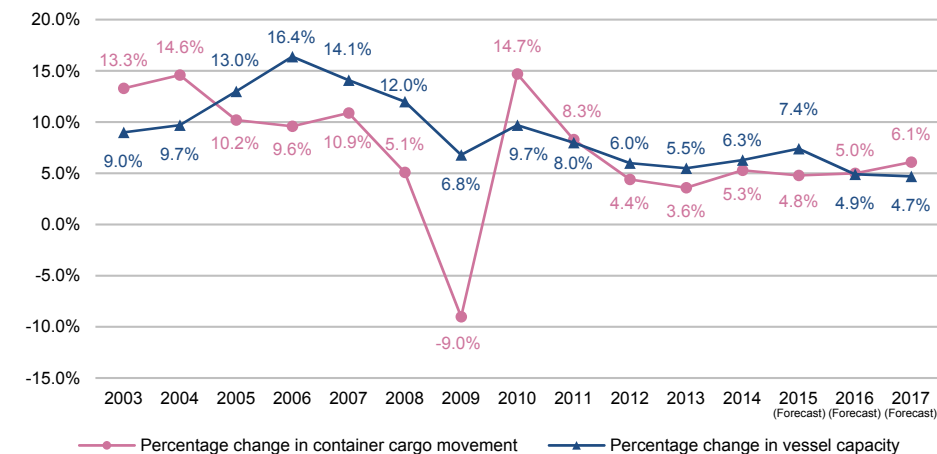
Asia ↔ Europe



Freight Rates



Supply-Demand (Year-on-Year Percentage Changes)



Terminal and Harbor Transport Services

Global Container Operator Capacity Ranking

(2013)

Ranking	Operator	Type of Operation	Million TEUs
1	Hutchison Port Holdings	Terminal operator	76.1
2	APM Terminals	Terminal operator	68.0
3	PSA International	Terminal operator	61.7
4	COSCO Group	Terminal operator	59.9
5	DP World	Terminal operator	53.7
6	Terminal Investment Limited	Terminal operator	29.9
7	CHMI	Terminal operator	23.5
8	China Shipping Terminal Development	Shipping company	20.3
9	Hanjin	Shipping company	14.4
10	Eurogate	Terminal operator	14.0
11	CMA CGM	Shipping company	9.9
12	SSA Marine / Carrix	Terminal operator	9.8
13	Evergreen	Shipping company	9.5
14	NYK Line	Shipping company	7.6
15	NHLA	Terminal operator	7.5

Source: Drewry Global Container Terminal Operators 2014, Drewry Maritime Research

- Notes:
1. Unless stated otherwise, figures include total annual throughput for all terminals in which 10% shareholdings are held.
 2. We have deducted volume handled in stevedoring and barge operations.
 3. Due to the method of calculation utilized, there is some degree of variation between Drewry's figures and the terminal operators' publicly announced results.
 4. Some figures include Drewry forecasts.
 5. Type of Operation is based on Drewry's information.
 6. COSCO includes COSCO Pacific and COSCO Container Line.
 7. Hutchison Port Holdings includes the figure of Hutchison Trust's operation.

NYK's TEUs and Number of Container Terminals (Terminal basis)

Terminal Operations

	(CY)	2009	2010	2011	2012	2013	2014
Million TEUs		5.9	7.1	6.6	7.3	8.7	9.1
No. of terminals		15	15	14	14	15	15

Stevedoring Operations

	(CY)	2009	2010	2011	2012	2013	2014
Million TEUs		2.5	3.2	3.3	3.6	3.5	3.6
No. of terminals		18	19	17	17	17	17

Terminal Locations
(Location basis)

- Container terminal and stevedoring operations: 23 ports
- RORO ship stevedoring operations: 19 ports
- Other terminal and stevedoring operations: 6 ports



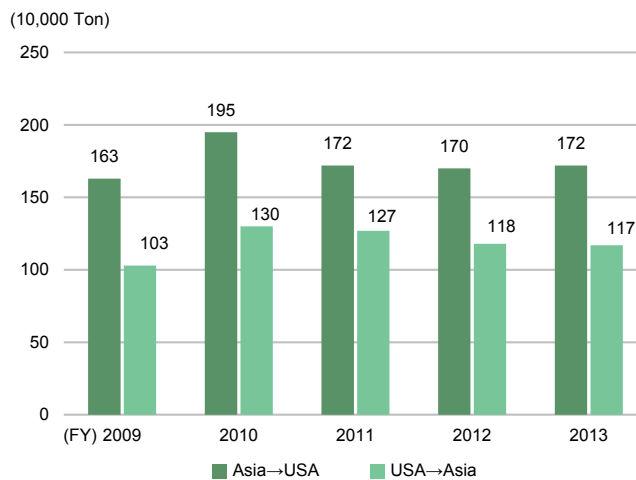
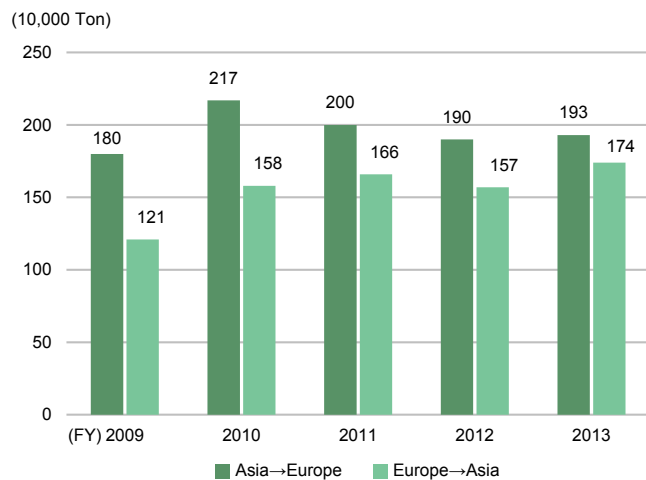
Air Cargo

World Air Cargo Major Operator Ranking

Ranking	Company	Capacity (Millions of kilotons)
1	Federal Express	16,127
2	UPS	10,584
3	Emirates Airline	10,459
4	Cathay Pacific Airways	8,241
5	Korean Air	7,666
6	Lufthansa	7,218
7	Singapore Airlines	6,240
8	Cargolux	5,225
9	Qatar Airways	4,972
10	China Airlines	4,813
...		
20	All Nippon Airways	3,166
...		
27	Nippon Cargo Airlines (NCA, NYK Group)	2,390
...		
33	Japan Airlines International	1,802

Source: IATA International Air Cargo Ranking 2014

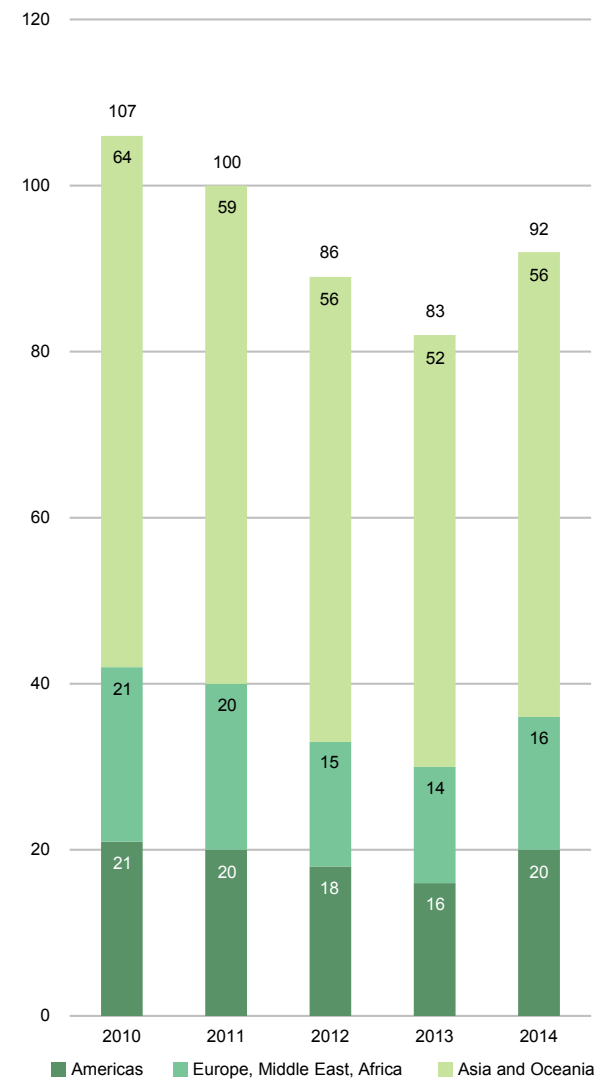
Asia ↔ USA, Europe Change in Market Volume



