

# FACT BOOK II

(Financial Data and Latest Market Data)

## 2008

For the Year Ended March 31,2008

Ticker code: 9101



25-Apr-08  
Quarterly Updated

<http://www.nyk.com/english/ir/>

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## Comparison of Consolidated Performance to Forecasts

### Comparison of Fiscal Years to March 31, 2008 and 2009 (Forecast)

#### ● Consolidated

(Millions of yen)

(Years ending March 31)	2005	2006	2007	2008	2009 (Forecast)	Change( 2008vs 2009(Forecast))	
Revenues	1,606,098	1,929,302	2,164,279	2,584,626	2,700,000	115,374	4.5%
Consolidated/Non-Consolidated	1.91	2.00	2.02	1.97	2.00		
Operating income	161,375	140,481	104,941	202,079	214,000	11,921	5.9%
Consolidated/Non-Consolidated	1.58	1.93	2.26	2.17	2.10		
Recurring profit	154,803	140,451	107,534	198,480	210,000	11,520	5.8%
Consolidated/Non-Consolidated	1.45	1.71	2.05	1.87	1.68		
Net income	71,326	92,058	65,037	114,139	140,000	25,861	22.7%
Consolidated/Non-Consolidated	1.34	1.72	1.70	1.50	1.56		

#### ● Non-Consolidated

(Millions of yen)

(Years ending March 31)	2005	2006	2007	2008	09/3 (予)	Change( 2008vs 2009(Forecast))	
Revenues	841,137	962,857	1,070,180	1,312,566	1,350,000	37,434	2.9%
Operating income	101,916	72,938	46,403	93,027	102,000	8,973	9.6%
Recurring profit	106,641	82,018	52,430	106,135	125,000	18,865	17.8%
Net income	53,116	53,458	38,172	75,920	90,000	14,080	18.5%

## Consolidated Financial Highlights and Indicators

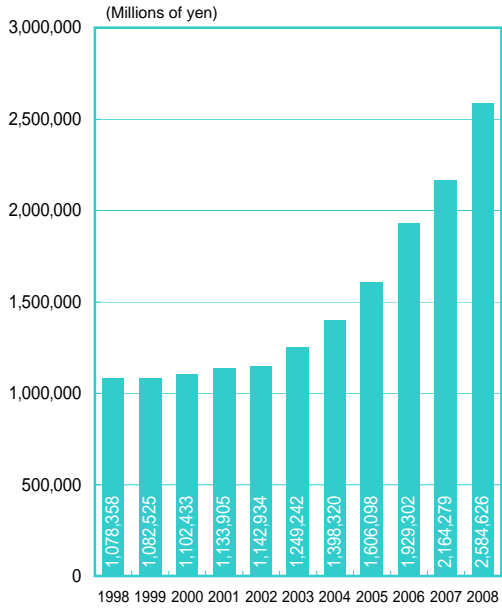
(Millions of yen)

