

FACT BOOK I 2023

Segment Business Data May 2023



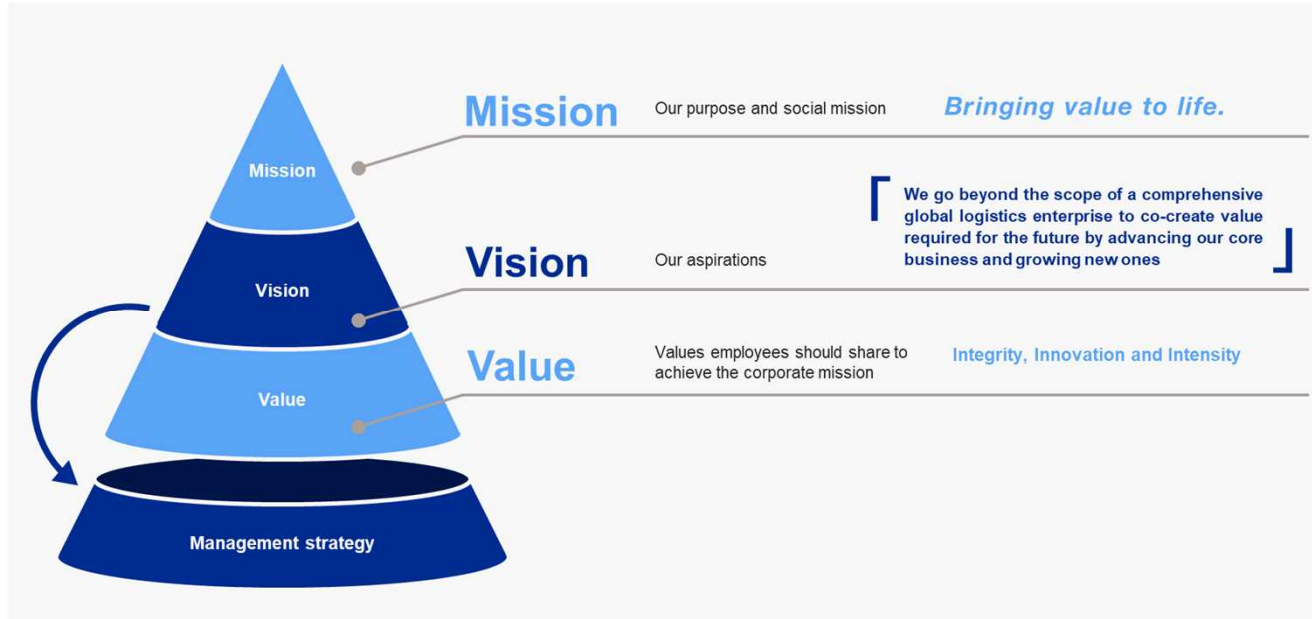
Ticker Code
9101

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Notes: The outlook figures written on this material are based on the information currently available to us.
Please note that it may fluctuate due to economic conditions, foreign exchange rates, and market conditions.

Basic Philosophy

For developing Medium-Term Management Plan, we reorganized positioning of our corporate Mission, Vision, and Value (MVV) and management strategy



The NYK Group’s basic philosophy, “Bringing value to life,” expresses the purpose and reason for the Group’s existence— i.e., the value the Group brings to all living things and the environment while realizing prosperous lives and daily fulfillment for people around the world.

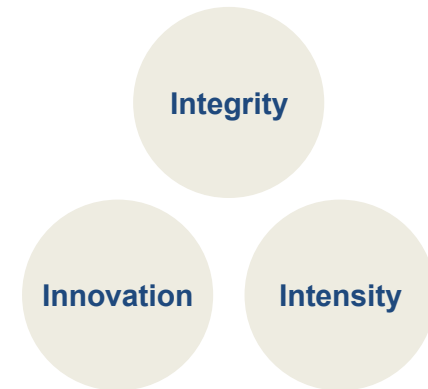
Value in items is created when they are with the people who need them and are in the necessary places. In the future, the Group will play a central role in contributing to a sustainable society and environment, in addition to delivering the essential items and services to the people that need them and to the desired places.

Based on this basic philosophy, the Group is working every day toward its goal of co-creating sustainable value with all of its stakeholders while flexibly adapting its business models to changes in this current era and in society.

Formulated in 2018, our basic philosophy inherits the mission and spirit that have been passed down through the generations since the Company’s founding. This philosophy has permeated throughout the Group and down to its roots as words that express the true ambitions of all our employees.

NYK Group Values

NYK Group Values represent our DNA, inherited over 130 years of history. They remain aligned with gemba and society and guide us toward the achievement of our "NYK Group Mission Statement."



Integrity

Be respectful and considerate to your customers and colleagues.

Stay warm, cordial, courteous, and caring.

Innovation

Continually think of new ideas for improvement, even when conditions appear satisfactory.

Remain open to betterment.

Intensity

Carry through with and accomplish your tasks. Never give up.

Overcome challenges. Remain Motivated.

NYK Group's target state



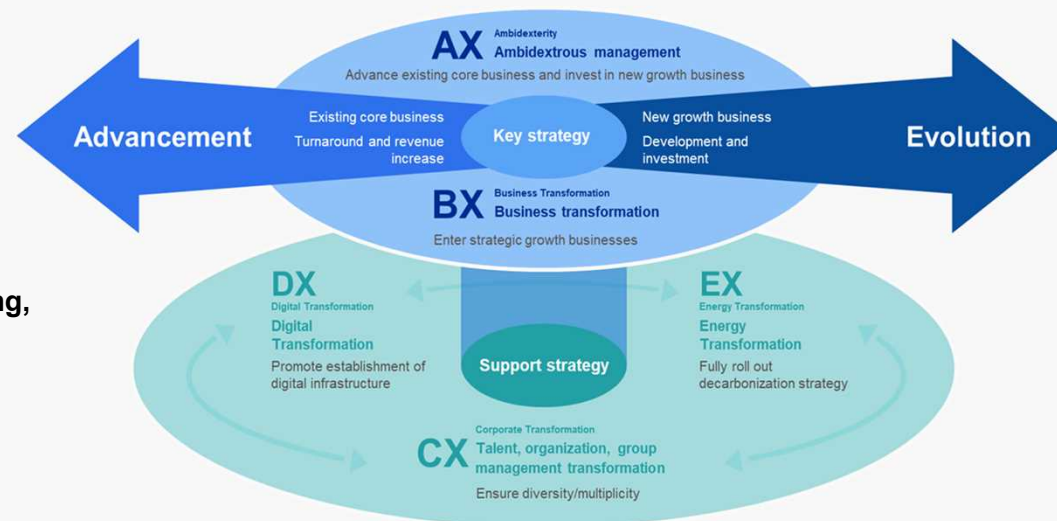
Opportunities and Risks for our business and Direction of individual businesses

	Business opportunities	Business risks	Business direction
Liner & Logistics	<ul style="list-style-type: none"> Continuation of long-term shipping volume growth Potential revenue improvement based on advancement of the business model Upscaling based on M&A 	<ul style="list-style-type: none"> Changes in container shipping market Continuity of container shipping alliances Heavier taxation on GHG emitted by vessels 	<p>Capture economic growth in emerging countries</p> <p>Pursue growth in developing markets</p>
Bulk Shipping <ul style="list-style-type: none"> Dry bulk Energy Automotive business 	<ul style="list-style-type: none"> Differentiation based on being at the forefront of vessel low/decarbonization Increase in demand for new fuel transport Increase in transport of food/minor bulk in the dry bulk market 	<ul style="list-style-type: none"> Decrease in global demand for iron ore, coal, and oil Decrease in new car sales in developed countries Heavier taxation on GHG emitted by vessels 	<p>Ensure advantage through low-carbon and decarbonization initiatives</p> <p>Respond to changing market demands</p>
New business opportunities	<ul style="list-style-type: none"> Establishment of renewable energy value chain Changes in fleet value chain due to decarbonization/automatic piloting New business opportunity creation and competitive advantage through diverse talent 	<ul style="list-style-type: none"> Technology/product development uncertainties Lack of required expert talent Stagnant decarbonization trend 	<p>Develop a new market created through decarbonization</p> <p>Enter a rapidly growing market</p>

In developing the new medium-term management plan, apply backcasting to envision the 2050 state

Basic Strategy

- Key strategy with core business advancement and new business development as the two pillars
- Support strategy with CX (talent, organizational restructuring, group management transformation), DX, and EX



Financial plan outlook

	FY2022 (Results)	FY2023 (Forecast)	FY2026 (Forecast)
Recurring Profit	JPY 1,109.7 Bn	JPY 200.0 Bn	JPY 270.0 Bn
Others	-	-	JPY 150.0 Bn
ONE (Our estimate)	-	-	JPY 120.0 Bn
Current Profit attributable to owners of parent	JPY 1,012.5 Bn	JPY 200.0 Bn	JPY 240.0 Bn
Shareholders' Equity Ratio	66%	67%	57%
After changing to on-balance sheet *1	55%	57%	49%
ROIC *2	35.7%	6.7%	6.5%
ROE *3	48.3%	8.0%	10.2%



Management targets

Financial targets	Non-financial targets
<p>Over 6.5%</p> <p>ROIC (Return on invested capital) Strive to improve our enterprise value by fundamentally increasing business profitability For this medium-term plan period (FY23~FY26), focus also on current profits and ROE as KPIs</p>	<p>0 accident</p> <p>Number of major accidents: sea, land, and air Number of major accidents based on our standard</p>
<p>JPY200 ~300 billion</p> <p>Current net profit Target as of FY26</p>	<p>Over 30%</p> <p>GHG reduction by vessels FY30 target (vs. FY21)</p>
<p>8-10%</p> <p>ROE (Return on Equity) Target as of FY26 Focus on efficiency relative to shareholders' equity</p>	<p>30%</p> <p>Share of women managers CY30 target (onshore positions for NYK non-consolidated)</p>

(*1) Our estimation of charter fee liabilities : About JPY 700 Bn each in FY22, 23, and 26

(*2) (Operating income after tax + Extraordinary profit & loss after tax + Equity in earnings of affiliates + Dividend income) ÷ (Invested capital)

(*3) (Current net profit) ÷ (Equity)

(*4) Above outlook does not include the JPY 200Bn share buyback scheduled for FY22-23 as its detail is still under consideration

[Click link to see our medium-term management plan, published in March 2023](#)

The NYK Group ESG Story (released in February 2021)

Integrating ESG into management strategy

Specified in the Medium-term Management Plan so as to realize both earnings maximization and sustainability of society and the environment

ESG management as growth strategy

- Aim to be a corporate group that remains essential to society
- Aim to be a Sustainable Solution Provider that creates new value for the stakeholders

New Value Creation to Realize the NYK Group of Tomorrow

- Reduce GHG emissions
- Convert to LNG fuel
- Taking on ambitious initiatives in the energy field
- Establish NYK group sustainability initiative

Bolstering of Human Resources and Organizations to Advance New Value Creation

- Nurture human resources who promote innovation
- Build an organization that can fully leverage the diversity of 35,000 employees
- System and workstyle that enhance the capabilities of each employee

Strengthening of the Management Base to Support ESG management

- Group governance that popularizes ESG management
- Raise the overall ability of the NYK Group as a whole by establishing the methods to propose and take decisions regarding measures for the next generation

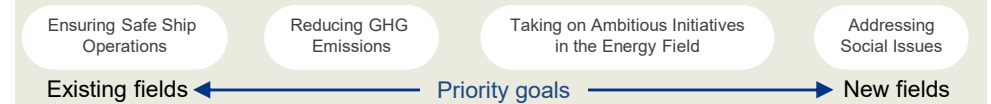
[Click link to see the NYK Group ESG Story, published February 2021](#)

The NYK Group ESG Story 2022 (released in March 2022)

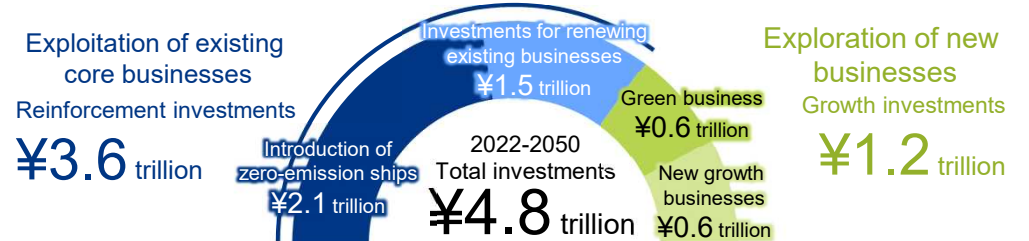
Roughly one year after the release of the NYK Group ESG Story, we published the NYK Group ESG Story 2022. This update describes a year of progress toward integrating ESG into our management strategies. This document also includes certain parts of our growth strategy from an ultra-long-term perspective, representing a preliminary step in the formulation of our next medium-term management plan, which will begin in fiscal 2023.



