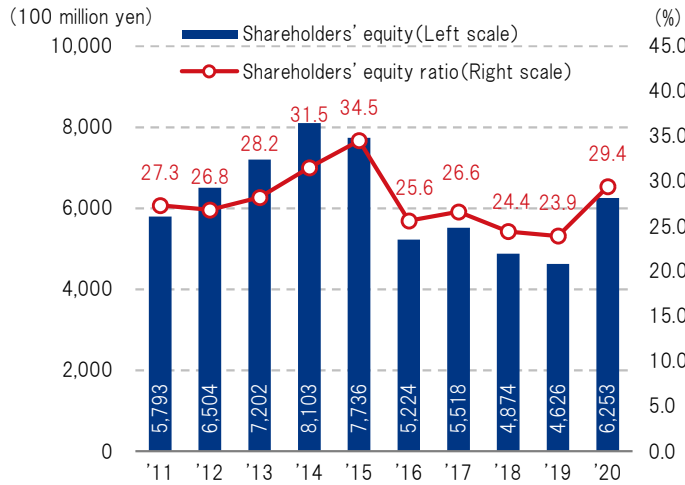
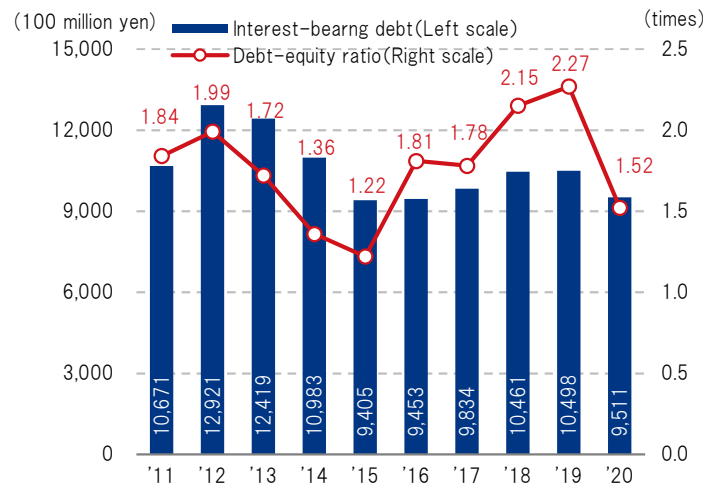


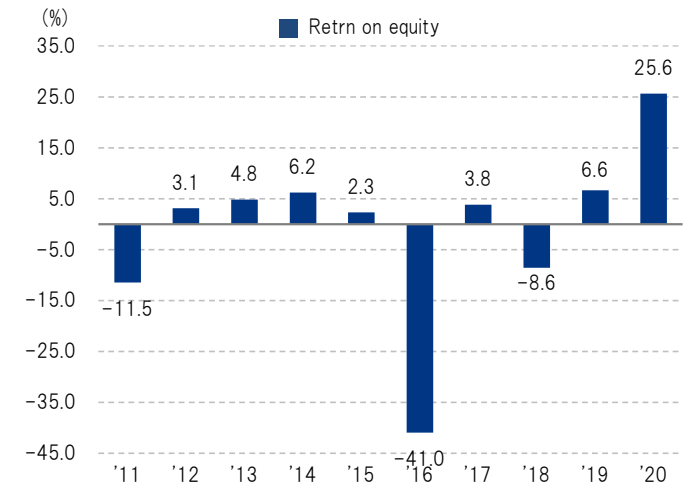
Shareholders' Equity and Shareholders' Equity Ratio