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
1) Revenues	1,078,358	1,082,525	1,102,433	1,133,905	1,142,934	1,249,242	1,398,320	1,606,098	1,929,302	2,164,279	2,584,626
2) Operating income	46,287	47,738	70,869	87,640	65,558	69,122	91,933	161,375	140,481	104,941	202,079
3) Recurring profit	24,212	25,825	39,148	71,298	50,107	50,344	74,663	154,803	140,451	107,534	198,480
4) Net income	7,155	12,430	15,795	35,562	17,538	14,292	34,810	71,326	92,058	65,037	114,139
5) Interest expense	36,556	36,985	33,873	32,510	28,086	20,145	18,098	16,631	15,647	18,285	22,781
6) Interest and dividend income	10,917	13,855	10,155	9,082	11,588	5,406	5,264	5,167	8,990	12,000	13,784
7) Net interest expense (5-6)	25,639	23,130	23,718	23,428	16,498	14,739	12,834	11,464	6,657	6,285	8,997
8) Depreciation and amortization	54,110	58,605	66,088	69,494	67,299	66,111	65,689	66,814	73,814	80,487	92,400
9) Total assets	1,455,085	1,500,743	1,419,920	1,381,593	1,339,922	1,287,170	1,376,664	1,476,226	1,877,440	2,135,441	2,286,013
10) Total liabilities	1,212,015	1,236,115	1,141,753	1,084,460	1,000,066	976,638	994,950	1,019,538	1,266,096	1,434,724	1,606,976
11) Interest-bearing debt	955,747	984,590	889,226	826,724	723,948	691,397	654,480	630,054	766,024	890,752	1,022,197
12) Shareholders' equity	243,070	253,535	259,004	278,747	320,096	288,363	358,044	427,770	575,366	657,088	637,962
13) Debt-equity ratio (times)	3.93	3.88	3.43	2.97	2.26	2.40	1.83	1.47	1.33	1.36	1.60
14) Shareholders' equity ratio (%)	16.7%	16.9%	18.2%	20.2%	23.9%	22.4%	26.0%	29.0%	30.6%	30.8%	27.9%
15) Return on equity (ROE) (%)	3.0%	5.0%	6.2%	13.2%	5.9%	4.7%	10.8%	18.2%	18.4%	10.6%	17.6%
16) Recurring profit to assets ratio (%)	1.7%	1.7%	2.7%	5.1%	3.7%	3.8%	5.6%	10.9%	8.4%	5.4%	9.0%
17) Return on assets (ROA) (%)	0.5%	0.8%	1.1%	2.5%	1.3%	1.1%	2.6%	5.0%	5.5%	3.2%	5.2%
18) Recurring profit to revenues ratio (%)	2.2%	2.4%	3.6%	6.3%	4.4%	4.0%	5.3%	9.6%	7.3%	5.0%	7.7%
19) Interest coverage ratio (times)	1.8	1.9	2.7	3.1	2.8	4.1	6.0	10.4	8.5	5.0	8.8
20) Shares issued and outstanding <sup>1</sup> (thousand of shares)	1,179,470	1,218,338	1,218,338	1,236,919	1,227,344	1,221,870	1,221,555	1,220,868	1,220,463	1,228,427	1,228,006
21) Earnings per share (EPS) (yen)	6.1	10.2	13.0	28.8	14.2	11.5	28.3	58.1	75.0	53.0	92.9
22) Dividends per share (yen)	4.0	4.0	6.0	7.5	7.5	7.5	10.0	18.0	18.0	18.0	24.0
23) Dividend payout ratio (%)	65.9%	39.2%	46.3%	26.1%	52.6%	64.3%	35.1%	30.8%	23.9%	34.0%	25.8%
24) Price book value ratio (PBR) <sup>2</sup>	2.3	2.3	2.0	2.2	1.6	1.7	1.7	1.8	1.5	1.8	1.8
25) Price-earnings ratio (PER) <sup>2</sup>	77.5	46.1	33.5	17.0	29.3	35.1	17.4	11.1	9.5	17.8	10.2
26) Foreign exchange											
Average exchange rates per US\$1 for period (yen)	122.73	127.72	111.90	109.71	125.11	122.29	113.97	107.46	113.09	116.91	115.29
March 31 rate (yen)	132.10	120.55	106.15	123.90	133.25	120.20	105.69	107.39	117.47	118.05	100.19
December 31 rate (yen)	130.10	115.70	102.40	114.75	131.95	119.90	107.13	104.21	118.07	119.11	114.15
27) Average bunker oil price per metric ton (US dollars)	107.05	80.40	114.44	161.28	136.06	163.80	174.37	193.84	283.08	318.77	402.77
28) Number of consolidated companies	214	226	247	297	329	375	425	495	553	632	687
29) Number of companies to which equity method applies	39	40	30	29	32	31	30	30	34	41	74
30) Invested capital	1,198,817	1,238,125	1,148,230	1,105,471	1,044,044	979,760	1,012,524	1,086,741	1,377,367	1,591,477	1,701,233
31) Operating income plus interest and dividend income after tax	30,384	31,405	43,813	62,285	46,916	42,293	55,657	113,146	103,025	75,492	132,757
32) Capital expenditures	67,988	113,060	54,387	87,452	87,436	89,122	143,353	193,569	193,568	271,948	501,330
33) After-tax ROIC (%)	2.5%	2.5%	4.2%	5.2%	4.4%	4.6%	5.8%	10.4%	7.5%	4.7%	7.8%
34) Fleet size on March 31 (vessels)	-	-	610	603	605	587	616	646	707	743	777
(tens of kilotons deadweight)	-	-	3,122	3,198	3,172	3,326	3,512	3,766	4,227	4,759	5,053