Creating new value that will transform the NYK Group



Strategic Investments, Particularly in Environment-Related Fields

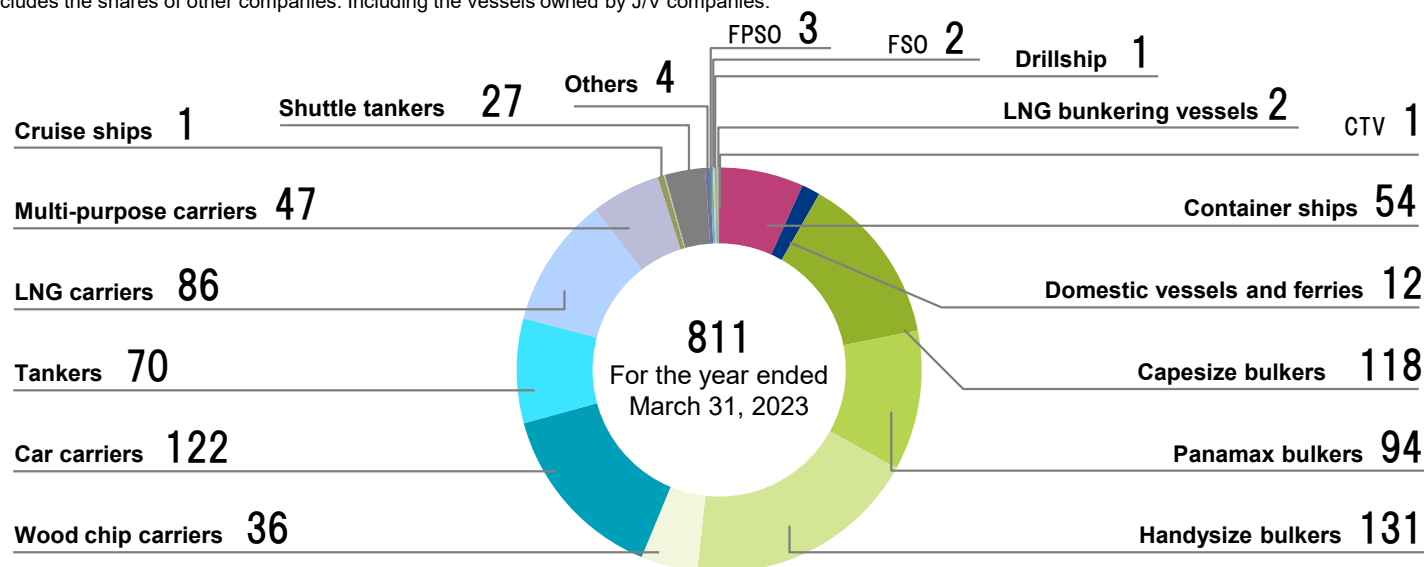


[Click link to see the NYK Group ESG Story 2022, published March 2022](#)

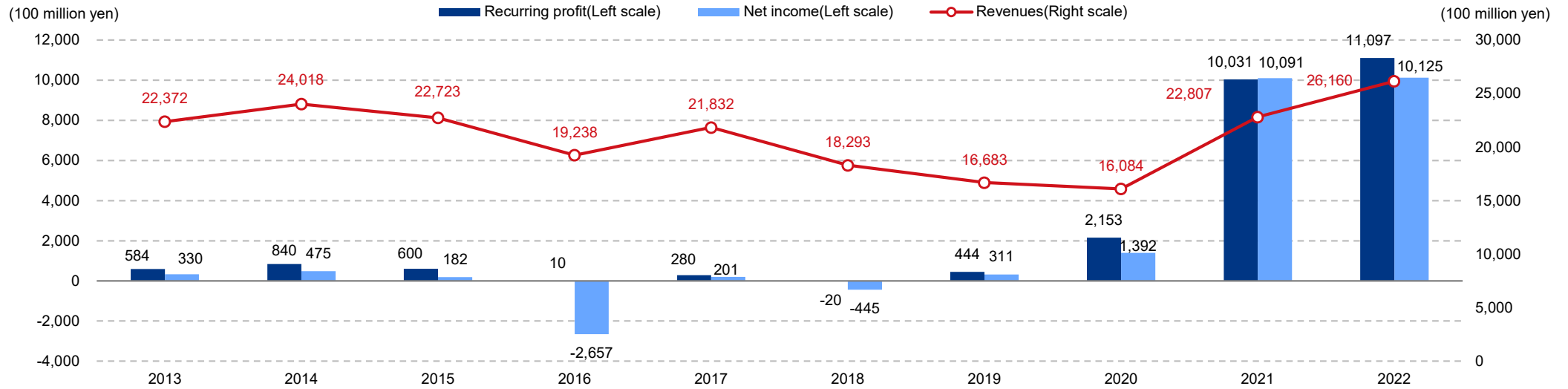
Fleet in Operation

The classification of the business segment	Type of Vessel	As of March 31, 2022				As of March 31, 2023					
		Owned (Incl. Co-Owned)	Chartered	Total		Owned (Incl. Co-Owned)	Chartered	Total			
		Vessels	Vessels	Vessels	DWT (1,000 K/T)	Vessels	DWT (1,000 K/T)	Vessels	DWT (1,000 K/T)	Vessels	DWT (1,000 K/T)
Liner Trade	Container ships	26	29	55	4,705	26	1,665	28	2,973	54	4,638
Logistics	Domestic vessels and ferries	5	7	12	71	5	29	7	41	12	70
Bulk Shipping	Capesize bulkers	20	91	111	21,784	20	3,923	98	19,188	118	23,111
	Panamax bulkers	35	56	91	7,869	34	3,032	60	5,186	94	8,218
	Handysize bulkers	55	97	152	7,582	55	2,745	76	3,902	131	6,647
	Wood chip carriers	11	26	37	2,013	13	667	23	1,263	36	1,930
	Car carriers	47	71	118	2,118	52	907	70	1,291	122	2,199
	Tankers	50	18	68	9,222	52	6,349	18	2,407	70	8,756
	LNG carriers	82	3	85	7,069	83	6,902	3	224	86	7,127
	Multi-purpose carriers	23	22	45	735	21	388	26	378	47	767
Others	4	0	4	29	4	29	0	0	4	29	
Other Businesses	Cruise ships	1	0	1	7	1	7	0	0	1	7
Total		359	420	779	63,209	366	26,648	409	36,857	775	63,505
Offshore business	Shuttle tankers			26	3,248					27	3,465
	FPSO			3	-					3	-
	FSO			2	-					2	-
	Drillship			1	-					1	-
Green business	LNG bunkering vessels			2	5					2	5
	CTV			1	0					1	0
Grand total				814	66,463					811	66,976

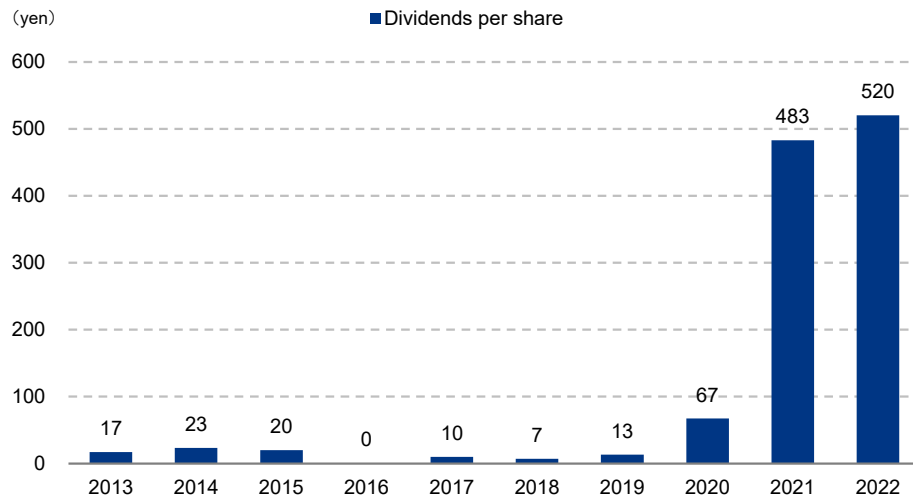
Note: Co-owned ship's DWT includes the shares of other companies. Including the vessels owned by J/V companies.



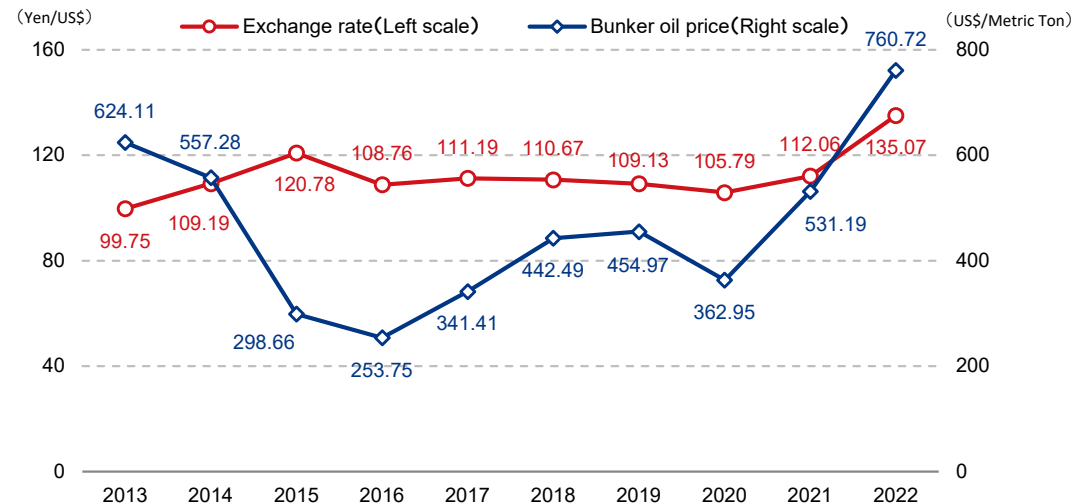
Performance Highlights



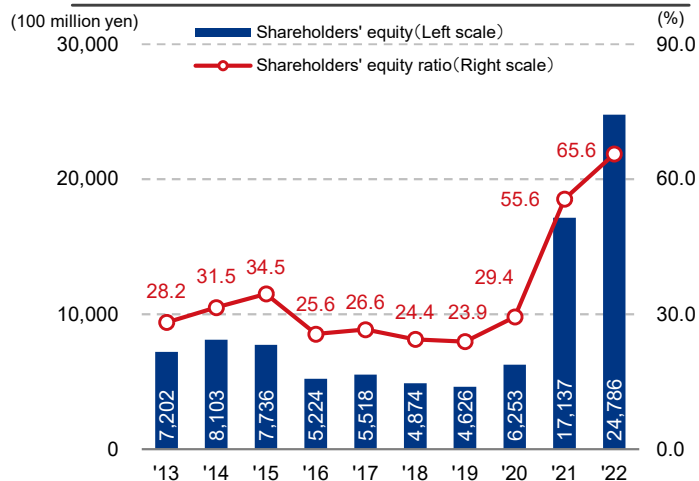
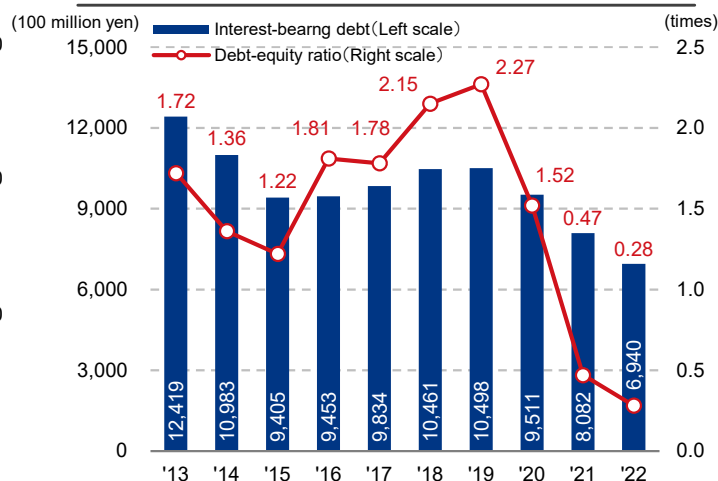
Dividends per Share *