Source: Compiled by NYK Line based on Seabury Trade Database

Changes in Annual Ex-Japan Air Freight Volumes by Destination Region

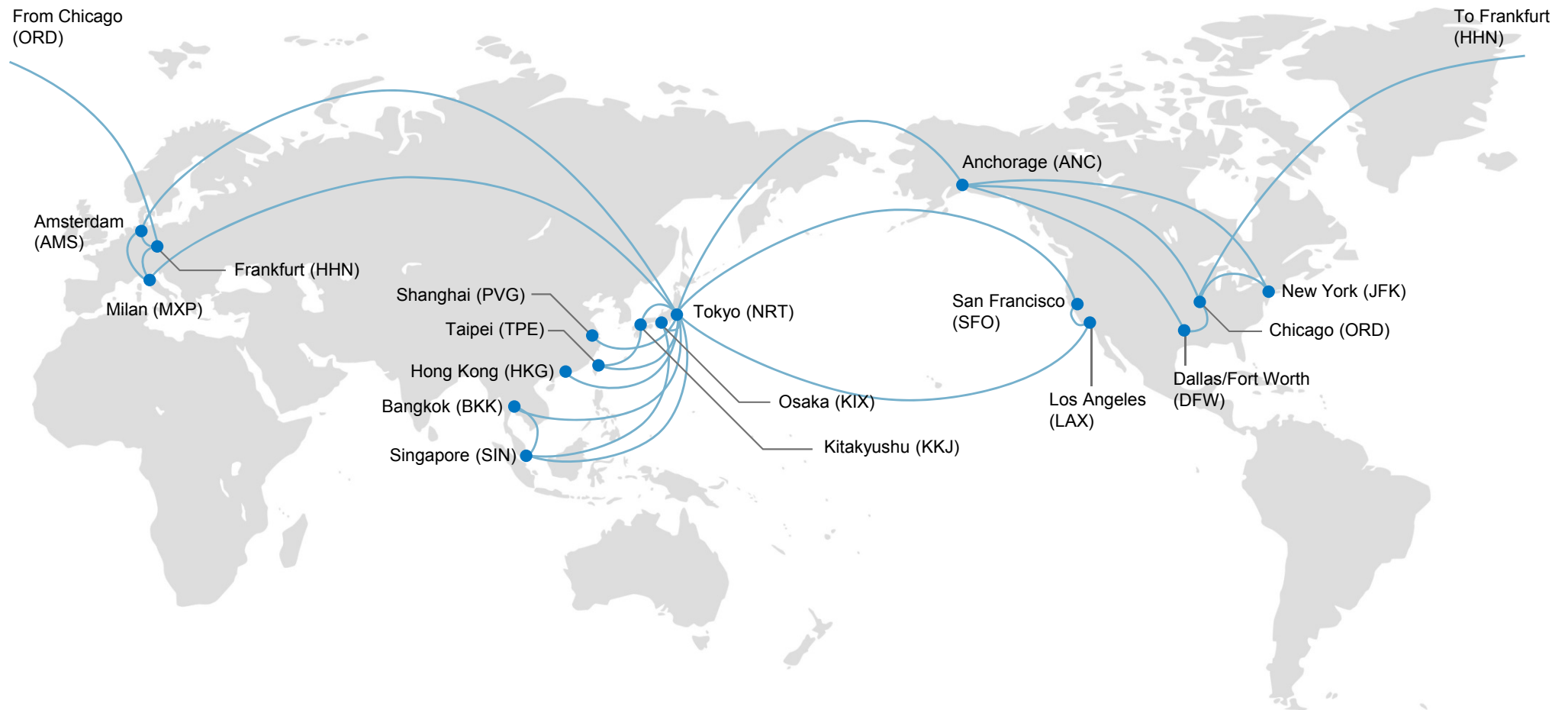
(10,000 deadweight tons)



Source: Compiled by NYK Line based on JAJFA results

Air Cargo

NCA Service Network



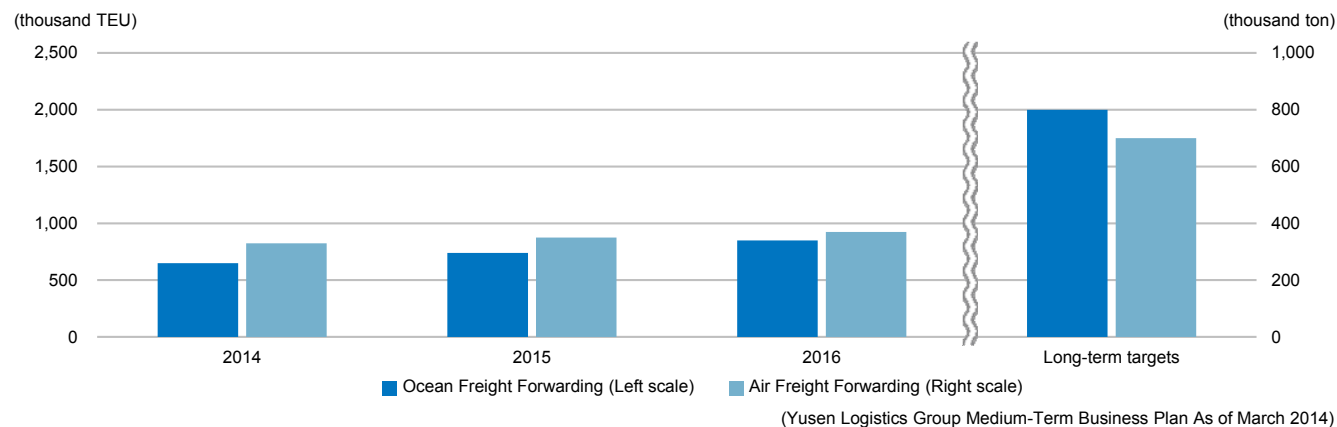
Logistics

Comparison of Global Freight Forwarders (Fiscal 2013)

Provider	Ocean Freight Forwarding (thousand TEU)	Air Freight Forwarding (thousand ton)
DHL Supply Chain & Global Forwarding	2,807	2,215
Kuehne & Nagel	3,678	1,134
DB Schenker	1,891	1,092
Panalpina	1,945	825
Sinotrans	8,668	396
Nippon Express	776	668
Expeditors International of Washington	916	764
SDV (Bollere Group)	790	522
CEVA Logistics	730	513
DSV A/S	772	259
Hellman Worldwide Logistics	684	549
UPS Supply Chain Solutions	450	775
Kintetsu World Express	493	924
UTI Worldwide	547	368
Damco	791	226
Pantos Logistics	1,753	224
Yusen Logistics	550	310
C.H.Robinson	515	115
Kerry Logistics	774	278
Agility	420	375

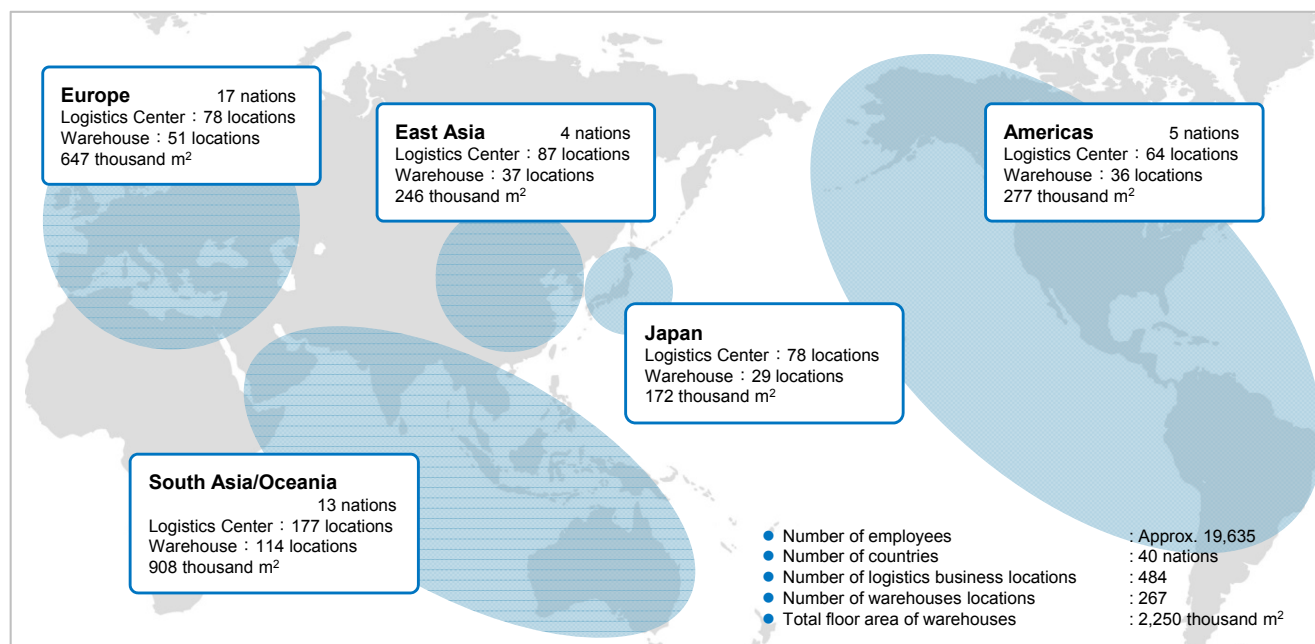
Created by NYK Line based on ARMSTRONG ASSOCIATES, INC.

Long-Term Targets for Ocean Forwarding and Air Forwarding



Logistics Center Locations

As of September 30, 2014



Car Transport

Global Car Transport Fleet Ranking

(As of January 1, 2015)

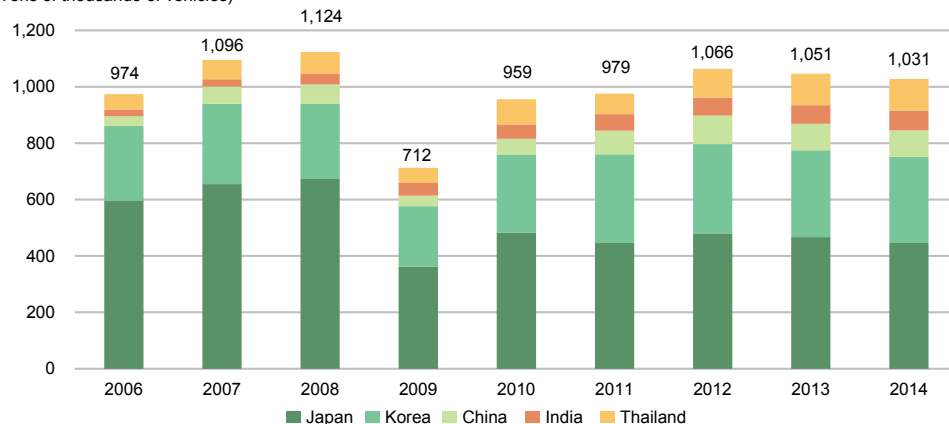
Ranking	Operator	Vessels	Share (%)	Capacity (Cars)	Share (%)
1	NYK	113	16.5%	660,000	17.2%
2	Mitsui O.S.K. Lines	90	13.1%	527,000	13.7%
3	EUKOR	84	12.3%	551,000	14.3%
4	"K" LINE	81	11.8%	442,000	11.5%
5	GLOVIS	64	9.3%	370,000	9.6%
6	WWL	53	7.7%	346,000	9.0%
7	GRIMALDI	47	6.9%	192,000	5.0%
8	HAL	42	6.1%	262,000	6.8%
9	ECL	11	1.6%	43,000	1.1%
9	NMCC	11	1.6%	56,000	1.5%
11	UECC	10	1.5%	39,000	1.0%
12	NEPTUN	8	1.2%	28,000	0.7%
13	CSAV	7	1.0%	37,000	1.0%
13	SALLAUM	7	1.0%	30,000	0.8%
13	Toyofuji Shipping Co., Ltd.	7	1.0%	37,000	1.0%
—	Others	50	7.3%	223,000	5.8%
Total		673		3,843,000	

Source: Hesnes Shipping AS, *The Car Carrier Market 2014*

Note: This table includes only vessels with a capacity of 2,000 cars or more.