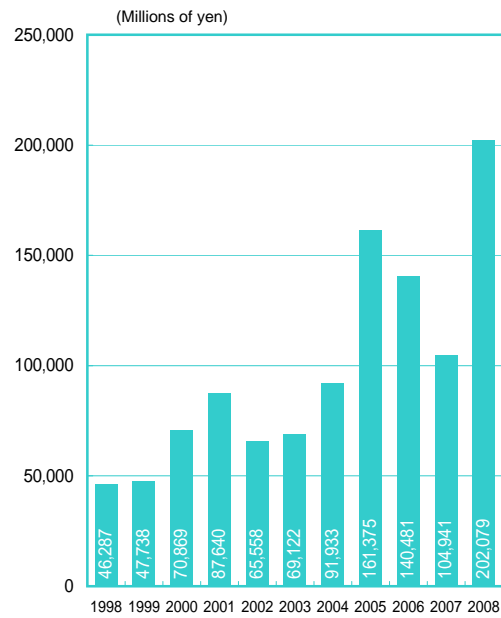
Note:

1. For the fiscal years ended from March 31, 1998, to March 31, 2000, "shares issued and outstanding" are on a non-consolidated basis. These are on a consolidated basis from the year ended March 31, 2001.
2. PBR and PER computations use the share price at the end of the fiscal period.