Interest-bearing Debt and Debt-equity Ratio

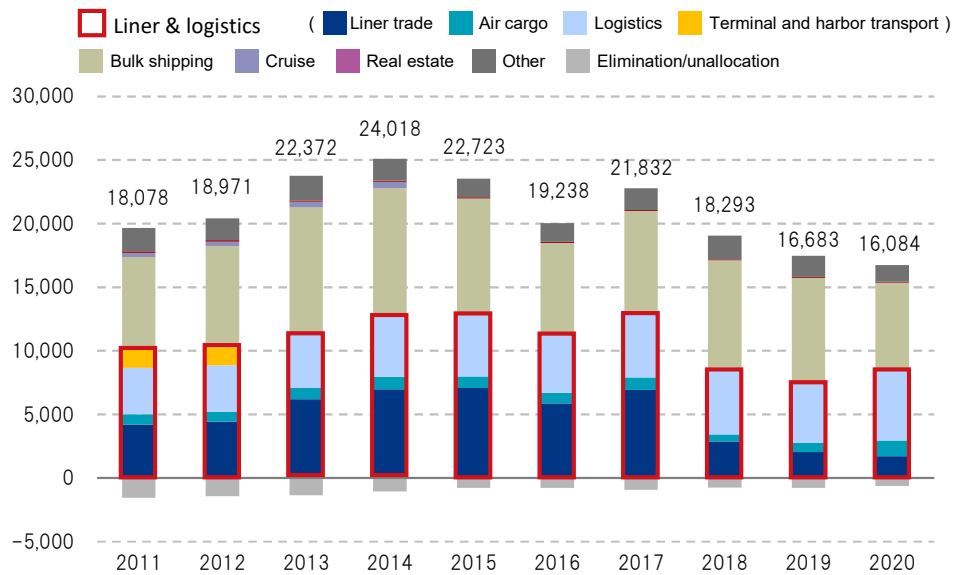


Return on Equity (ROE)



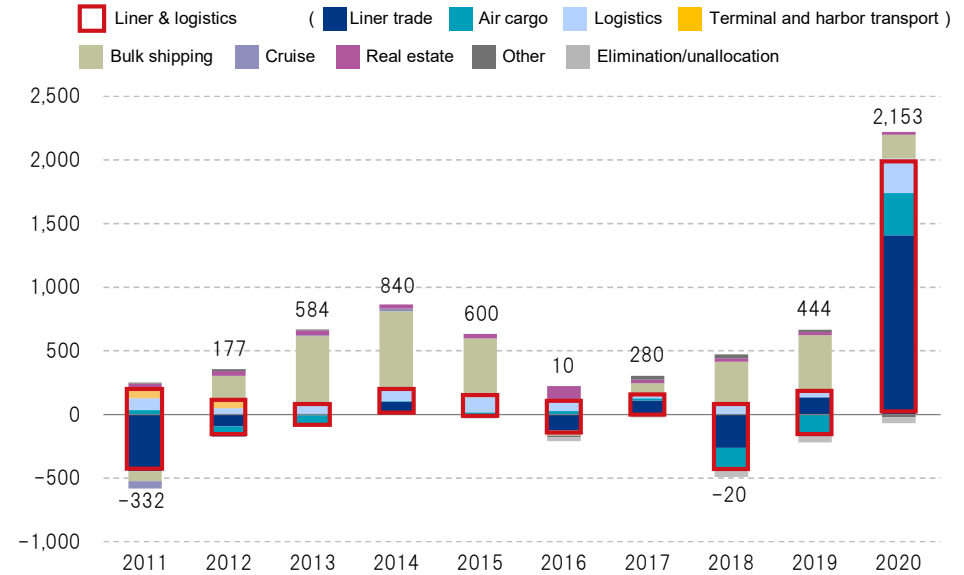
Revenues by Industry Segment

(100 million yen)



Recurring Profit by Industry Segment

(100 million yen)



Notes: 1. "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", from April 1, 2013.  
 2. "Others" includes cruise ships, as NYK Line integrated its cruise business in Other Business Services segment effective from April 1, 2015.  
 3. The figures before the changes of the business category are not restated.  
 4. "Global Logistics" segment was renamed to "Liner & Logistics" on April 1, 2021.