Car Exports from Main Asian Countries

(Tens of thousands of vehicles)

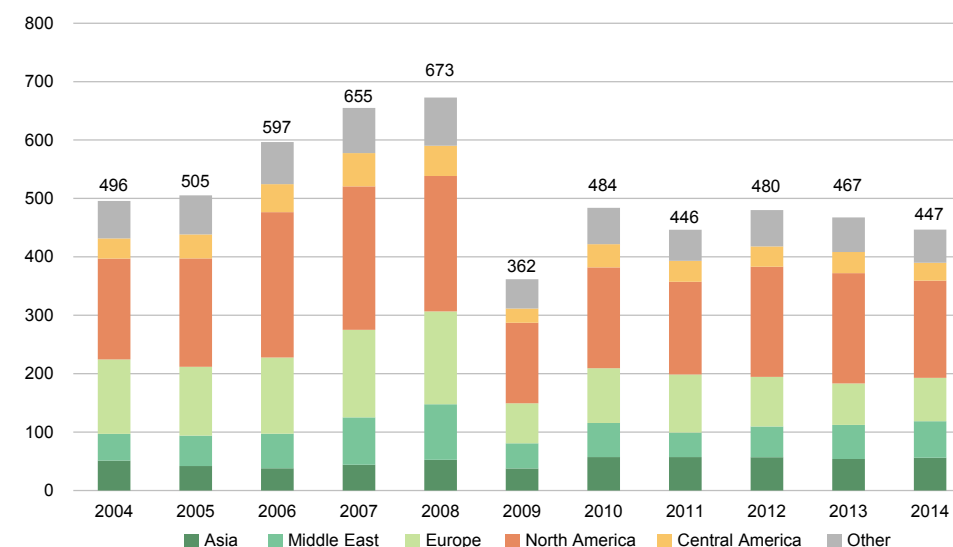


Source: Automobile Manufacturers Association of each country

Japanese Automaker Exports (By Destination)

(Tens of thousands of vehicles)

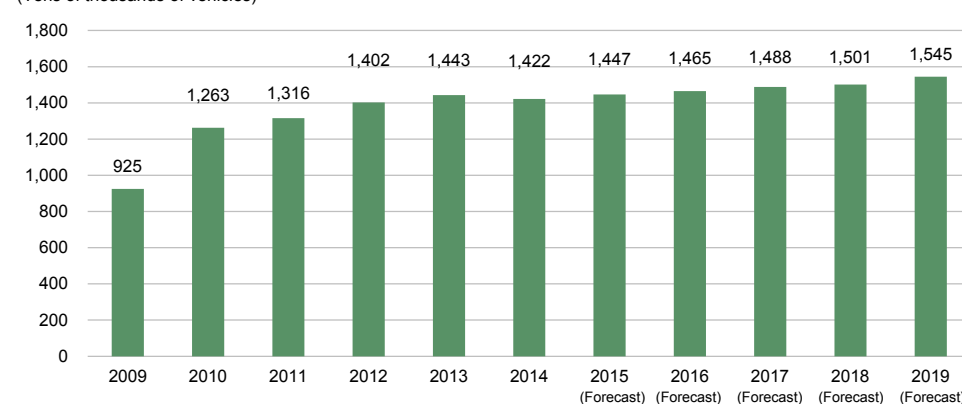
(As of December 31)



Source: Japan Automobile Manufacturers Association, Inc.

Worldwide Car Transport Volume

(Tens of thousands of vehicles)



Created by NYK Line Research Group (including estimation)

Car Transport

Auto Logistics Network

● Inland Logistics ● RORO Terminal



Bulk Transport

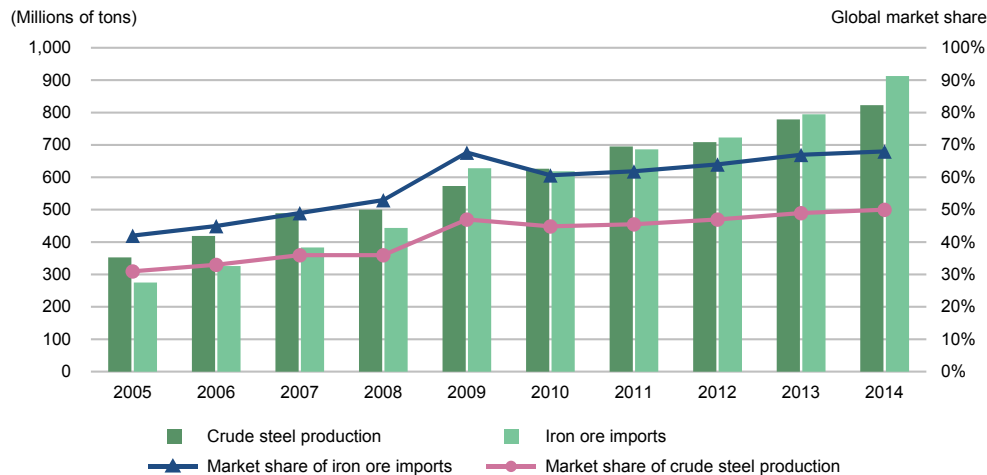
Bulk Carrier Fleet Ranking

(As of January 1, 2015)

Ranking	Company	Kt (dwt)	Vessels
1	NYK Line	23,697	251
2	COSCO Group	19,373	239
3	"K" Line	16,453	145
4	Mitsui O.S.K. Lines	16,034	131
5	China Shipping Group	12,559	172
6	Vale	10,352	34
7	Angelicoussis Group	8,432	49
8	Pan Ocean Co Ltd	8,101	66
9	Nissen Kaiun K.K.	8,012	81
10	Berge Bulk Ltd.	7,454	29
11	Shoei Kisen	7,429	75
12	Polaris Shipping Co	6,982	27
13	Fredriksen Group	6,966	68
14	Navios Group	6,440	62
15	Hanjin Group	6,331	50

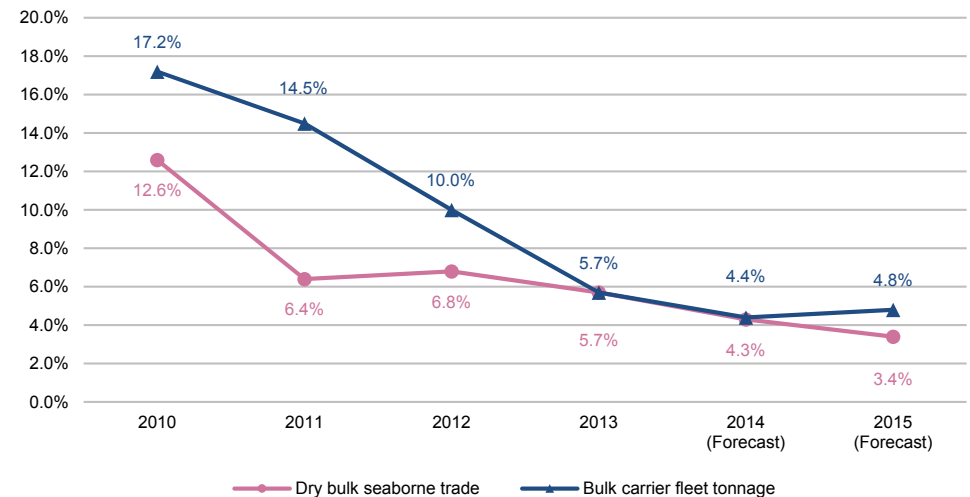
Source : Compiled by NYK Line based on Clarkson database

China's Crude Steel Production, Iron Ore Imports, and Global Market Share

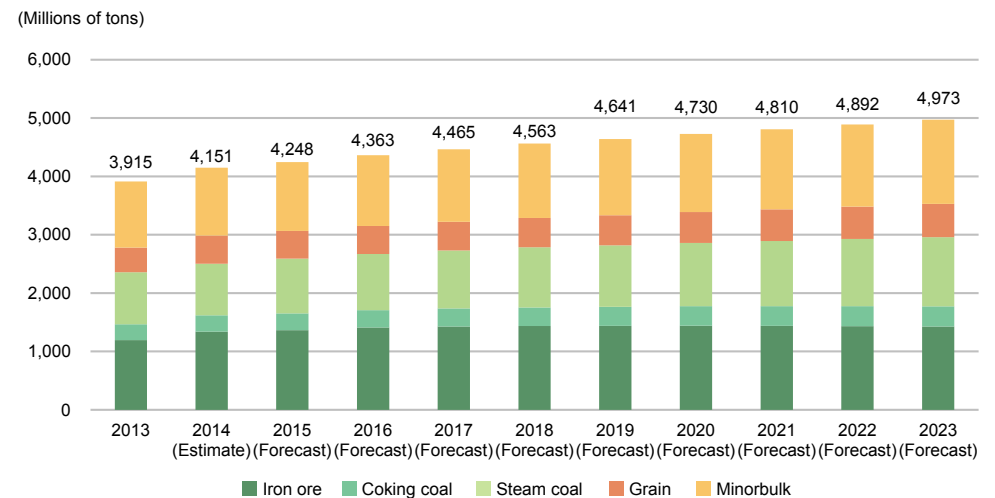


Source : Crude steel production: Compiled by NYK Research Group referring data from World Steel Association
 Iron ore imports: Compiled by NYK Research Group referring data from Global Trade Atlas