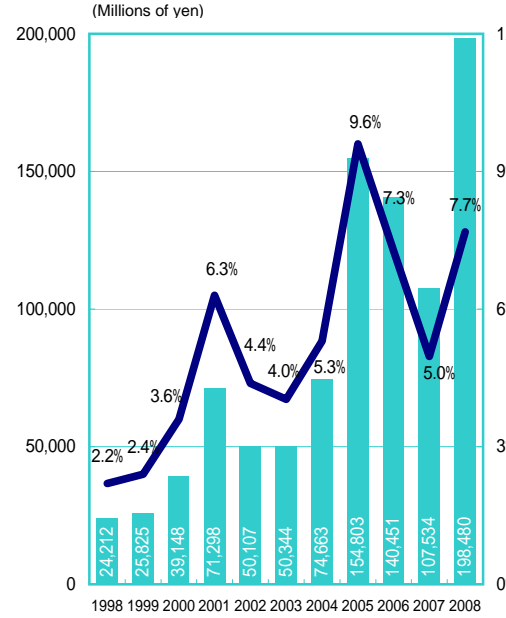
Revenues



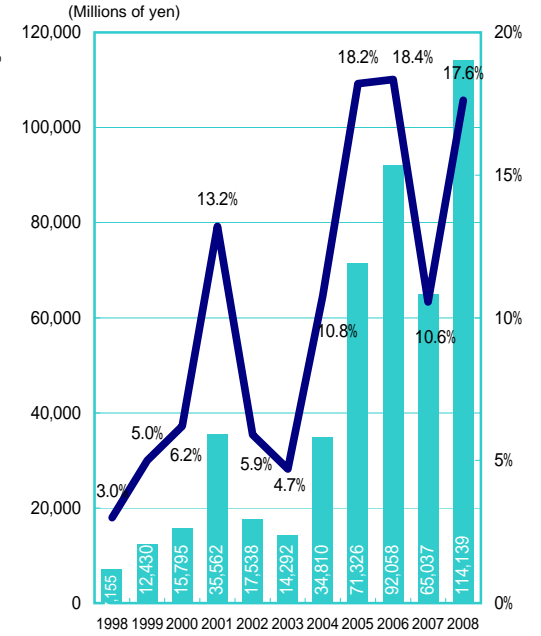
Operating Income



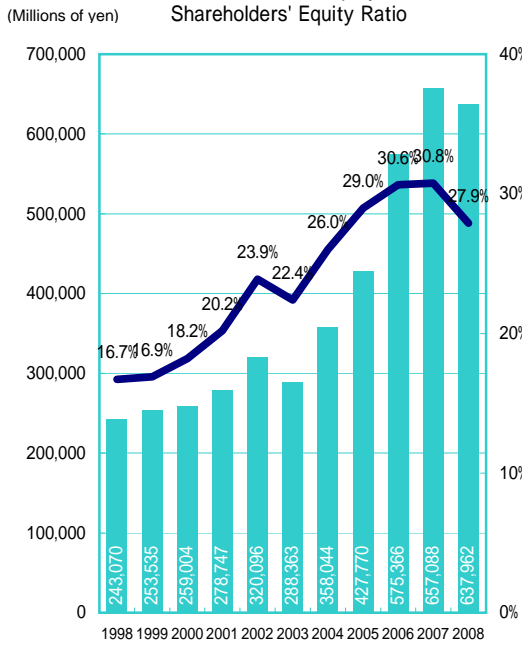
Recurring Profit, Recurring Profit to Revenues



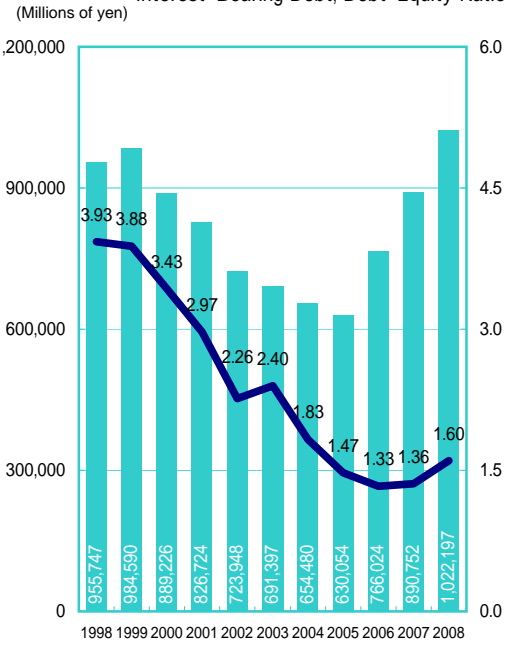
Net Income, Return on Shareholders' Equity



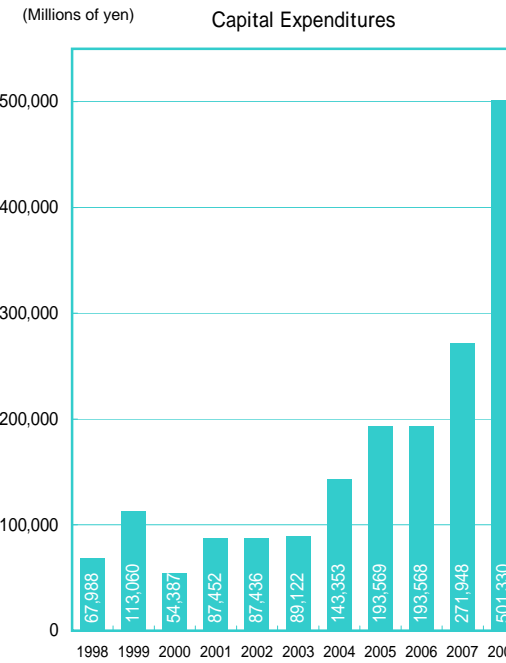
Shareholders' Equity, Shareholders' Equity Ratio



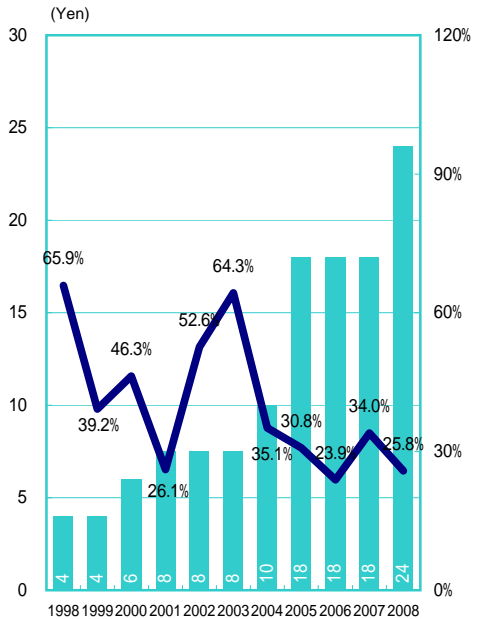
Interest-Bearing Debt, Debt-Equity Ratio