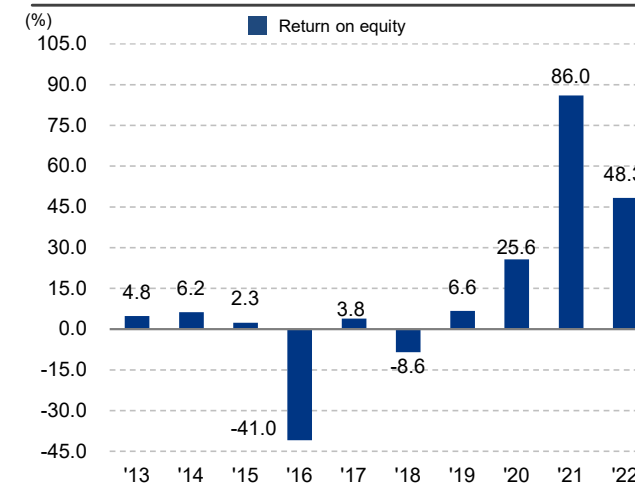
Transition of Exchange Rate and Bunker Oil Price



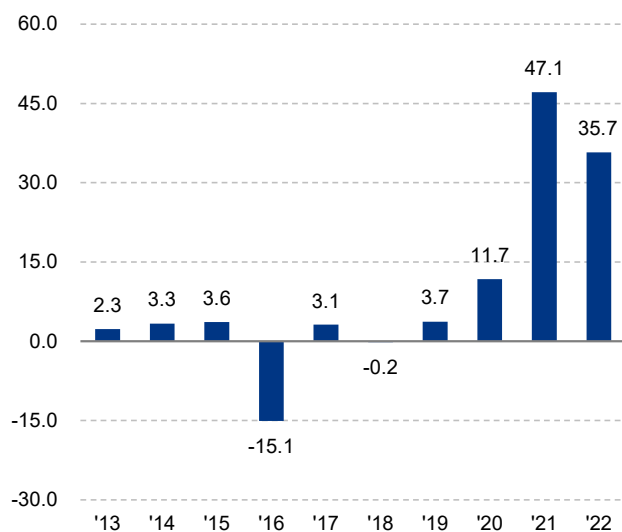
* Adjusted to reflect a 1-for-10 reverse stock split of common shares on October 1, 2017, and a 3-for-1 stock split of common shares on October 1, 2022. (Rounded to the nearest yen)

Shareholders' Equity and
Shareholders' Equity RatioInterest-bearing Debt and
Debt-equity Ratio

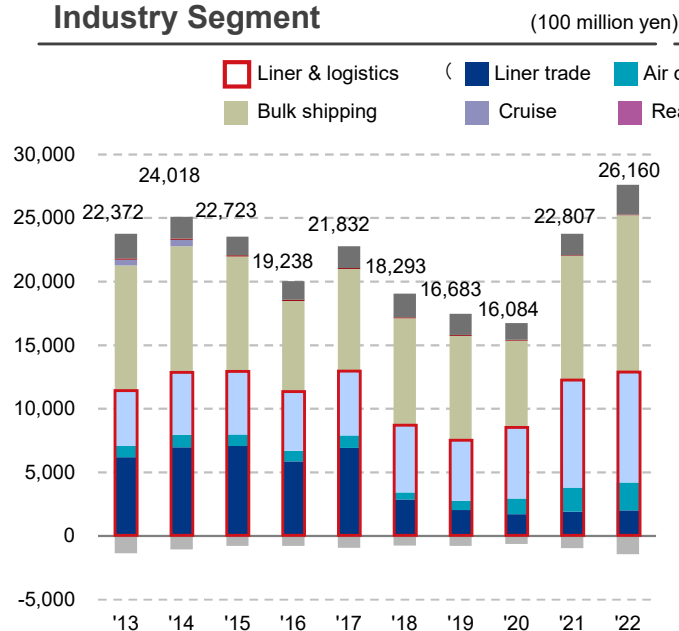
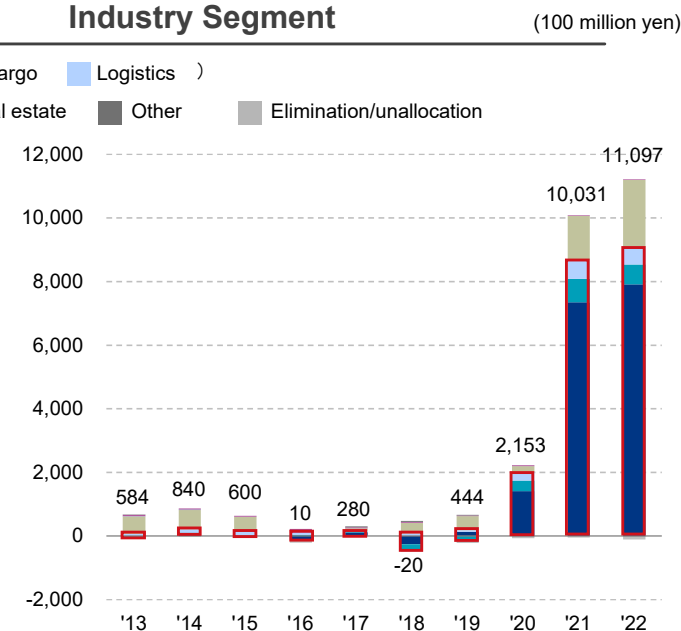
Return on Equity (ROE)



Return On Invested Capital (ROIC)



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

Revenues by
Industry SegmentRecurring Profit by
Industry Segment

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.

Fleet Sizes of Full Container Transport Operators

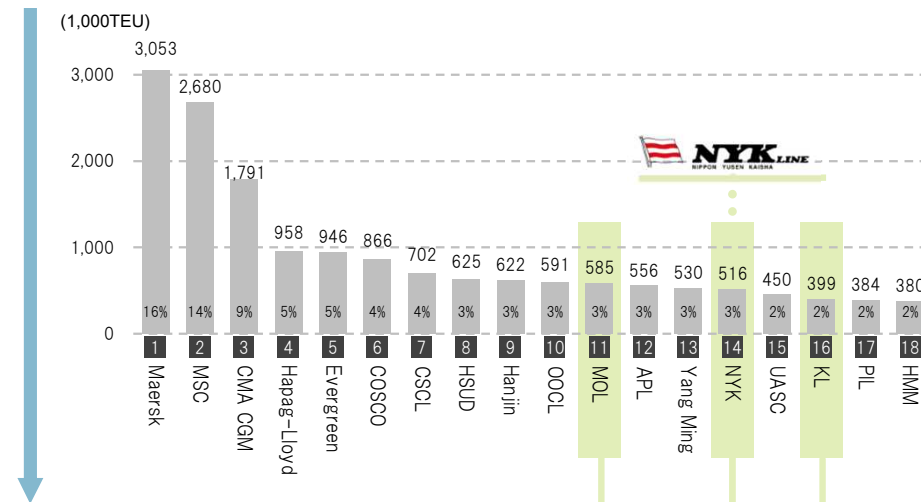
Operator		As of December 31, 2022				As of December 31, 2021			
		Ranking	Vessels	TEUs	Share	Ranking	Vessels	TEUs	Share
MSC	Switzerland	1	697	4,540,539	17.7%	1	629	4,228,670	17.2%
Maersk	Denmark	2	704	4,155,962	16.2%	2	723	4,148,571	16.9%
CMA CGM	France	3	562	3,346,454	13.1%	3	528	3,107,115	12.6%
COSCO	China	4	417	2,804,844	11.0%	4	435	2,877,219	11.7%
Hapag-Lloyd	Germany	5	249	1,778,814	6.9%	5	243	1,715,255	7.0%
Evergreen	Taiwan	6	212	1,661,475	6.5%	7	207	1,466,980	6.0%
ONE	Singapore	7	203	1,514,838	5.9%	6	212	1,541,191	6.3%
HMM	Korea	8	75	815,047	3.2%	8	74	814,300	3.3%
Yang Ming	Taiwan	9	95	715,400	2.8%	9	92	664,062	2.7%
ZIM	Israel	10	131	509,660	2.0%	11	113	429,263	1.7%
Wan Hai	Taiwan	11	164	467,266	1.8%	10	163	450,837	1.8%
PIL	Singapore	12	87	290,614	1.1%	12	86	275,134	1.1%
SITC	China	13	107	161,845	0.6%	15	92	138,011	0.6%
KMTC	Korea	14	64	147,565	0.6%	13	71	173,481	0.7%
IRISL	Iran	15	29	145,372	0.6%	14	29	145,372	0.6%
Total of top 15 companies		-	3,796	23,055,695	90.0%	-	3,697	22,175,461	90.2%
Other		-	1,814	2,552,373	10.0%	-	1,731	2,419,312	9.8%
Total		-	5,610	25,608,068	100%	-	5,428	24,594,773	100%

Source: Compiled by NYK Line based on data published by MDS, IHS-Markit, various reports

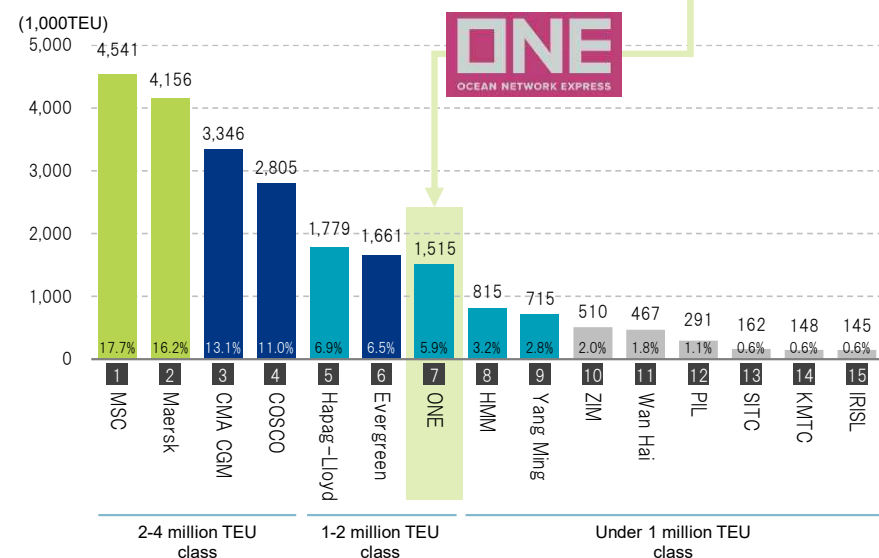
Operating Environment of the Container Shipping Business

Competitive Conditions Changed as Acquisitions and Mergers Expand Scale of Market Players

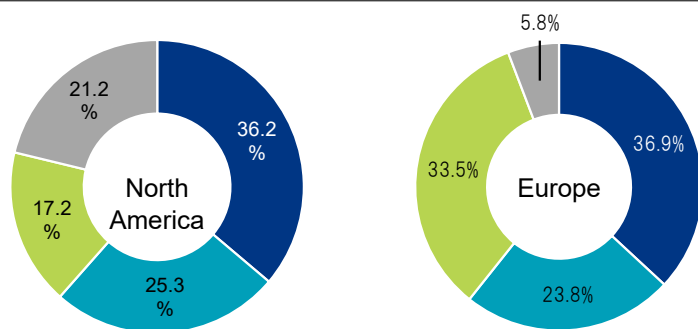
Container Shipping Capacity as of September 2015