Increase in Seaborne Trade and Fleet Tonnage

Source : Compiled by NYK Line referring Clarkson's *Dry Bulk Trade Outlook* (February, 2015)

Volume and Forecast of Dry Bulk Seaborne Trade



Source: After 2013: NYK Research Group

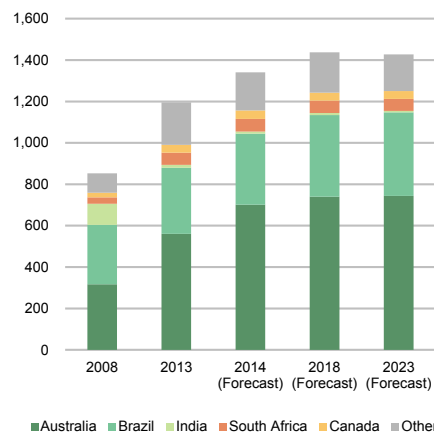
Bulk Transport

Dry Bulk Cargo Export and Import

Export

Iron Ore

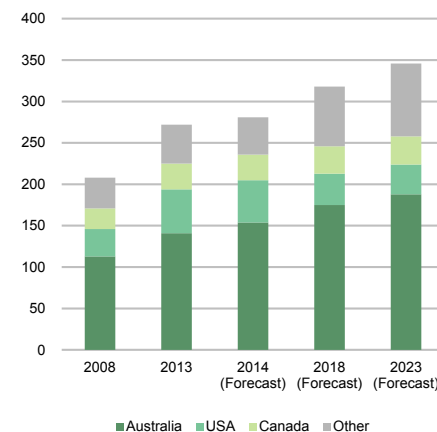
(Millions of tons)



Source : NYK Research Group

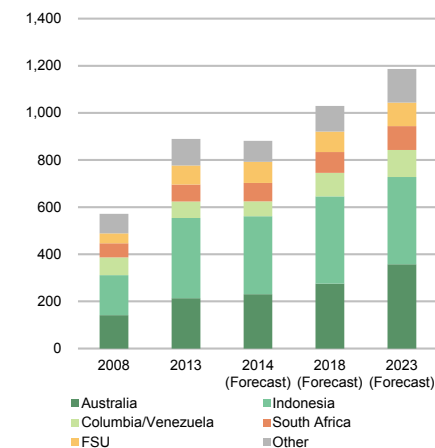
Coking Coal

(Millions of tons)



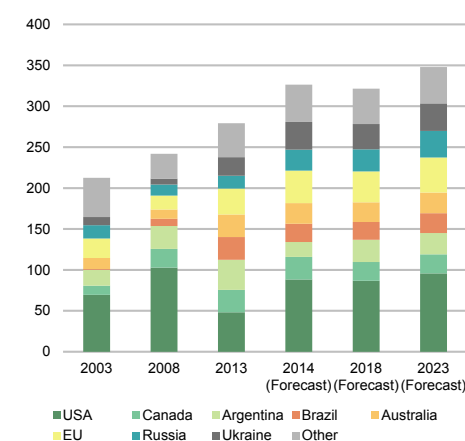
Steaming Coal

(Millions of tons)



Grain

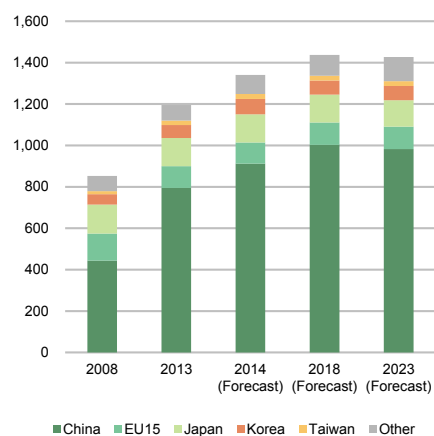
(Millions of tons)

Grain means wheat + coarse grain
Source: NYK Research Group referring USDA

Import

Iron Ore

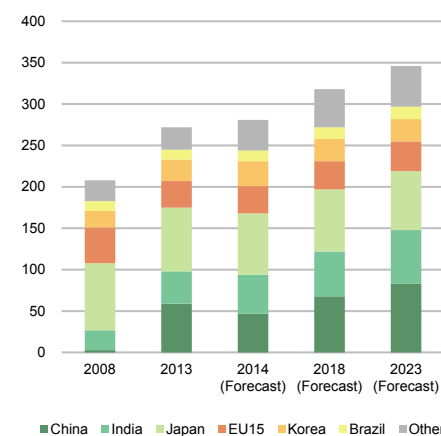
(Millions of tons)



Source : NYK Research Group

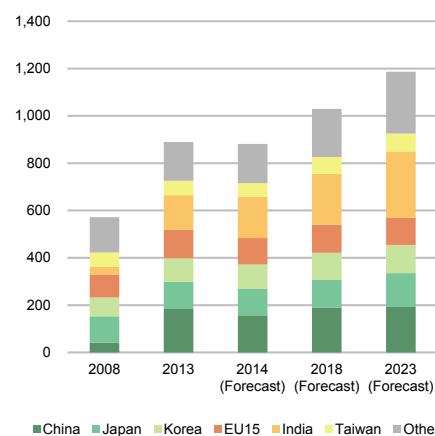
Coking Coal

(Millions of tons)



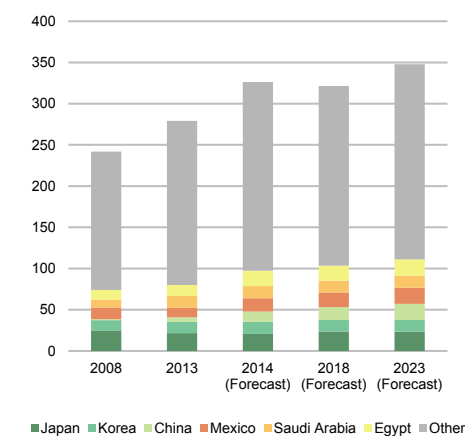
Steaming Coal

(Millions of tons)



Grain

(Millions of tons)

Grain means wheat + coarse grain
Source: NYK Research Group referring USDA, OECD-FAO

Tankers

Tanker Fleet Ranking

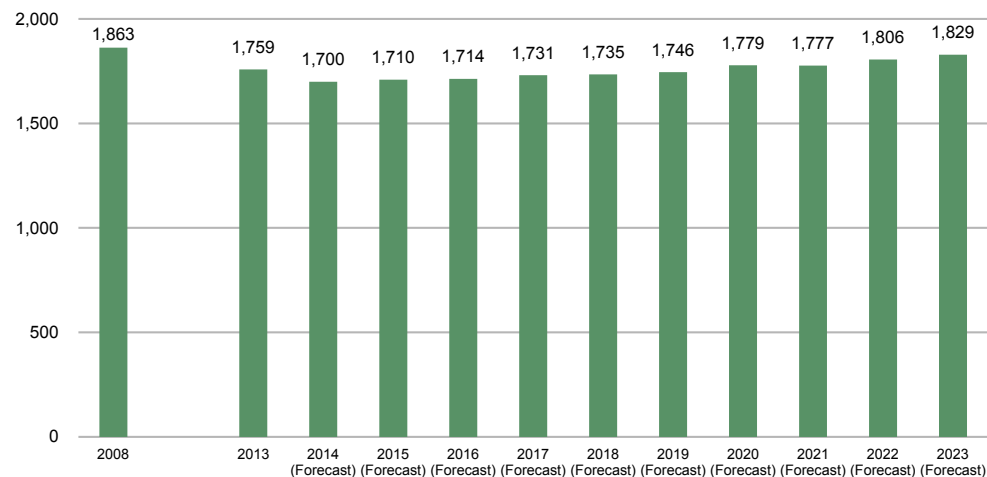
(As of January 1, 2015)

Ranking	Company	Kt (dwt)	Vessels
1	Mitsui O.S.K. Lines	14,186	145
2	NIOC	13,520	54
3	NYK Line	12,100	82
4	SCF Group	11,807	124
5	Teekay Corporation	11,241	86
6	Bahri	11,116	60
7	Fredriksen Group	10,436	52
8	Euronav NV	10,420	42
9	Angelicooussis Group	10,135	40
10	China Merchants Group	9,222	35
11	Dynacom Tankers Management	8,868	54
12	MISC	8,852	71
13	Ocean Tankers PTE	7,783	86
14	China Shipping Group	7,767	76
15	SK Holdings	6,054	28

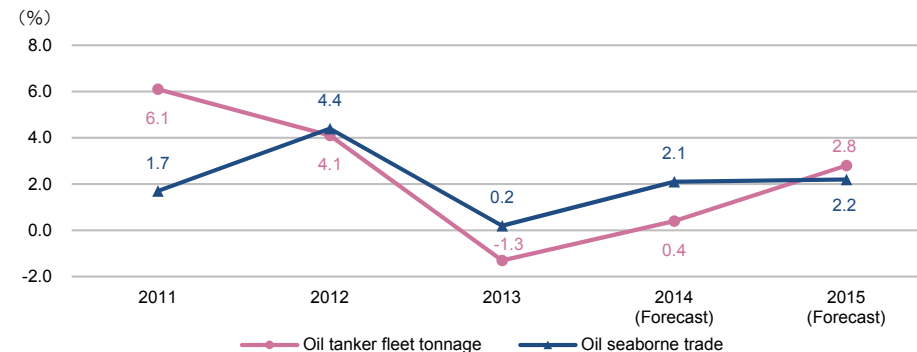
Source : Compiled by NYK Line based on Clarkson database

Volume and Forecast of Crude Oil Seaborne Trade

(Millions of tons)



Source: Prepared by NYK Line based on materials including customs statistics and EIA materials