Capital Expenditures



Dividends per Share, Dividend Payout Ratio



## Financial Information by Industrial Segment

### 1) Revenues

(Millions of yen)

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	457,044	539,178	573,993	666,457
Bulk shipping	-	-	-	-	-	-	-	571,790	677,736	783,299	1,039,109
<b>Shipping</b>	<b>798,872</b>	<b>692,888</b>	<b>685,054</b>	<b>725,647</b>	<b>744,176</b>	<b>789,721</b>	<b>879,864</b>	<b>1,028,834</b>	<b>1,216,914</b>	<b>1,357,292</b>	<b>1,705,566</b>
Logistics	-	157,459	160,246	200,987	196,848	261,278	294,976	357,197	426,431	482,700	526,936
Terminal and harbor transport	-	-	-	-	61,869	66,026	102,357	109,009	111,475	126,899	151,359
Cruise	-	31,902	29,529	34,539	33,845	30,543	29,869	33,432	40,750	44,140	46,713
Air cargo transportation	-	-	-	-	-	-	-	-	-	97,012	102,614
Real estate	16,260	17,695	19,457	14,587	14,478	13,813	12,613	12,955	12,523	11,634	11,519
Shipping-related services	-	137,541	117,057	112,354	45,347	42,404	42,485	-	-	-	-
Other	285,262	132,313	123,691	94,489	93,518	99,960	102,796	146,670	234,269	178,139	205,093
Elimination and corporate	-22,038	-87,275	-32,603	-48,701	-47,148	-54,506	-66,642	-82,001	-113,062	-133,540	-165,179
<b>Consolidated total</b>	<b>1,078,358</b>	<b>1,082,525</b>	<b>1,102,433</b>	<b>1,133,905</b>	<b>1,142,934</b>	<b>1,249,242</b>	<b>1,398,320</b>	<b>1,606,098</b>	<b>1,929,302</b>	<b>2,164,279</b>	<b>2,584,626</b>

### 2) Operating Income

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	46,060	16,025	-9,879	11,592
Bulk shipping	-	-	-	-	-	-	-	103,815	106,337	104,610	178,450
<b>Shipping</b>	<b>35,791</b>	<b>39,960</b>	<b>61,133</b>	<b>74,429</b>	<b>59,404</b>	<b>60,819</b>	<b>91,322</b>	<b>149,875</b>	<b>122,362</b>	<b>94,731</b>	<b>190,042</b>
Logistics	-	1,886	2,754	2,895	-720	6,112	3,566	8,366	12,750	16,120	16,046
Terminal and harbor transport	-	-	-	-	1,392	1,067	604	4,146	7,300	7,904	11,088
Cruise	-	3,413	2,918	5,200	1,992	-577	-5,446	-3,627	520	5,082	5,295
Air cargo transportation	-	-	-	-	-	-	-	-	-	-21,598	-22,047
Real estate	3,668	3,606	4,199	3,307	3,670	3,433	3,054	2,842	2,849	2,991	3,474
Shipping-related services	-	-110	523	2,751	1,271	290	14	-	-	-	-
Other	6,825	-1,226	-767	-889	-1,418	-2,051	-1,238	-239	-5,359	-853	-1,832
Elimination and corporate	1	208	107	-56	-33	29	56	10	55	564	10
<b>Consolidated total</b>	<b>46,287</b>	<b>47,738</b>	<b>70,869</b>	<b>87,640</b>	<b>65,558</b>	<b>69,122</b>	<b>91,933</b>	<b>161,375</b>	<b>140,481</b>	<b>104,941</b>	<b>202,079</b>