Container Shipping Capacity as of December 2022



Share of Megacarriers and Alliances on Core Routes

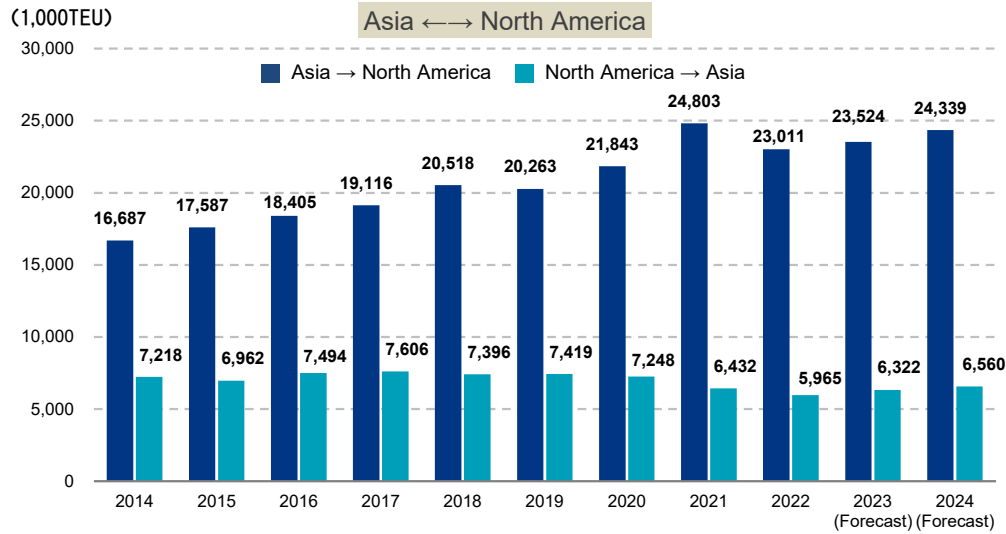


■ Ocean Alliance: COSCO*1, CMA CGM*2, Evergreen
■ THE Alliance: ONE, Yang Ming, HMM, Hapag-Lloyd
■ 2M: Maersk, MSC, ZIM
■ Other

*1 includes OOCL
*2 includes APL

Source : Compiled by NYK Line based on data as of February 28, 2023, published by MDS in March,2023.

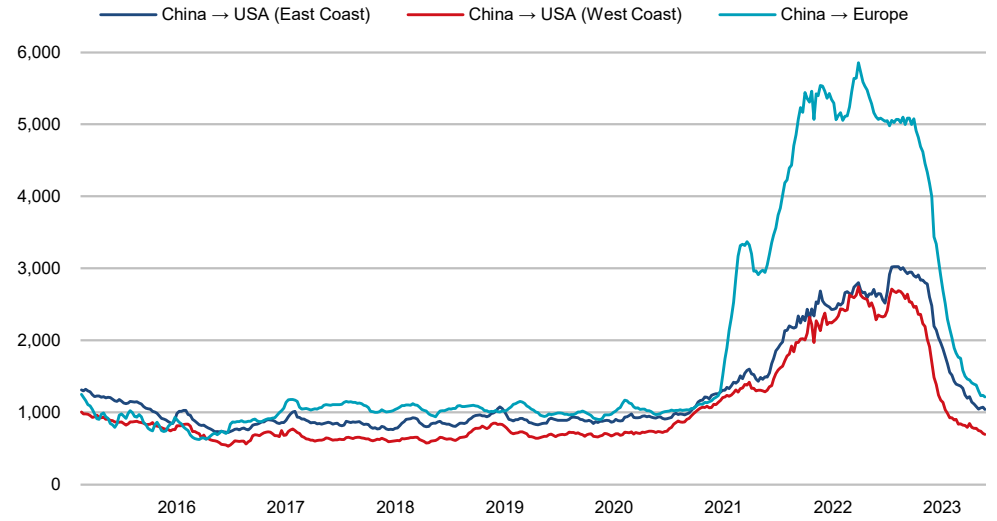
Container Transport Volumes



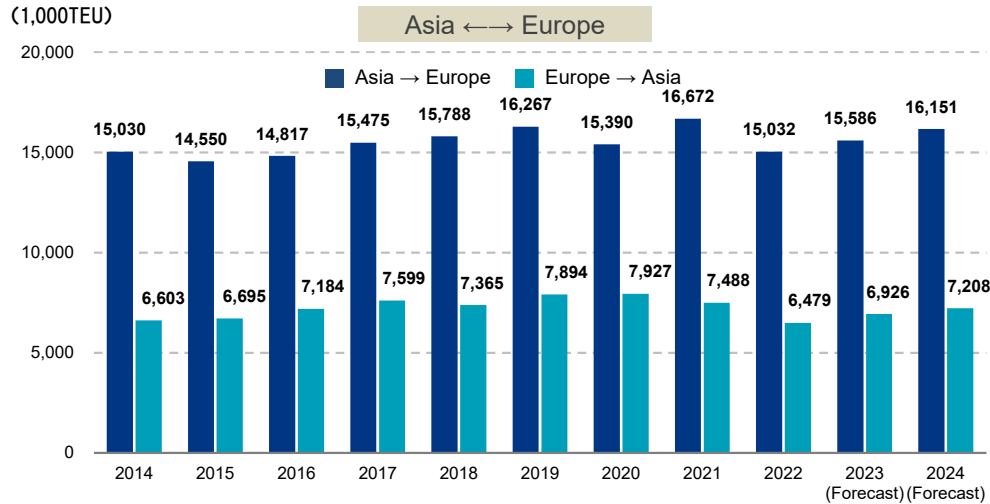
Source : Compiled by NYK Line based on Drewry Maritime Research Container Forecaster Quarter 1 · Mar 2023

Freight Rates

(Jan. 1, 1998 = 1,000 point)

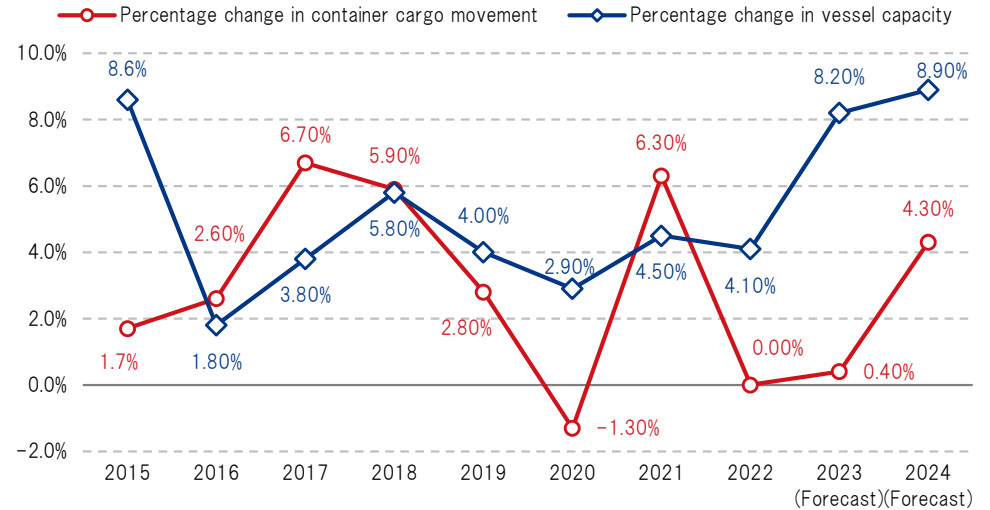


Source : China (Export) Containerized Freight Index



Source : Compiled by NYK Line based on Drewry Maritime Research Container Forecaster Quarter 1 · Mar 2023

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



Source: Compiled by NYK Line referencing Alphaliner Monthly Monitor March 2023 and Drewry Maritime Research Container Forecaster Quarter 1 · Mar 2023

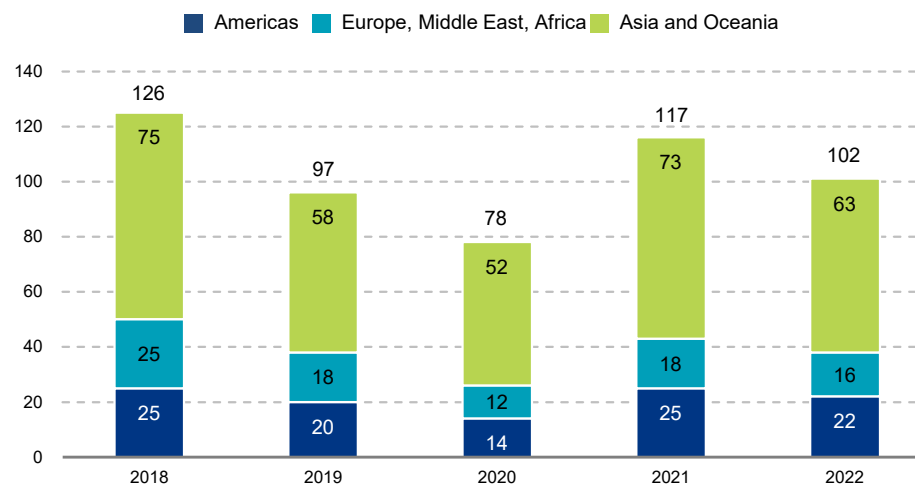
International + Domestic Rankings of Air Freight Operators

Ranking	Company	Capacity (Millions of ton kilometers)
1	Federal Express	20,660
2	Qatar Airways	16,102
3	United Parcel Service	15,530
4	Emirates	11,842
5	Korean Air	10,430
6	Turkish Airlines	9,223
7	Cargolux	8,588
8	Atlas Air	8,442
9	Cathay Pacific Airways	8,215
10	China Southern Airlines	8,078
...		
FYI	All Nippon Airways	4,666
FYI	Nippon Cargo Airlines	2,785

Source : Compiled by NYK Line based on IATA Annual Statistics and each company's publications

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

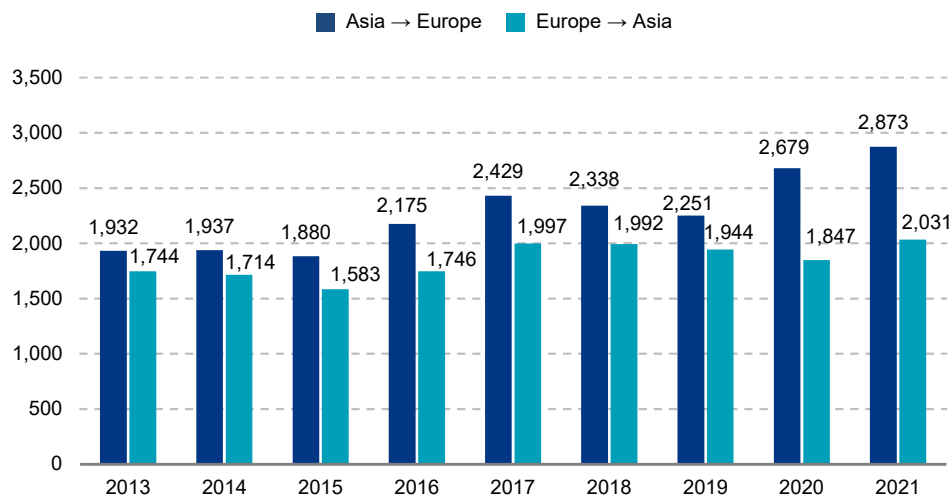
(10,000 deadweight tons)



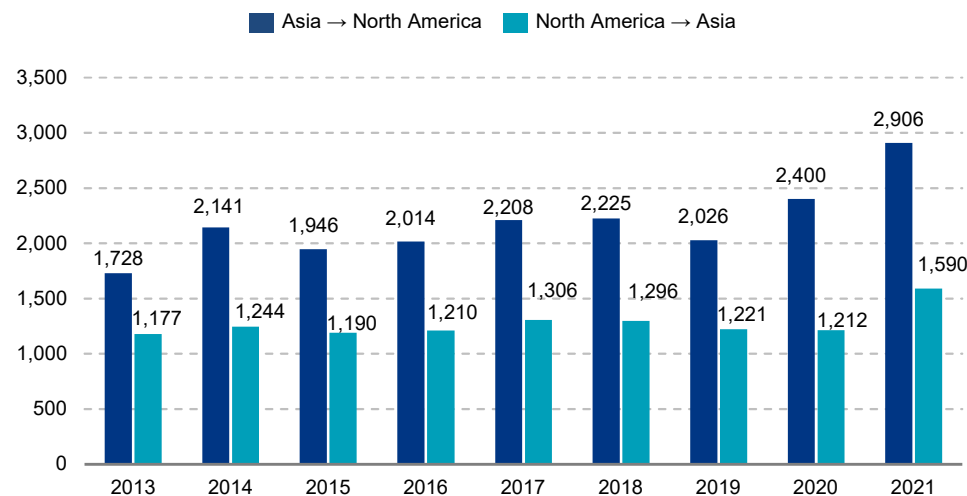
Source: Compiled by NYK Line based on JAJFA results