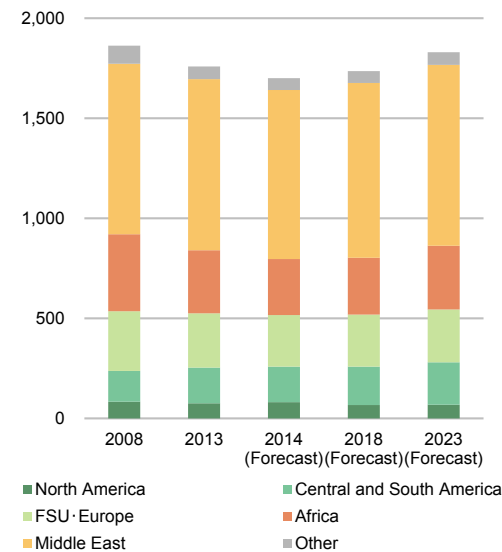
Increase in Seaborne Trade and Fleet Tonnage
(Sum of Crude Oil and Oil Product Tankers)

Source : Compiled by NYK Line referring Clarkson Oil & Tanker Trades Outlook (March, 2015)

Crude Oil Export and Import

Export

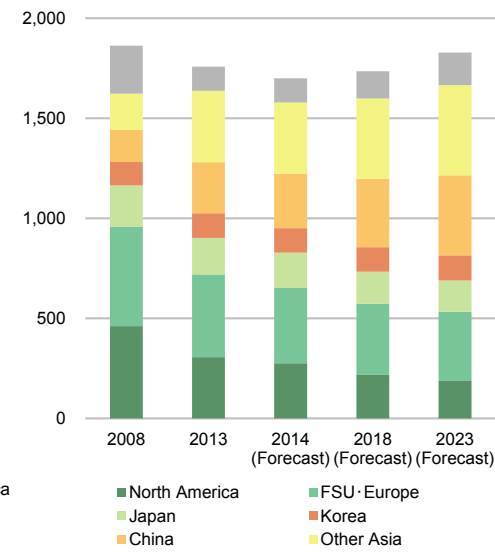
(Millions of tons)



Source: 2013: GTA, After 2014: NYK Research Group

Import

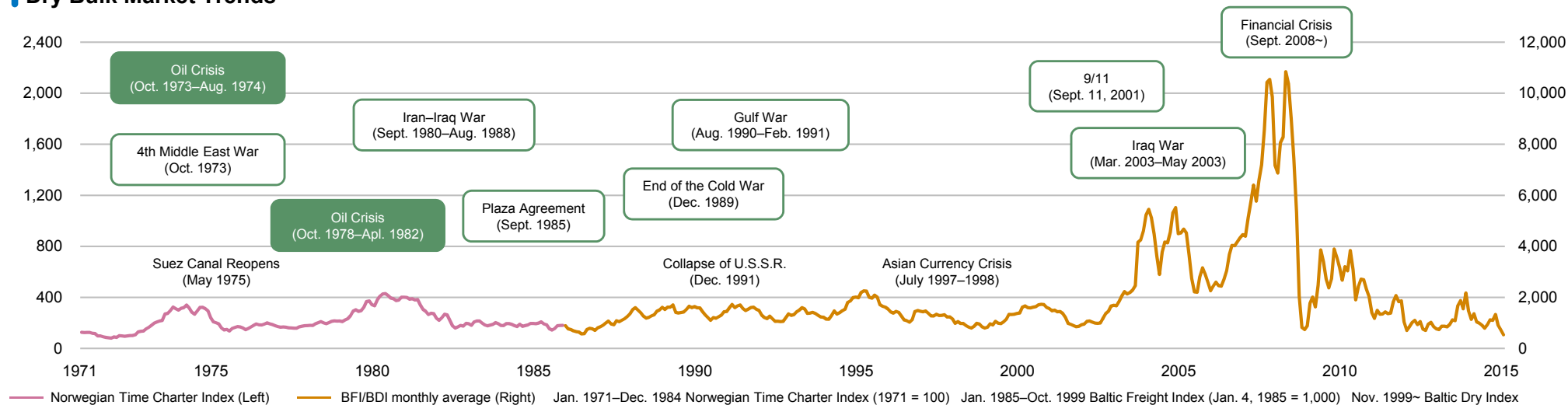
(Millions of tons)



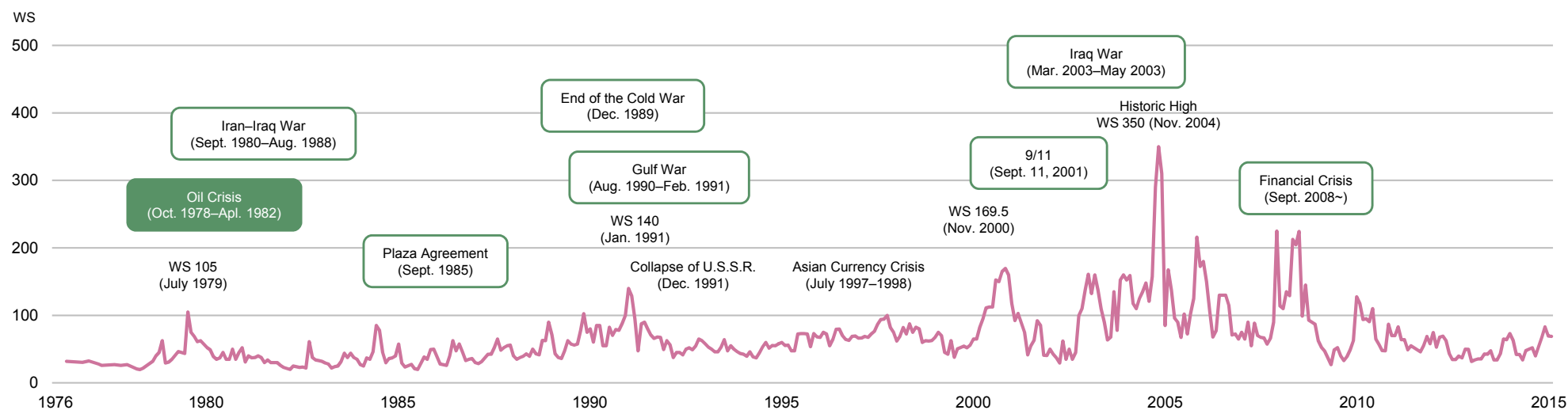
Source: 2013: GTA, After 2014: NYK Research Group

Tankers

Dry Bulk Market Trends



Oil Tanker Market (world scale)



LNG Fleets

Comparison of LNG Fleets

(Vessels delivered by End of March, 2015)

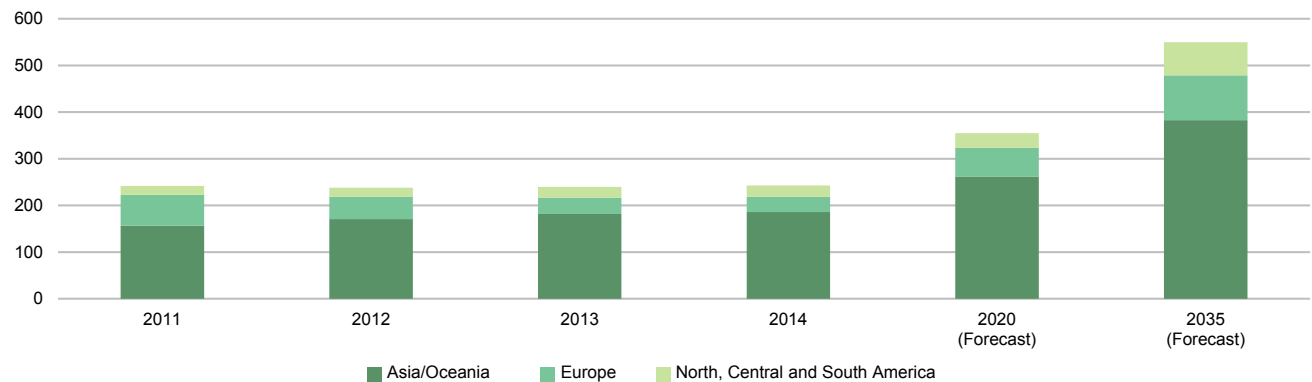
Company	Vessels	Capacity (Thousand cubic meters)	Capacity Share (%)
NYK Line	69	3,964	6.0%
Mitsui O.S.K. Lines	66	3,723	5.7%
"K" Line	44	1,673	2.5%
Other Japanese Shipowners (Shipping & Trading Companies)	50	688	1.0%
South Korean Shipowners	17	2,352	3.6%
Buyer (Japanese)	22	1,615	2.5%
Seller/Buyer (Overseas)	106	11,163	17.0%
QGTC	54	8,305	12.7%
MISC	27	3,263	5.0%
Teekay Shipping	29	2,769	4.2%
Bergesen Worldwide	13	1,916	2.9%
Golar	20	2,978	4.5%
Gaslog	18	2,721	4.1%
Marangas	18	2,668	4.1%
Dynagas	11	1,691	2.6%
Excelerate	6	893	1.4%
Exmar	14	1,881	2.9%
Sovcomflot	8	1,437	2.2%
Others	85	9,905	15.1%
Total	677	65,604	100.0%

(Research by NYK)

Note : LNG Tankers are usually co-owned by multiple companies. Number of vessels shown above are counted as one vessel regardless of the ownership percentage of the vessel. Capacity (1,000 Cubic Meters) shown above are assigned to individual companies in accordance with their ownership percentage of each vessel.