### 3) Recurring Profit

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	45,008	17,535	-9,670	11,478
Bulk shipping	-	-	-	-	-	-	-	101,104	108,229	104,341	174,100
<b>Shipping</b>			<b>31,911</b>	<b>59,940</b>	<b>44,344</b>	<b>42,854</b>	<b>76,875</b>	<b>146,112</b>	<b>125,764</b>	<b>94,671</b>	<b>185,578</b>
Logistics	-	-	2,100	2,614	-976	6,186	3,164	8,135	12,992	16,963	17,172
Terminal and harbor transport	-	-	-	-	1,443	878	-2,048	398	2,188	5,593	9,447
Cruise	-	-	923	3,840	564	-1,961	-6,604	-4,783	-207	4,611	5,069
Air cargo transportation	-	-	-	-	-	-	-	-	-	-18,437	-23,238
Real estate	-	-	2,335	1,448	2,281	3,551	3,366	3,305	3,410	3,618	4,199
Shipping-related services	-	-	476	3,120	1,480	598	284	-	-	-	-
Other	-	-	3,130	1,316	1,886	1,291	-395	1,625	-3,699	502	241
Elimination and corporate	-	-	-1,729	-982	-915	-3,056	20	10	2	11	10
<b>Consolidated total</b>			<b>39,148</b>	<b>71,298</b>	<b>50,107</b>	<b>50,344</b>	<b>74,663</b>	<b>154,803</b>	<b>140,451</b>	<b>107,534</b>	<b>198,480</b>

#### Change in Business Categories:

Beginning with the fiscal period ended March 31, 2007, "tugboat operation," which has been hitherto included in "Other" segment is categorized into "Terminal and Harbor Transport" segment.

Beginning with the fiscal period June 30, 2007, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

Beginning with the fiscal period September 30, 2007, the name of "Other shipping" has been changed to "Bulk shipping". There's no change of classification of business segment.

With the change of the business category, the present category does not match the one that was used before fiscal year ended March 31, 2006.

4) Assets (Millions of Yen)

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	182,691	247,860	301,698	317,102
Bulk shipping	-	-	-	-	-	-	-	694,131	803,511	1,108,961	1,290,191
<i>Shipping</i>	<i>827,158</i>	<i>741,105</i>	<i>704,111</i>	<i>784,040</i>	<i>774,650</i>	<i>740,121</i>	<i>772,796</i>	<i>876,822</i>	<i>1,051,371</i>	<i>1,410,659</i>	<i>1,607,293</i>
Logistics	-	111,225	104,163	122,007	127,160	148,395	156,736	176,217	203,094	243,737	247,500
Terminal and harbor transport	-	-	-	-	53,274	83,946	89,005	84,424	84,454	147,293	148,754
Cruise	-	61,226	54,249	61,888	66,568	63,879	47,930	36,517	34,684	41,504	44,303
Air cargo transportation	-	-	-	-	-	-	-	-	-	98,849	109,244
Real estate	96,667	106,907	99,265	85,532	53,803	51,710	50,883	51,488	49,251	65,837	61,361
Shipping-related services	-	108,626	119,551	105,499	49,954	43,761	43,718	-	-	-	-
Other	370,409	198,436	154,337	145,652	156,222	131,446	151,881	224,473	374,469	497,876	546,135
Elimination and corporate	160,848	173,214	184,240	76,971	58,289	23,910	63,710	26,282	80,115	-370,317	-478,580
Consolidated total	1,455,085	1,500,739	1,419,920	1,381,593	1,339,922	1,287,170	1,376,664	1,476,226	1,877,440	2,135,441	2,286,013

5) Depreciation and Amortization

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	6,271	6,066	7,118	9,534
Bulk shipping	-	-	-	-	-	-	-	46,100	48,739	50,540	59,211
<i>Shipping</i>	<i>48,703</i>	<i>46,213</i>	<i>51,779</i>	<i>55,797</i>	<i>52,880</i>	<i>52,450</i>	<i>50,908</i>	<i>52,371</i>	<i>54,805</i>	<i>57,658</i>	<i>68,745</i>
Logistics	-	2,256	2,576	3,146	3,552	4,175	4,629	4,938	6,336	6,995	7,688
Terminal and harbor transport	-	-	-	-	1,595	1,936	2,854	3,103	2,966	4,516	6,269
Cruise	-	3,634	3,599	3,355	3,815	3,825	3,709	2,859	2,854	2,199	1,917
Air cargo transportation	-	-	-	-	-	-	-	-	-	6,031	4,780
Real estate	2,547	2,627	2,697	2,682	2,468	1,122	1,151	1,092	1,085	1,046	946
Shipping-related services	-	2,590	3,839	3,504	1,787	1,446	1,417	-	-	-	-
Other	2,859	1,282	1,595	1,008	1,199	1,154	1,017	2,449	5,778	2,049	2,061
Elimination and corporate	-	-	-	-	-	-	-	-	-12	-10	-8
Consolidated total	54,110	58,605	66,088	69,494	67,299	66,111	65,689	66,814	73,814	80,487	92,400