Asia ↔ North America, Europe Change in Market Volume

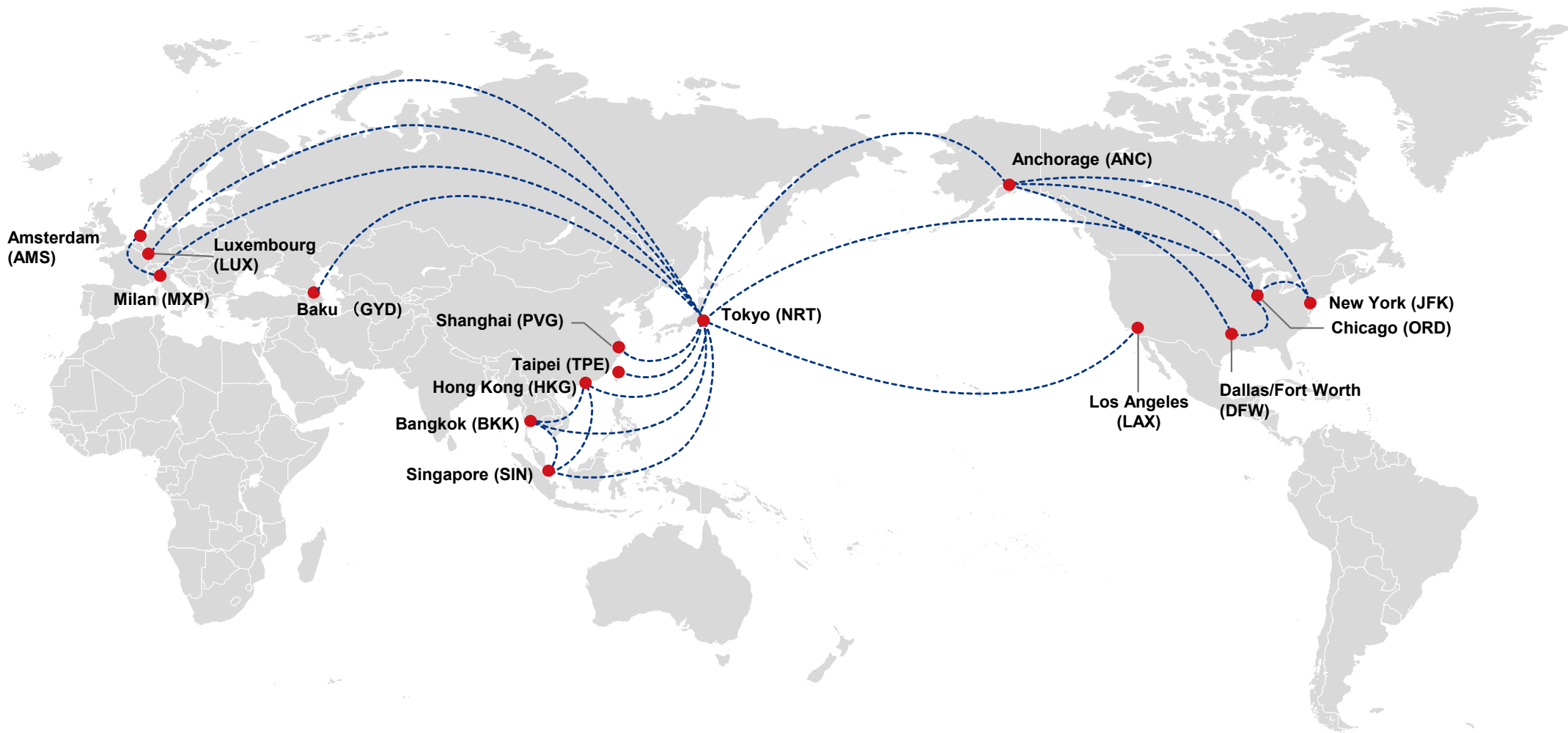
(1,000 tons)



Source: Compiled by NYK Line based on Seabury Trade Database



NCA Service Network



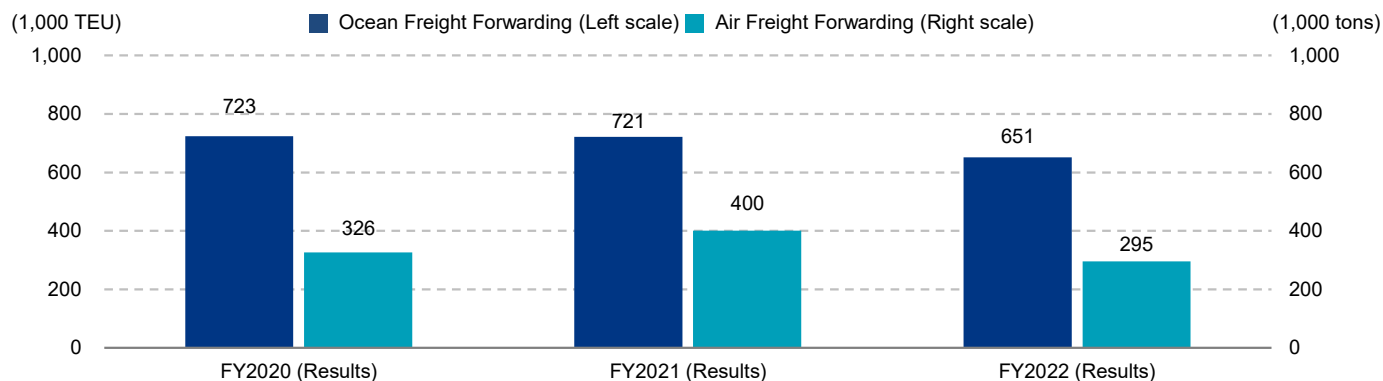
Comparison of Global Freight Forwarders

(CY2021)

Provider	Ocean Freight Forwarding (1,000 TEU)	Air Freight Forwarding (1,000 tons)
Yusen Logistics	742	410
Kuehne + Nagel	4,613	2,220
DHL Supply Chain & Global Forwarding	3,142	2,096
DSV	2,493	1,510
DB Schenker	2,003	1,438
Sinotrans	3,940	804
Expeditors	1,047	1,047
C.H. Robinson	1,500	300
CEVA Logistics	1,269	474
Nippon Express	747	971
Kerry Logistics	1,229	520
UPS Supply Chain Solutions	620	988
GEODIS	900	346
Kintetsu World Express	715	728
Hellmann Worldwide Logistics	977	652
Allcargo Logistics	952	901
Bollere Logistics	826	656
CTS International Logistics	1,051	416
LX Pantos	1,658	142
DACHSER	530	365

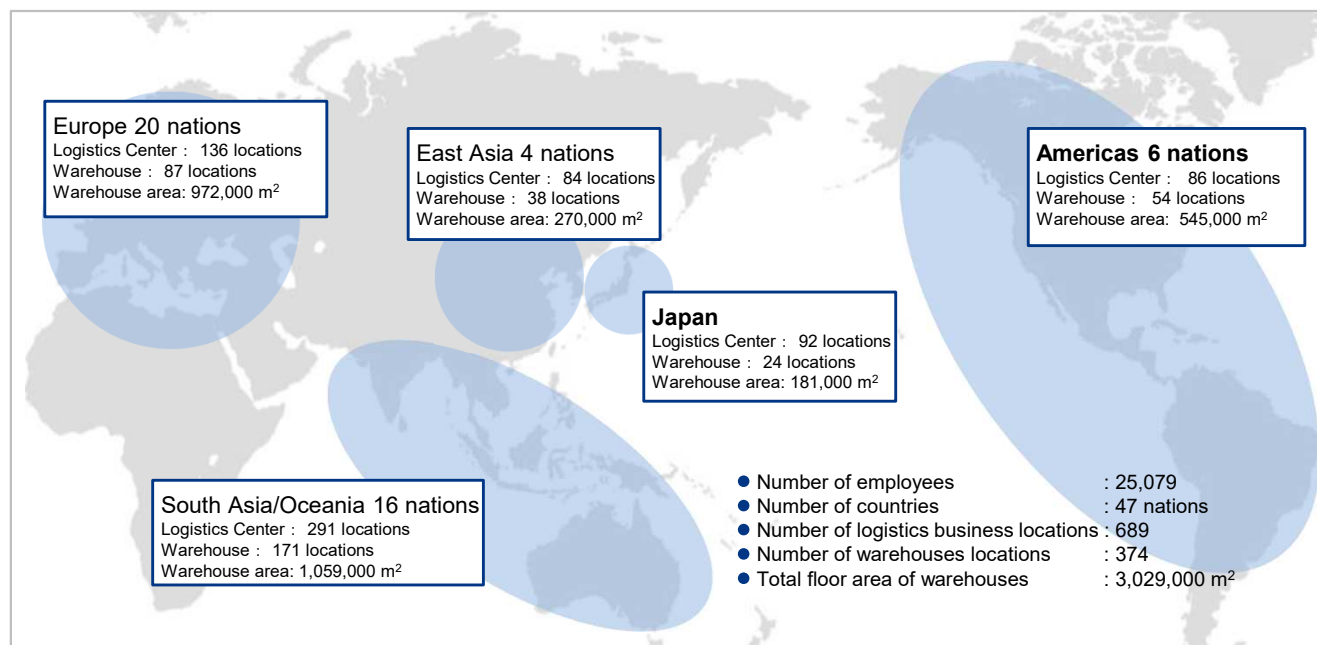
Source: Created by NYK Line based on ARMSTRONG ASSOCIATES, INC. Database

Cargo Volume in Ocean Forwarding and Air Forwarding



Logistics Center Locations

(As of March 31, 2023)



Global Car Transport Fleet Ranking

(As of December 31, 2022)

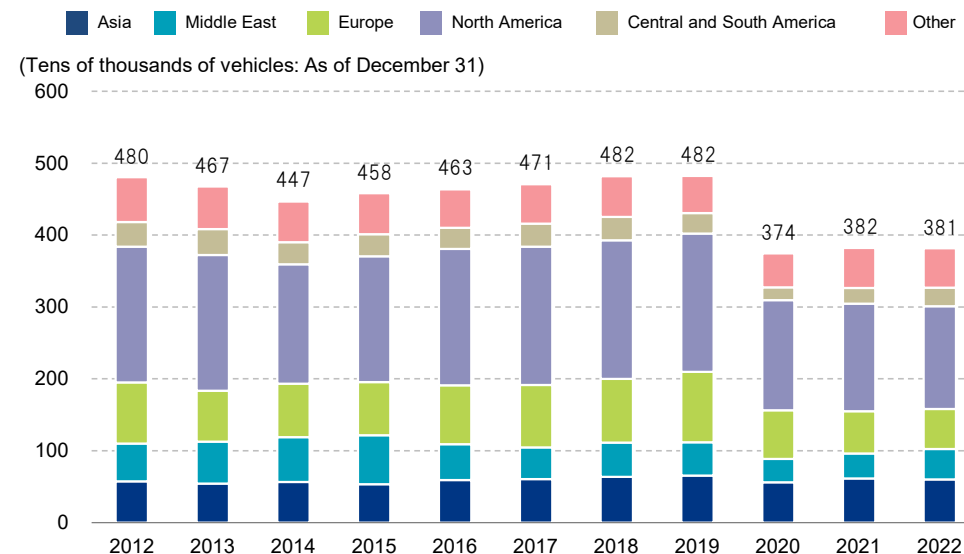
Ranking	Operator	Vessels	Share (%)	Capacity (Cars)	Share (%)
1	WWL	109	16.1%	743,023	18.4%
2	NYK Line	104	15.3%	635,026	15.8%
3	Mitsui O.S.K. Line	83	12.2%	503,409	12.5%
4	K-Line	75	11.0%	459,908	11.4%
5	GLOVIS	74	10.9%	492,730	12.2%
6	GRIM	55	8.1%	268,892	6.7%
7	HAL	36	5.3%	248,515	6.2%
8	NEPTUN	15	2.2%	60,100	1.5%
9	Toyofuji Shipping Co., Ltd.	14	2.1%	62,760	1.6%
10	GSL	11	1.6%	51,870	1.3%
11	UECC	10	1.5%	41,210	1.0%
12	ARC	9	1.3%	59,706	1.5%
13	AN JI	8	1.2%	35,600	0.9%
13	ECL	8	1.2%	31,600	0.8%
13	SALLAU	8	1.2%	37,329	0.9%
—	Other	60		300,171	
Total		679		4,031,849	

Source: Hesn Shipping AS "The Car Carrier Market 2022"

Note: 1 : This table includes only vessels with a capacity of 2,000 cars or more.