LNG Transactions and Demand Forecast by Major Market

(Millions of tons)



Source: Compiled by NYK Line with reference to IHS-CERA Report

LNG Export Countries

2014 Ranking of LNG export countries (mtpa)

Ranking	Country	mtpa	Share (%)
1	Qatar	76.8	31.6
2	Malaysia	25.1	10.3
3	Australia	23.3	9.6
4	Nigeria	19.4	8.0
5	Indonesia	17.7	7.3
6	Trinidad and Tobago	14.4	5.9
7	Algeria	12.7	5.2
8	Russia	10.6	4.4
9	Oman	7.9	3.3
10	Yemen	6.8	2.8
11	Brunei	6.2	2.6
12	United Arab Emirates	5.8	2.4
13	Peru	4.3	1.8
14	Equatorial Guinea	3.8	1.6
15	Norway	3.6	1.5
Total		242.7	

2035 Ranking of LNG export countries (mtpa) (forecast)

Ranking	Country	mtpa	Share (%)
1	Australia	117.4	21.4
2	Qatar	75.3	13.7
3	U.S.A. (Atlantic)	50.8	9.2
4	Canada	44.0	8.0
5	Russia (Pacific)	35.9	6.5
6	Mozambique	34.8	6.3
7	Indonesia	34.4	6.2
8	Malaysia	28.0	5.1
9	Nigeria	25.8	4.7
10	Russia (Atlantic)	20.2	3.7
11	U.S.A. (Pacific)	19.3	3.5
12	Angola	9.5	1.7
13	Papua New Guinea	9.5	1.7
14	Tanzania	9.2	1.7
15	Brunei	6.5	1.2
Total		549.8	

Source: NYK Line referring IHS-CERA Report

LNG Fleets

Major Shale Gas Projects in North America

● Green field projects

● Brown filed projects

Major projects in West Canada

Kitimat LNG
LNG Canada
Pacific Northwest LNG
Douglas Channel LNG

Oregon LNG
Jordan Cove LNG

Sabine Pass LNG
19.75mtpa from 2016

Eagle Ford

Corpus Christi
5.3mtpa from 2018

Lake Charles LNG

Cameron LNG
12.0mtpa from 2017

Freeport LNG
13.2mtpa from 2018

Marcellus

Cove Point LNG
4.5mtpa from 2017

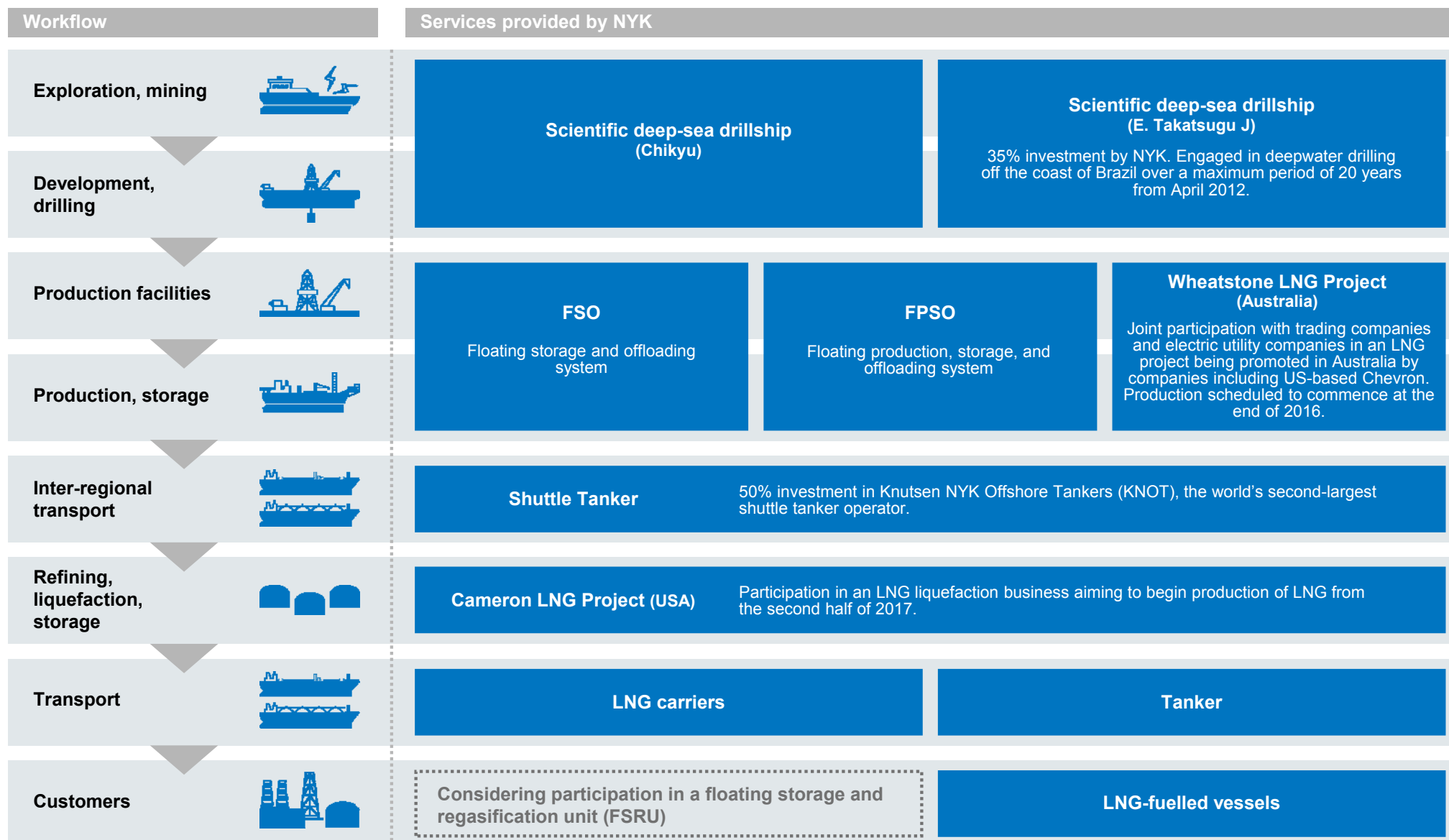
Mexican Gulf
Coast

Major projects in the U.S.

Source : Created by NYK

Offshore Business and LNG Value Chain

Advancing business through consistent services from extraction to customer delivery



Environmental Efforts

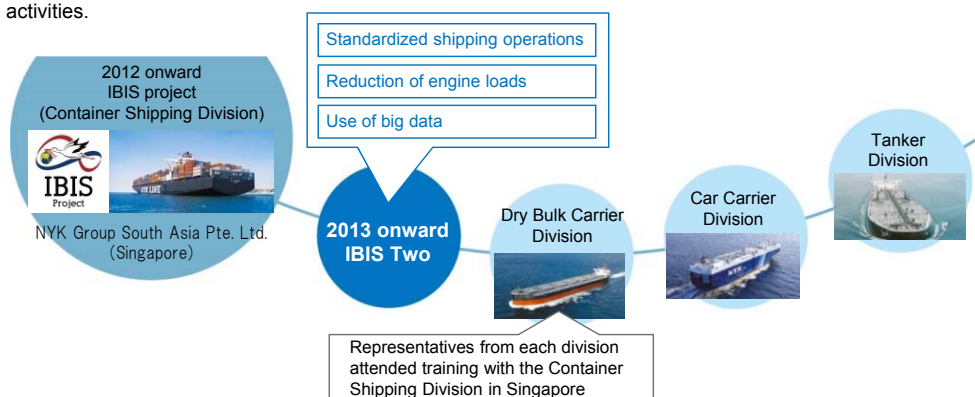
Long-term vision: Contribute to global efforts to cut greenhouse gases in half by 2050

NYK's CO₂ reduction target

- ① Improve fuel efficiency rate to 10% above to fiscal 2010 levels by fiscal 2015
⇒ **Achieved 13.4% (as of end-fiscal 2014)**
- ② Improve fuel efficiency rate to 15% above fiscal 2010 levels by fiscal 2018

Fuel Saving and Fleet Monitoring Activities

We began activities under the Innovative Bunker and Idle-time Saving (IBIS) project on our containerships in 2012 to achieve optimal economics in our shipping operations. Under IBIS, we share information including weather and sea forecasts, data on sea currents, status of ship operations, and voyage plans between the mainland and ships in real time. Further, we realize greater efficiency in optimizing our shipping operations by analyzing and evaluating the big data accumulated through this process. We are also promoting even more precise optimization of our shipping operations based on new technologies. From fiscal 2013 onward, we launched the IBIS Two project, which applies the knowledge and expertise gained through IBIS to other ship types depending on their respective characteristics and conditions and aims to deepen our fuel-saving activities.



First Steps Toward Changing Fuel to LNG

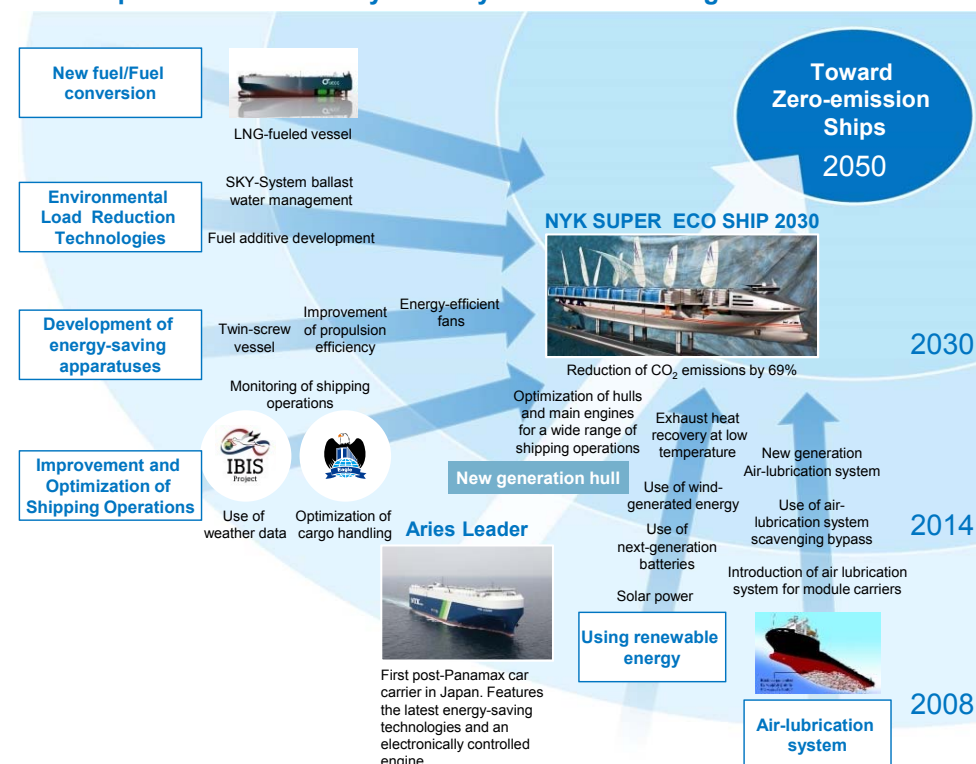
NYK is progressing with construction of a tugboat equipped with a dual-fuel engine able to use liquefied natural gas (LNG) as fuel together with fuel oil, as well as the world's first LNG car carrier, which will be compliant with the strict environmental regulations in the North Sea and Baltic Sea regions. Further, we have finalized plans to build the world's first LNG bunkering vessel and participate in the LNG fuel sales business in Europe.