6) Capital Expenditure

(Years ending March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade	-	-	-	-	-	-	-	36,117	60,791	70,512	135,100
Bulk shipping	-	-	-	-	-	-	-	132,343	95,306	129,079	291,821
<i>Shipping</i>	<i>59,997</i>	<i>100,014</i>	<i>42,674</i>	<i>76,200</i>	<i>69,079</i>	<i>66,347</i>	<i>94,830</i>	<i>168,460</i>	<i>156,097</i>	<i>199,597</i>	<i>426,927</i>
Logistics	-	5,551	3,887	5,189	6,738	10,313	11,653	14,765	7,821	6,324	9,536
Terminal and harbor transport	-	-	-	-	2,703	3,491	4,274	3,947	2,688	7,753	7,083
Cruise	-	1,543	483	2,166	4,854	5,121	29,729	1,255	6,022	3,481	1,540
Air cargo transportation	-	-	-	-	-	-	-	-	-	51,678	50,957
Real estate	1,862	969	1,384	466	1,800	1,546	1,487	987	724	390	3,337
Shipping-related services	-	3,478	4,427	2,186	797	1,613	640	-	-	-	-
Other	6,126	1,503	1,530	1,293	1,462	689	737	4,151	20,213	2,728	1,952
Elimination and corporate	7	-	-	-	-	-	-	-	-	-	-
Consolidated total	67,988	113,060	54,387	87,452	87,436	89,122	143,353	193,569	193,568	271,948	501,330

Change in Business Categories:

Beginning with the fiscal period ended March 31, 2007, "tugboat operation," which has been hitherto included in "Other" segment is categorized into "Terminal and Harbor Transport" segment.

Beginning with the fiscal period June 30, 2007, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

Beginning with the fiscal period September 30, 2007, the name of "Other shipping" has been changed to "Bulk shipping". There's no change of classification of business segment.

With the change of the business category, the present category does not match the one that was used before fiscal year ended March 31, 2006.

## Consolidated Statements of Cash Flows

(Millions of yen)