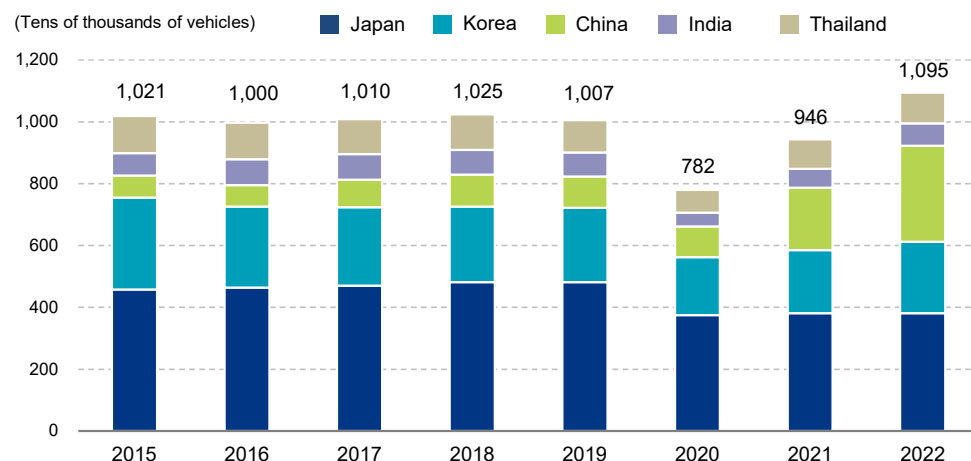
2 : The number of vessels of WWL include the number of vessels of EUKOR affiliated with WWL Group.

Japanese Automaker Exports (By Destination)



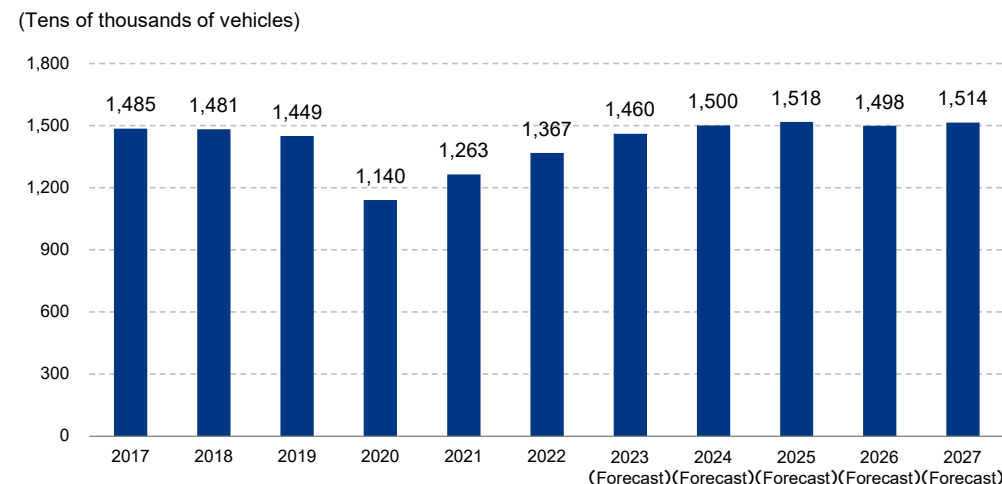
Source: Japan Automobile Manufacturers Association, Inc.

Car Exports from Main Asian Countries



Source: Source: Japan Automobile Manufacturers Association, Inc., FOURIN, CAAM

Worldwide Car Transport Volume



Source: Created by NYK Line (including estimation)

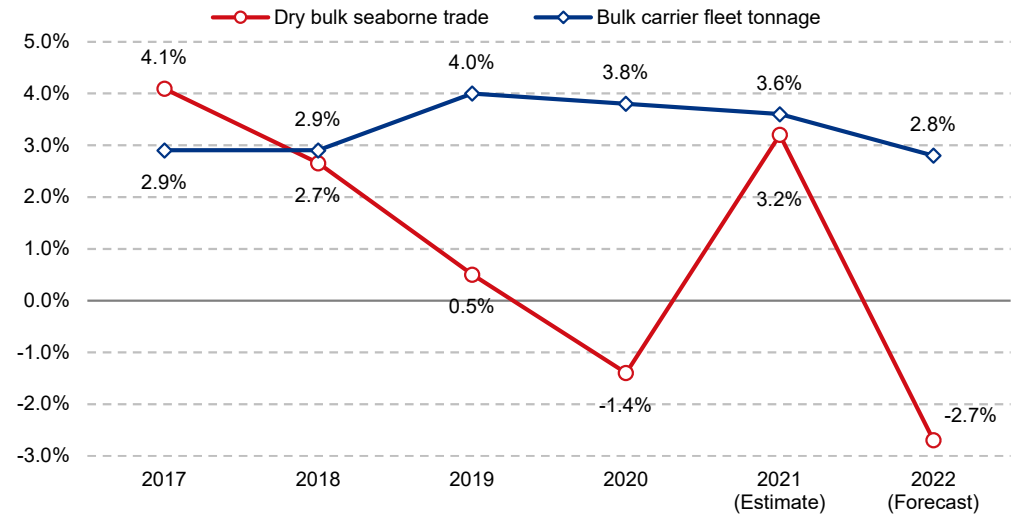
Bulk Carrier Fleet Ranking

(As of January 1, 2023)

Ranking	Company	Kt (dwt)	Vessels
1	China COSCO Shipping	37,638	336
2	NYK Line	23,048	207
3	Star Bulk Carriers	14,071	128
4	Fredriksen Group	13,982	100
5	China Merchants	13,031	115
6	Berge Bulk	12,630	67
7	K-Line	11,938	99
8	Pan Ocean	11,377	80
9	ICBC	11,305	36
10	Mitsui O.S.K. Line	10,217	84
11	China Development Bank	10,023	112
12	Oldendorff Carriers	9,937	95
13	H-Line Shipping	8,618	43

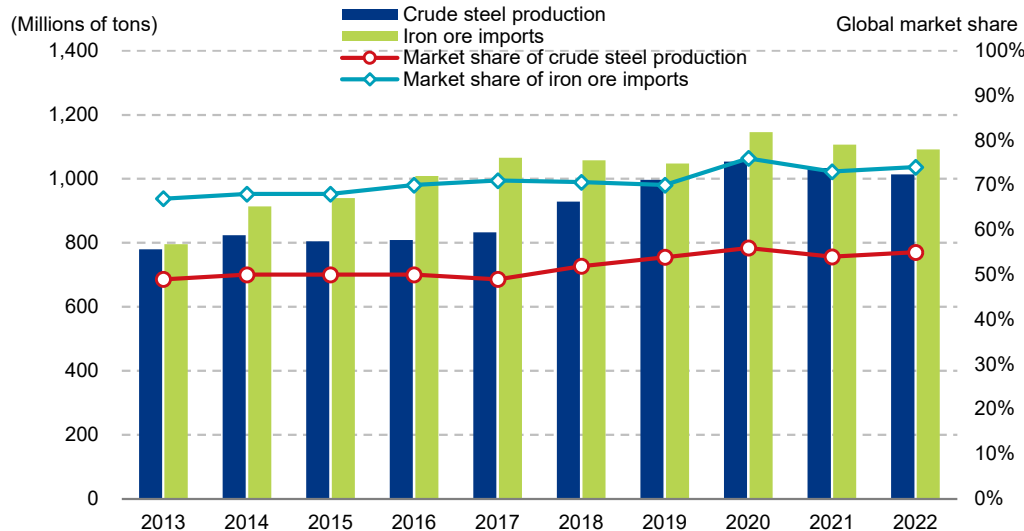
Source: Compiled by NYK Line based on Clarkson Database

Increase in Seaborne Trade and Fleet Tonnage



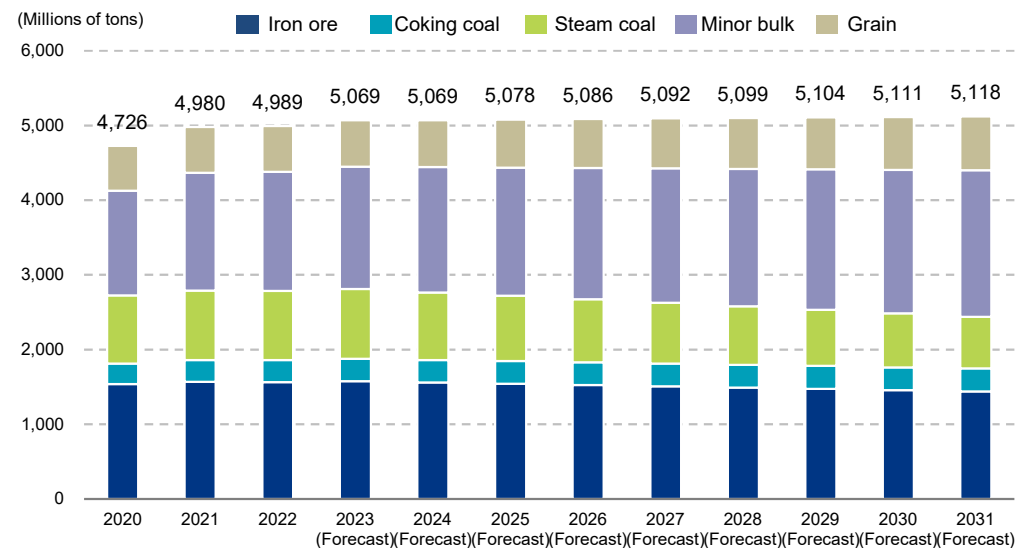
Source: Clarkson Dry Bulk Trade Outlook (March, 2023)

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



Source: : Clarkson Dry Bulk Trade Outlook (March, 2023)

Volume and Forecast of Dry Bulk Seaborne Trade

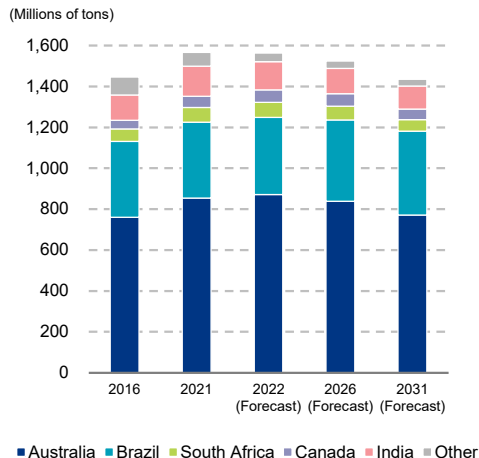


Source: Created by NYK Line (including estimation)