We are projecting that the use of LNG as fuel will enable reductions of approximately 30% of CO₂ emissions, approximately 80% of NO_x emissions, and 100% of SO_x emissions compared to use of fuel oil to date.

Development of Fuel-Efficient Vessels for the Future

We are progressing with development toward realization of the on-board technologies of our future concept ship, the NYK Super Eco Ship 2030, in key categories including (1) new generation hulls and complementing energy-saving apparatuses, (2) air lubrication systems, and (3) renewable energy usage.

Roadmap for Environmentally Friendly Vessel Technologies



Safety on the Sea

PLAN

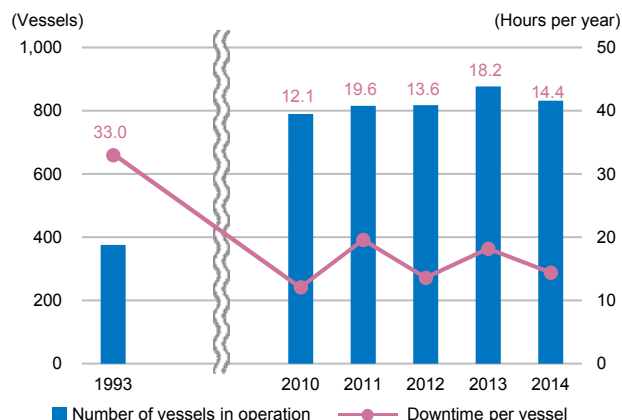
Safety promotion system

Each year, the Safety and Environmental Management Committee, chaired by the president reviews activities for the previous year and sets targets and guidelines for the next year.

Using downtime to measure safety

We use the time that ships are stopped due to accidents or problems as an indicator to measure the degree to which we have achieved safe ship operations. Our sea and land operations work together to bring us closer to the target of zero downtime.

Hours of Delay per Vessel



Emergency response network

We have created an emergency response network^{*1} to prepare for maritime accidents and problems no matter where they occur in the world.

DO

Safety campaigns

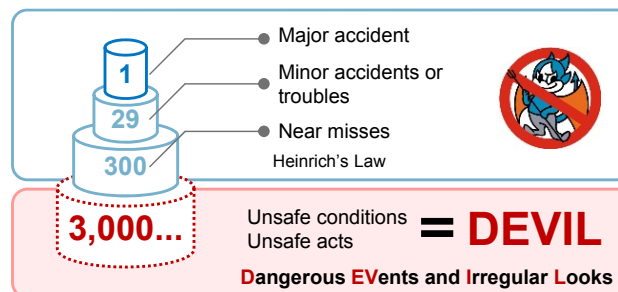
Every year, we conduct the *Remember Naka-no-Se*^{*2} safety campaign in the summer and the *Sail on Safety*^{*3} campaign in the winter.

Emergency response exercises

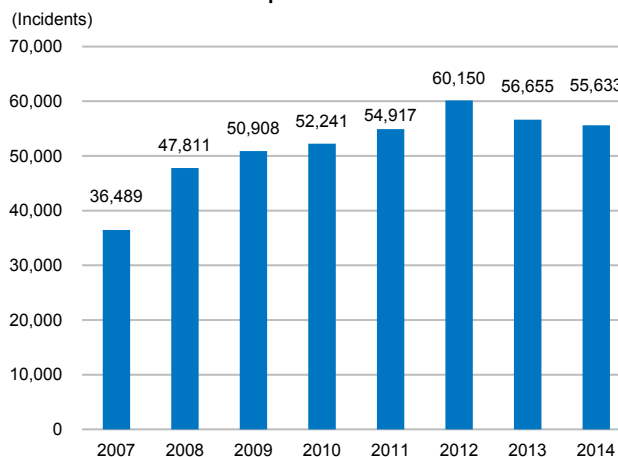
We conduct regular training to increase the ability of our employees to respond to accidents.

Near Miss 3000 activities

Inspired by Heinrich's Law^{*4}, we conduct *Near Miss 3000* activities on board our ships as a proactive program to prevent accidents before they occur. We have developed this program from a near-miss level to create what we call *DEVIL Hunting*^{*5} activities that seek to eliminate accidents by identifying and addressing situations that are precursors to often overlooked problems. Further, we expanded the scope of the program to cover the entire NYK Group in 2006, and it also covers our partner shipowners and ship-management companies.



Number of Near Misses Reported



CHECK

NAV9000



In 1998, the NYK Group introduced NAV9000, which is a rigorous, self-imposed ship safety management system, in order to fulfill our responsibilities in terms of safety and environmental protection. This system requires ships, shipowners, and ship management companies to disclose information on safe ship operations and adhere to NYK standards for both ships we own and chartered vessels.

Breakdown of NAV9000 Audits (2011-2014)

	FY 2011	FY 2012	FY 2013	FY 2014
Ship audits	298	292	317	303
Company audits	37	35	35	31

ACT

Identification of causes and improvements toward achieving our objectives

We use information on accidents in order to prevent their recurrence. We notify the fleet immediately when accidents occur, and follow up through means including safety bulletins^{*6} that issue instructions to prevent recurrence once we have identified the causes and formulated countermeasures.

*1 Emergency Response Network

Our emergency response network divides the world into six regions. This enables us to respond quickly and minimize damage in the event of any accident or problem anywhere on the seas.

*2 Remember Naka-no-Se Campaign

We conduct this campaign every July, the month in which an oil spill occurred from the very large crude oil carrier *Diamond Grace* at Naka-no-Se in Tokyo Bay in 1997, to ensure that the lessons from the spill are not lost.

*3 Sail on Safety Campaign

We conduct this campaign over the winter months of December and January with a primary focus on rough weather safety.

*4 Heinrich's Law

A formula regarding work-related accidents stating that there are 29 minor accidents and 300 near misses behind every major accident.

*5 DEVIL Hunting

DEVIL is an acronym derived from Dangerous Events and Irregular Looks. The purpose of these activities is to eliminate precursors and factors behind accidents at the very early stages before a major event occurs.

*6 Safety Bulletins

We publish a safety information journal to raise awareness and issue instructions to the entire fleet on piracy, terrorism, and other matters of concern in voyages as well as causes of accidents and problems and prevention measures.

Evaluation by Outside Stakeholders

NYK Again Included in the DJSI

The Dow Jones Sustainability Index (DJSI)* is one of the major global stock indexes for socially responsible investment (SRI) and chooses companies through a selection process that is based on independent international standards of corporate environment sustainability and social responsibility.

* DJSI: Developed jointly by S&P Dow Jones Indices, a U.S.-based publisher of business and financial news and information, and RobecoSAM AG, a Swiss-based company that conducts CSR research and ratings.

MEMBER OF
**Dow Jones
Sustainability Indices**
In Collaboration with RobecoSAM

NYK Continues to Be Included in the FTSE4Good

The FTSE4Good Index* is one of the two leading indexes for investors who are concerned about corporate social responsibility. The other major index is the DJSI.

* FTSE4Good Index: Launched by the UK-based FTSE Group, which is jointly owned by the Financial Times and the London Stock Exchange.

NYK Again Included in the MS-SRI

The Morningstar Socially Responsible Investment Index (MS-SRI) is the first socially responsible investment index in Japan. Morningstar Japan K.K. selects 150 companies from among approximately 3,600 listed companies in Japan, and NYK has been a part of this index every year since 2004.

**Selection as a Nadeshiko Brand Company for Two Consecutive Years**

NYK Line was jointly selected as a Nadeshiko Brand company by the Tokyo Stock Exchange and the Ministry of Economy, Trade, and Industry for a second consecutive year in fiscal 2014.

Nadeshiko Brand companies are selected among companies listed on the Tokyo Stock Exchange for their efforts in encouraging female employees to play active roles in the workplace and developing environments that enable women to further their careers. The companies must also have superior financial performance and be attractive to investors with a focus on medium to long-term growth in corporate value.



NYK Group Mission Statement

Basic Philosophy

Through safe and dependable *monohakobi* (transport), we contribute to the betterment of societies throughout the world as a comprehensive global-logistics enterprise offering ocean, land, and air transportation.

Management Policy

Together with Our Customers

Through the use of our extensive skill and expertise and by considering each business site to be of utmost importance, we always work to create new value so that our customers will consider us a trusted and reliable partner.

Together with Our Shareholders and Investors

We aim to enhance our corporate value by being financially responsible and by conducting business activities in an open, honest, and transparent fashion.

Together with Society

As a good corporate citizen, we positively take on the tough issues that challenge our society, such as concerns involving the preservation of our natural environment, as we work for the betterment of the world that we inhabit.

Together with All Staff Members in the NYK Group

As a global enterprise that has the utmost respect for diversity in the workplace and the spirit of challenge, we emphasize the development of employee talents so that all staff members can take pride in their work and eventually fulfill their dreams.

NYK Group Values

“Integrity” “Innovation” “Intensity”

NYK Business Credo

Founded in 1885, Nippon Yusen Kabushiki Kaisha (NYK Line) has become a leader in global marine transport by meeting challenges head on and achieving steady growth.

NYK recognizes our role in providing safe and reliable services for a broad range of trade and commercial activities that are the basis for developing the world's economies and cultures.

Our safety and environmental initiatives are our highest priority. We work tirelessly to improve our services in ways that are useful to society, and making every effort to meet our customers' expectations and maintain their trust.

In all of our business activities, both domestic and international, we respect human rights, comply with laws and ordinances and adhere to international rules and their underlying spirit. We meet the highest ethical standards to ensure that our business activities contribute to the sustainable development of society.

In our daily business, we follow the "NYK Business Credo":

1	Good-faith business activities	We respect national competition laws, engage in business practices that are fair, transparent, freely competitive, and appropriate, and do not tolerate bribery or corruption in any form. We work hard to keep the good relationships we have built with our shareholders, investors, and other stakeholders.
2	Environmental and safety initiatives	In all of our business activities we undertake initiatives to enhance safety and to preserve the marine environment and natural ecosystems. Through these efforts we hope to achieve sustainable growth and to develop and refine safe, environment-friendly transportation technologies.
3	Enhanced security	We have established strong security measures to prevent the disruption and abuse of international logistics networks. We strictly prohibit any type of illegal activity and the unauthorized access and leakage of information.
4	Compliance with laws and ordinances, respect for human rights	We recognize our role in society and act in a manner that is fair and just by complying with national laws and ordinances and international norms. We believe that corporate activities should adhere to social mores, respect human rights, honor local customs and practices, and address the concerns and interests of stakeholders.
5	Exclusion of antisocial activities	We resolutely stand against all antisocial forces and organizations that threaten the order and safety of civic life.
6	Disclosure of information and communication with society	We disclose corporate information in a proactive and fair manner, emphasizing communication not only with shareholders but with society at large. We rigorously protect and manage the privacy and personal information of our customers, employees and everyone involved in our business activities.
7	Social contribution activities	We proactively contribute to social activities as a good corporate citizen.
8	Preservation of favorable work environments	We respect the diversity, individuality, and humanity of employees and facilitate the activities of a diverse workforce. We make every effort to preserve favorable work environments.

Top management recognizes our role in achieving the spirit of this credo. We are committed to ensuring that the ideals set forth in this document are practiced by Nippon Yusen Kabushiki Kaisha and its group companies. We encourage our business partners to act accordingly, and have established effective internal systems to accomplish this. We acknowledge our responsibility and obligation to quickly and accurately identify the causes and take measures to prevent recurrence in the event of a violation of a law or ordinance or other act that contravenes this credo.

Formulated December 19, 1997

Revised August 26, 2004

Revised April 1, 2011

History of NYK Group

History

Global Logistics Matter

Bulk Shipping Matter

Management Plan Matter

Others

1885	Yubin Kisen Mitsubishi Kaisha and Kyodo Unyu Kaisha merge on September 29 to form Nippon Yusen Kaisha (NYK); new company inaugurates operations on October 1 with a fleet of 58 steamships.
1945	Only 37 vessels, totaling 155,469 gross tons, remain after World War II.
1951-1957	Resumed liner services to Bangkok, New York, Seattle, Europe and others.
1959	Crude Oil Tanker, Tanba Maru, commissioned
1960	Iron Ore Carrier, Tobata Maru, commissioned.
1962	World's first large LPG carrier, Bridgestone Maru commissioned.
1964	NYK and Mitsubishi Shipping Co. Ltd. merge; newly enlarged NYK Group owns 153 vessels of 2,287,696 deadweight tons. World's first chip carrier, Kure Maru, commissioned.
1968	Hakone Maru, Japan's first fully containerized ship, begins service on new California route. Near Seas and domestic coastal services transferred to Kinkai Yusen Kaisha Ltd.
1969	Car Carrier, Toyota Maru No.5, commissioned. NYK Line (Hong Kong) Ltd. and NYK (Thailand) Co. Ltd. established.
1971	Container service to Europe begins.
1978	NYK, three other Japanese shipping companies, and All Nippon Airways Co. Ltd. established Nippon Cargo Airlines (NCA).
1983	NYK Line (Singapore) Pte. Ltd. established. LNG shipments from Indonesia to Japan initiated.
1985	Double-stack container train service begins between Los Angeles, Chicago, and Cincinnati in cooperation with Southern Pacific Transportation.
1988	NYK Line (North America) Inc. established. Hong Kong Logistics Center completed.
1989	NYK Bulkship (USA) Inc., and NYK Bulkship (Europe) Ltd. established. NYK Line (Europe) Ltd. Established. Bangkok, Los Angeles, and Sydney logistics centers open.
1990	World-class luxury cruise ship Crystal Harmony begin service. Nippon Liner System Co. Ltd. Acquired.
1991	Los Angeles and Oakland container terminals open. Laem Chabang (Thailand) Container Terminal opens. NYK Line (Australia) Pty. Ltd. and NYK Shipping (N.Z.) Ltd. established.
1992	Kaohsiung (Taiwan) Container Terminal opens. Liner service begins between the west coast of South America and Europe.
1993	Double-hull tanker Takamine Maru completed.
1994	NYK Line (Deutschland) GmbH, NYK Line (Benelux) B.V., and NYK Line (Sverige) AB established. Kobe and Yokohama container terminals open.
1995	NYK Line (China) Co. Ltd. established.
1996	New container service by the Grand Alliance for the United States and Europe trades starts. LNG Shipments from Qatar to Japan initiated.

1998	NYK and Showa Line Co. Ltd. merge, adding three owned vessels of 549,031 deadweight tons and 75 chartered vessels of 6,140,134 deadweight tons to the shipping lineup. Introduction of NAV9000, a rigorous self-imposed safety management system
1999	Liner Division and Car Carrier Division obtain ISO 9002 certification.
2000	NYK 21 "New Millennium Declaration" an in-depth analysis of medium and long term management challenges announced. NYK Logistics (China) Co. Ltd. established.
2001	NYK Shipmanagement Co. Ltd. established in Singapore.
2002	NYK (including chartered fleet) obtains ISO14001 certification, world's first for a shipping company. Ceres Terminals Inc. in the United States acquired.
2003	NYK 21 "Forward 120," the company's medium and long-term group management vision, announced. NYK Logistics (Europe) Ltd., a united logistics company, established. Invests in Dalian Port Car-carrier Terminal.
2004	All NYK logistics subsidiaries uniformly rebranded as "NYK Logistics." MTI (Monohakobi Technology Institute) established for the development of new technology.
2005	New medium-term management plan, "New Horizon 2007," released. Nippon Cargo Airlines (NCA) becomes a consolidated subsidiary of NYK. NYK Lauritzen Cool AB established.
2006	Luxury cruise ship Asuka II to cover Japanese market began service. Local trade headquarters in Sao Paulo established for container transport operations for South Africa and Central/South America service routes.
2007	NYK-TDG Maritime Academy opens in the Philippines.
2008	New Horizon 2010, the company's new medium-term management plan, released. Auriga Leader, a solar-power-assisted vessel, completed.
2009	Emergency Structural Reform Project "Yosoro". Exploratory design for NYK Super Eco Ship 2030. Participation in project for ultra-deepwater drillship to be chartered by Petrobras.
2010	Headquarter function of Liner Trade segment's transferred from Tokyo to NYK Group South Asia Pte. Ltd. in Singapore. Yusen Logistics established to integrate the NYK Group's logistics. Two module carriers equipped with an Innovative air-lubrication system delivered.
2011	NYK invested in Knutsen Offshore Tankers ASA and entered into offshore shuttle tanker business. New medium-term management plan, "More than shipping 2013", released. NYK participated in FPSO business for Petroleo Brasileiro S.A. in Brazil.
2012	The members of Grand and The New World alliances create The G6 Alliance and cooperate for new Asia-Europe container services. NYK jointly participates in wheatstone LNG project in Australia.
2013	NYK Bulk & Projects Carriers Ltd. began operations.
2014	New medium-term management plan, "More than shipping 2018", released.

Investor Information (As of March 31, 2015)

Head Office	3-2, Marunouchi 2-chome, Chiyoda-ku, Tokyo 100-0005, Japan Phone: +81-3-3284-5151 Web site: http://www.nyk.com/english/
Closing Date	The Company's books are closed on March 31 each year.
Ordinary General Meeting of Shareholders	The ordinary general meeting of shareholders is held in late June each year.
Common Stock	Number of authorized shares: 2,983,550,000 Number of issued and outstanding shares: 1,700,550,988
Stock Listing	NYK's shares are listed for trading on the following stock exchanges: the first sections of Tokyo and Nagoya exchanges.
Number of Shares per Unit	The Company's stock is traded in units of 1,000 shares each.
Share Registrar and Special Management of Accounts	Mitsubishi UFJ Trust and Banking Corporation Head office: 4-5, Marunouchi 1-chome, Chiyoda-ku, Tokyo 100-8212, Japan Contact information: Transfer Agency Department, 10-11, Higashisuna 7-chome, Koto-ku, Tokyo 137-8081, Japan Phone: +81-3-5391-1900
Public Notices	The Company's public notices are available through electronic distribution. http://www.nyk.com/koukoku/ However, in the event that electronic distribution is impossible, due to an accident or other unavoidable circumstances, the Company's public notices will appear in the <i>Nihon Keizai Shimbun</i> , published in Tokyo, Japan.
Independent Auditor	Deloitte Touche Tohmatsu Head office: MS-Shibaura Building, 13-23, Shibaura 4-chome, Minato-ku, Tokyo 108-8530, Japan

Ratings

Rating and Investment Information, Inc.	A-
Japan Credit Rating Agency, Ltd.	A+
Moody's Japan K.K.	Baa2

Principal Shareholders

Shareholder	Number of shares held
The Master Trust Bank of Japan, Ltd. (Trust Accounts)	98,125,000
Japan Trustee Services Bank, Ltd. (Trust Accounts)	92,149,000
Mitsubishi Heavy Industries, Ltd.	41,038,312
Meiji Yasuda Life Insurance Company	34,473,367
Tokio Marine and Nichido Fire Insurance Co., Ltd.	32,443,788
STATE STREET BANK AND TRUST COMPANY 505223	25,202,879
MELLON BANK, N.A. AS AGENT FOR ITS CLIENT MELLON OMNIBUS US PENSION	24,546,415
THE BANK OF NEW YORK MELLON SA/NV 10	21,183,388
STATE STREET BANK WEST CLIENT - TREATY 505234	20,108,901
STATE STREET BANK AND TRUST COMPANY 505225	19,066,191

Stock Price Range (Tokyo Stock Exchange)





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