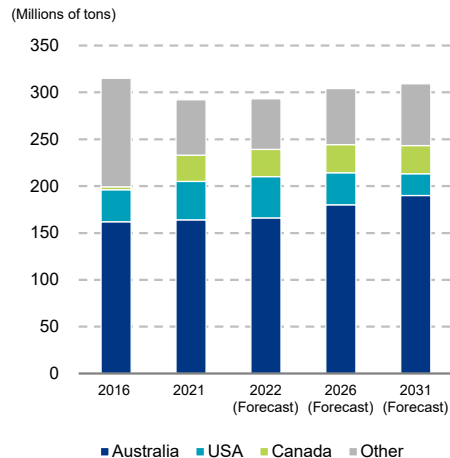
Dry Bulk Cargo Export and Import

Export

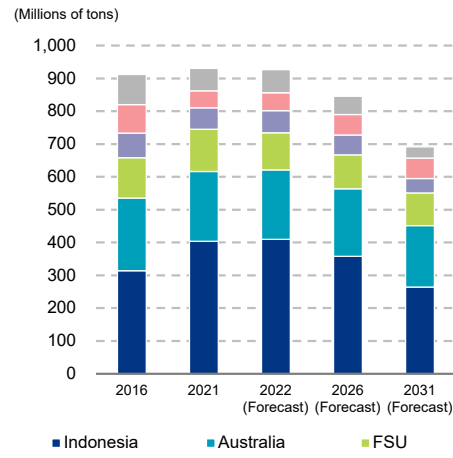
Iron Ore



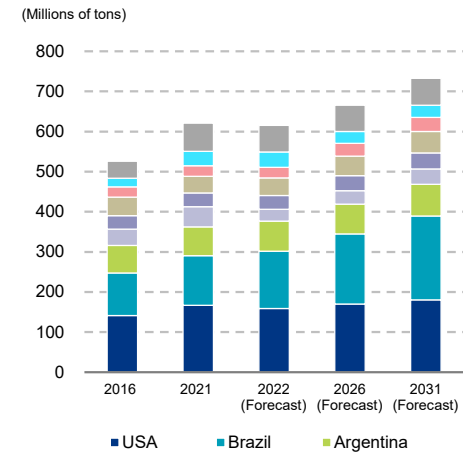
Coking Coal



Steam Coal

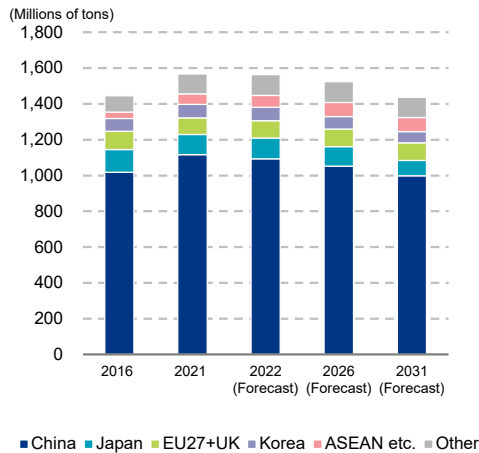


Grain

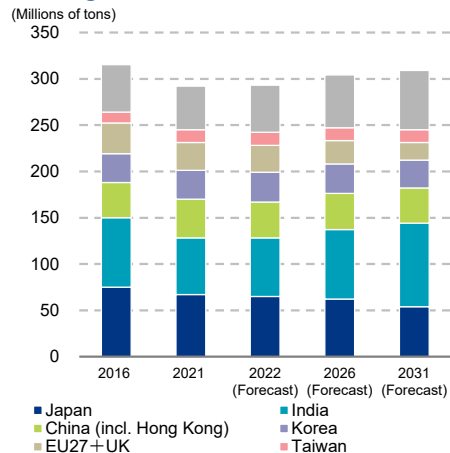


Import

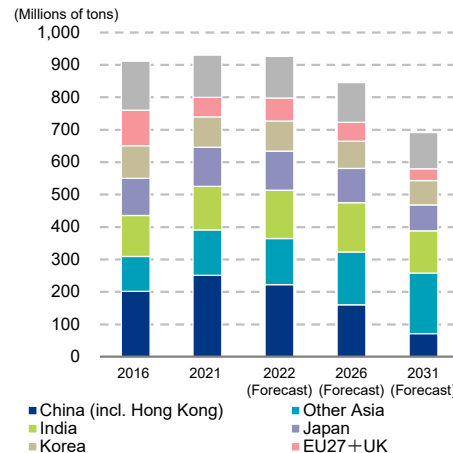
Iron Ore



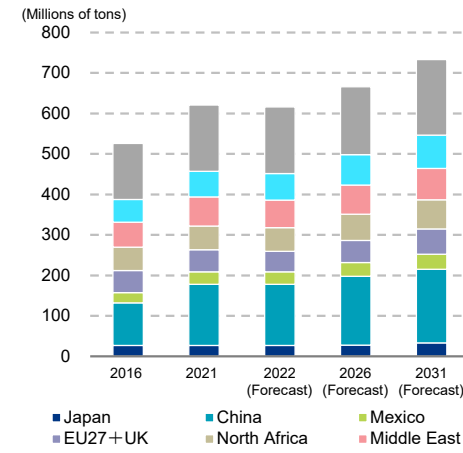
Coking Coal



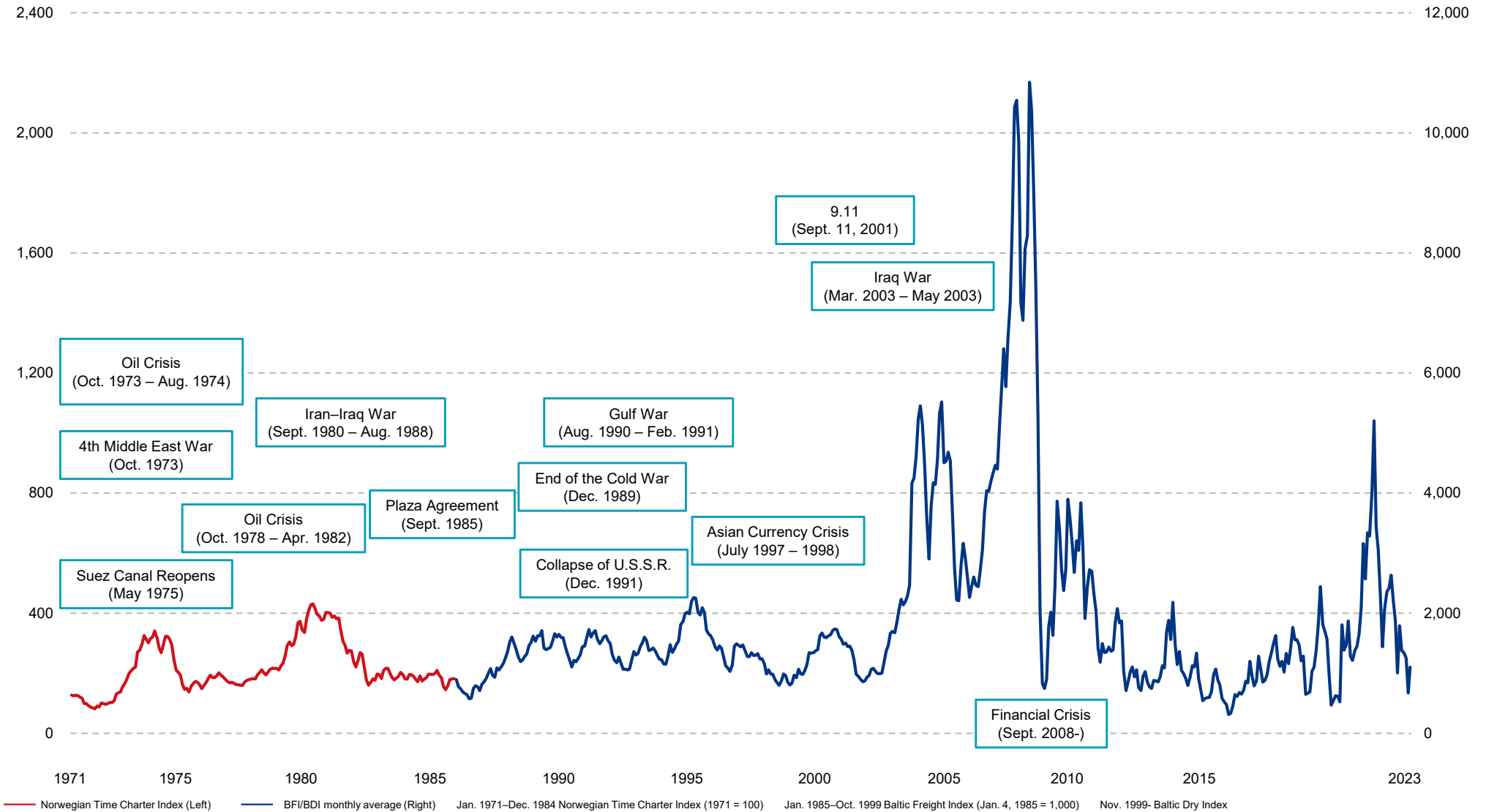
Steam Coal



Grain



Dry Bulk Market Trends



BDI: Baltic Dry Index. An index for bulk carrier costs.

Tanker Fleet Ranking

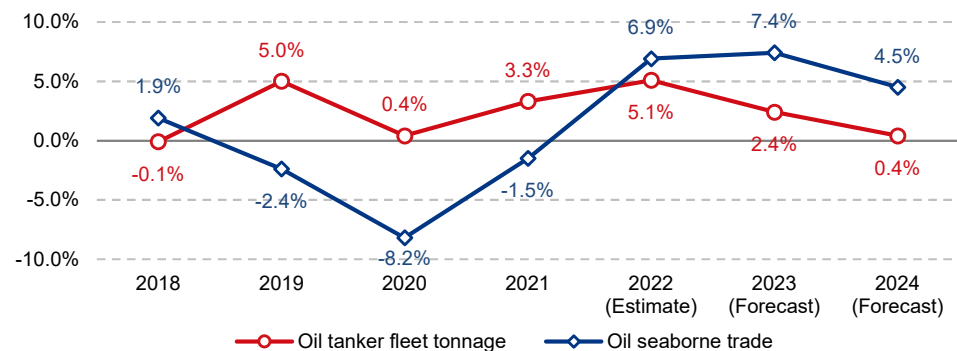
(As of January 1, 2023)

Ranking	Company	Kt (dwt)	Vessels
1	China COSCO Shipping	21,742	155
2	China Merchants	18,862	109
3	Unknown	18,121	206
4	Euronav NV	15,386	60
5	Fredriksen Group	15,182	86
6	Bahri	13,963	81
7	Angelicoussis Group	13,749	51
8	Nat Iranian Tanker	13,495	53
9	Dynacom	11,933	70
10	Mitsui O.S.K. Line	10,982	119
11	Sinokor Merchant	10,055	89
12	SCF Group	8,729	95
13	NYK Line	8,726	67
14	Petronas	8,700	56
15	International Seaways	8,220	74

Source : Compiled by NYK Line based on Clarkson Database

Increase in Seaborne Trade and Fleet Tonnage

(Sum of Crude Oil and Oil Product Tankers)

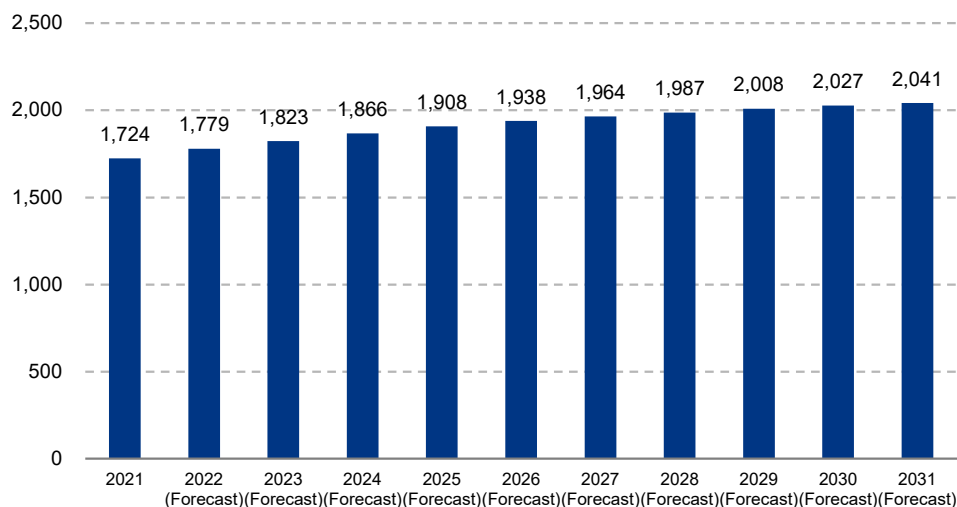


Source : Compiled by NYK Line referring Clarksons Oil & Tanker Trades Outlook (March, 2023)

Crude Oil Export and Import

Volume and Forecast of Crude Oil Seaborne Trade

(Millions of tons)

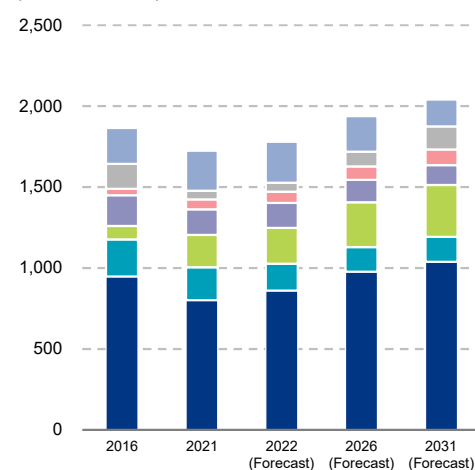


Source: NYK estimates based on available documents

Export



(Millions of tons)

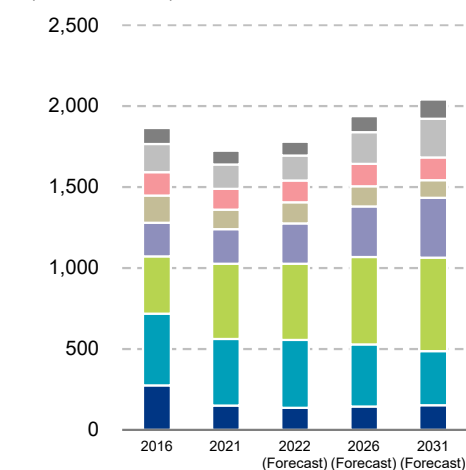


Source: Created by NYK Line (including estimation)

Import

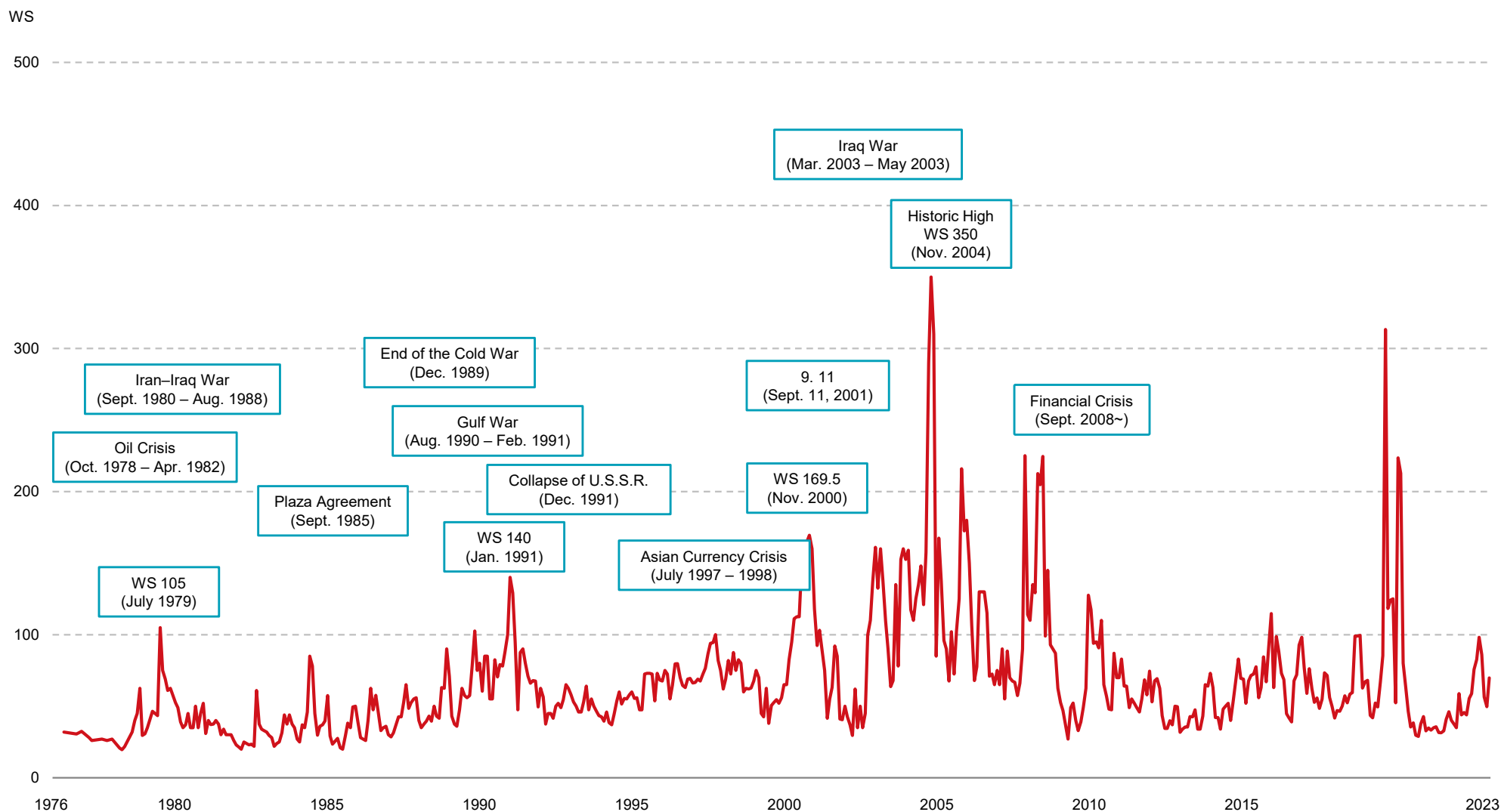


(Millions of tons)



Source: Created by NYK Line (including estimation)

Oil Tanker Market (world scale) : VLCC from Middle East to Japan



WS: World Scale A cost index for oil tankers.
 The company used WS for Japanese-bound ships until December 6, 2015 and have been using WS trends for Chinese-bound ships for onwards.

Comparison of LNG Fleets

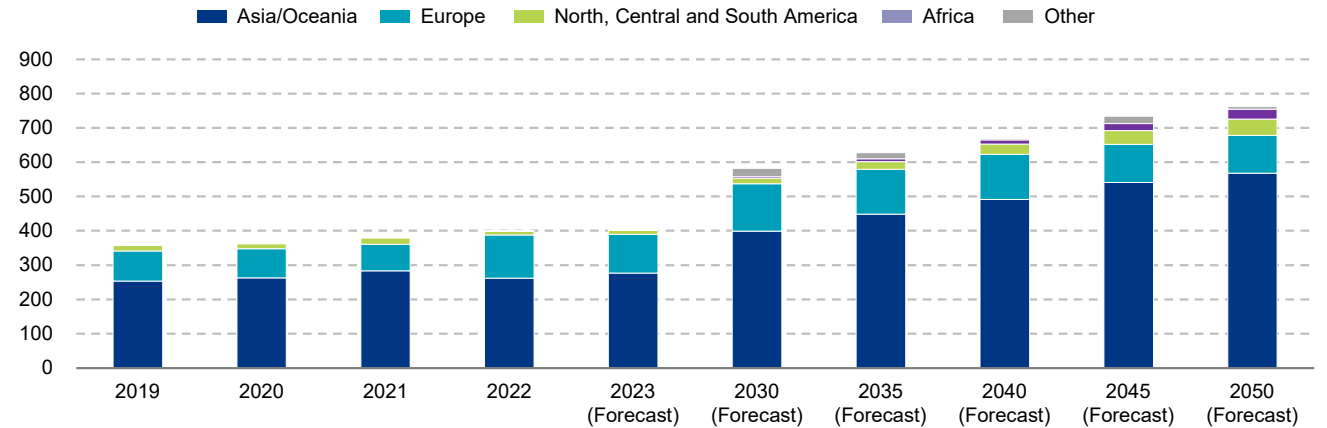
(Vessels delivered by End of March, 2023)

Company	Vessels
Mitsui O.S.K. Line	91
NYK Line	86
Nakilat	74
Sea Peak	47
K-Line	44
Maran Gas Maritime Inc.	44
GasLog Ltd. c/o GasLog LNG	35
MISC	30
BW	25
Knutsen	22
China LNG Shipping (Holdings) Limited	21
MITSUI & CO., LTD	16
Flex LNG Ltd.	13
SK Shipping	12
Bonny Gas Transport	11
Golar LNG	10
Qatar Gas	10

Source: Compiled by NYK Line with reference to IHS Report
 Note : Number of vessels shown above are counted as one vessel regardless of the share of the vessel.
 The number of LNG vessels in shipping fleets does not include remodeled floating storage and regasification units.

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 (Top15)

2022 Ranking of LNG export countries (mtpa)

Ranking	Country	mtpa	Share (%)
1	Qatar	81.5	20.4
2	Australia	80.0	20.1
3	U.S.A. (Atlantic)	78.6	19.7
4	Russia	32.6	8.2
5	Malaysia	27.4	6.9
6	Nigeria	14.7	3.7
7	Indonesia	14.5	3.6
8	Oman	11.4	2.9
9	Algeria	10.5	2.6
10	Papua New Guinea	8.3	2.1
11	Trinidad and Tobago	8.1	2.0
12	Egypt	7.1	1.8
13	United Arab Emirates	5.5	1.4
14	Brunei	4.7	1.2
15	Angola	3.3	0.9
Total Global Export Volume		399.1	

2050 Ranking of LNG export countries (mtpa) (forecast)

Ranking	Country	mtpa	Share (%)
1	U.S.A. (Atlantic)	192.9	25.3
2	Qatar	153.6	20.2
3	Russia	102.3	13.4
4	Australia	67.3	8.8
5	Mozambique	54.0	7.1
6	Canada	34.5	4.5
7	Nigeria	25.2	3.3
8	Iran	16.9	2.2
9	United Arab Emirates	14.5	1.9
10	Indonesia	13.3	1.7
11	Mexico	13.1	1.7
12	Malaysia	10.0	1.3
13	Papua New Guinea	9.5	1.2
14	Tanzania	9.4	1.2
15	Mauritania	9.4	1.2
Total Global Export Volume		761.9	

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

Head Office	3-2, Marunouchi 2-chome, Chiyoda-ku, Tokyo 100-0005, Japan Phone: +81-3-3284-5151 Web site: https://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 June each year.
Common Stock	Number of authorized shares: 895,065,000 Number of issued and outstanding shares: 510,165,294
Stock Listing	NYK's shares are listed for trading on the following stock exchanges: the Prime sections of Tokyo
Number of Shares per Unit	The Company's stock is traded in units of 100 shares each.
Share Registrar and Special Management of Accounts	Mitsubishi UFJ Trust and Banking Corporation Contact information: Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department 1-1 Nikko-cho, Fuchu-shi, Tokyo Mitsubishi UFJ Trust and Banking Corporation Transfer Agency Department Shin-Tokyo Post Office, PO box No.29, Tokyo, 137-8081, Japan
Public Notices	The Company's public notices are available through electronic distribution. https://www.nyk.com/ir/stock/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 <i>the Nihon Keizai Shimbun</i> , published in Tokyo, Japan.
Independent Auditor	Deloitte Touche Tohmatsu Marunouchi Nijubashi Building 3-2-3 Marunouchi, Chiyoda-ku, Tokyo, Japan

Ratings

Rating and Investment Information, Inc. (Issuer Rating (outlook))	A (Stable)
Japan Credit Rating Agency, Ltd. (Long-term Issuer Rating (outlook))	A+ (Positive)
Moody's Japan K.K. (Issuer Rating (outlook))	Ba1 (Stable)

Principal Shareholders

Shareholder	Number of shares held
The Master Trust Bank of Japan, Ltd. (Trust Account)	81,008,600
Custody Bank of Japan Ltd. (Trust Account)	24,654,297
STATE STREET BANK WEST CLIENT – TREATY 505234	13,525,036
Meiji Yasuda Life Insurance Company	8,273,778
THE BANK OF NEW YORK MELLON 140044	7,571,146
STATE STREET BANK AND TRUST COMPANY 505103	7,205,167
Mitsubishi Heavy Industries, Ltd.	6,155,793
Tokio Marine and Nichido Fire Insurance Co., Ltd.	5,210,334
SMBC Nikko Securities Inc.	4,420,300
STATE STREET BANK AND TRUST COMPANY 505225	4,404,921

Stock Price Range (Tokyo Stock Exchange)

(Yen)



NYK Line conducted a stock split at a ratio of 1 ordinary share to 3 ordinary shares on October 1, 2022. The price in the graph above takes into consideration of the effect of this stock split.



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