(Years ended March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
<b>I Cash flow from operating activities</b>											
Income before income taxes and minority interests				57,803	31,708	32,647	61,535	127,213	145,560	115,136	200,491
Depreciation and amortization				69,494	67,299	66,111	65,689	66,814	73,814	80,487	92,400
Impairment loss of fixed assets				-	-	-	-	20,606	37	806	7,299
Loss (gain) on sales and disposal of tangible and intangible fixed assets, net				3,976	-3,612	565	2,285	2,003	-3,908	-2,861	-12,219
Loss on devaluation of investment real property				5,323	-	-	-	-	-	-	-
Loss (gain) on sale of marketable and investment securities, net				-6,692	-6,340	-1,391	-678	-2,909	-6,418	-11,068	-4,738
Loss (gain) on devaluation of marketable and investment securities				1,325	12,832	7,351	303	1,655	130	1,039	2,233
Equity in earnings of unconsolidated subsidiaries and affiliates				-2,762	-776	-1,472	-1,624	-2,598	-1,868	-5,522	-11,040
Interest and dividend income				9,082	-11,588	-5,406	-5,264	-5,167	-8,990	-12,000	-13,784
Interest expense				32,510	28,086	20,145	18,098	16,631	15,647	18,285	22,781
Loss (gain) on foreign currency exchange				-3,953	3,530	1,630	2,015	444	-1,295	-6,772	1,403
Decrease (increase) in notes and accounts receivable				-548	3,200	-13,435	-17,773	-16,183	8,899	-11,396	-29,630
Decrease (increase) in inventories				893	303	324	324	-2,878	-7,404	-3,582	-16,553
Decrease (increase) in notes and accounts payable				4,163	987	2,646	10,259	10,930	8,280	6,761	18,810
Others, net				572	5,678	5,001	10,078	10,005	-17,911	-29,405	-1,820
Subtotal				153,024	131,309	109,632	145,249	226,568	204,572	139,908	255,632
Interest and dividends received				9,525	6,549	6,136	7,145	11,970	14,335	18,180	18,180
Interest paid				-3,146	-29,853	-21,539	-18,576	-16,887	-16,300	-17,335	-22,606
Payment for income taxes				-5,020	-30,378	-6,516	-21,448	-41,319	-61,510	-50,678	-51,681
Net cash provided by operating activities				104,384	84,690	88,126	111,360	175,507	138,732	86,229	199,525
<b>II Cash flow from investing activities</b>											
Purchase of marketable securities				-7,838	-16,319	-9,880	-5,765	-1,321	-1,234	-709	-355
Proceeds from sales of marketable securities				12,583	19,903	15,262	13,670	2,579	1,158	481	251
Expenditures for tangible and intangible fixed assets				-7,452	-87,436	-89,122	-143,353	-193,569	-193,568	-271,948	-501,330
Proceeds from sale of tangible and intangible fixed assets				49,076	82,716	54,266	67,458	59,987	32,351	130,727	217,084
Purchase of investment securities				-1,309	-24,013	-31,162	-8,245	-6,194	-33,942	-52,466	-20,051
Proceeds from sale of investment securities				33,773	25,985	6,981	8,287	10,436	11,357	23,035	10,322
Lending of loans receivable				-5,448	-4,536	-6,130	-27,073	-21,217	-12,115	-28,049	-5,266
Collection of loans receivable				11,670	2,348	685	4,542	11,381	22,527	15,641	5,861
Proceeds from withdrawal of insured pension fund				60,010	22,439	-	-	-	-	-	-
Others, net				852	4,088	4,617	2,390	2,851	2,953	5,245	974
Net cash provided by investing activities				45,917	25,177	-54,483	-88,089	-135,066	-170,511	-178,043	-292,510
<b>III Cash flows from financing activities</b>											
Net increase (decrease) in short-term bank loans				-2,027	-4,078	-8,978	26,502	-7,972	54,955	51,660	46,846
Net increase (decrease) in commercial paper				-	-	-	-	-	32,700	-32,700	19,000
Proceeds from long-term loans				60,094	43,870	147,288	168,628	123,083	104,807	110,852	175,304
Payments of long-term loans				-117,469	-130,746	-195,763	-197,346	-151,399	-102,627	-96,335	-106,325
Proceeds from bonds				-	0	77,596	-	29,819	-	84,755	59,788
Payments from bonds				-64,179	-36,609	-40,411	-21,000	-20,200	-25,019	-4,800	-21,000
Proceeds from stock issue for minority stockholders				-	-	-	-	2,037	54	977	120
Proceeds from sale of treasury stock				-	-	-	7	-	-	6,039	61
Purchase of treasury stock				-3,368	-3,972	-2,890	-173	-375	-	-366	-518
Cash dividends paid by the Company				-7,986	-10,184	-9,212	-10,691	-15,268	-23,806	-22,043	-25,794
Cash dividends paid by subsidiaries to minority shareholders				-490	-575	-628	-803	-1,080	-420	-676	-654
Others, net				-1	-50	9	13	-16	-	-	-
Net cash used in financing activities				-135,428	-142,346	-32,990	-34,862	-41,374	40,339	97,363	146,829
<b>IV Effect of exchange rate changes on cash and cash equivalents</b>				11,084	4,652	-8,121	-10,105	743	2,536	2,793	-27,289
<b>V Net increase (decrease) in cash and cash equivalents</b>				25,957	-27,826	-7,468	-21,697	-190	11,097	8,343	26,555
<b>VI Cash and cash equivalents at beginning of the period</b>				83,460	109,132	81,900	79,804	63,632	65,027	78,487	87,709
<b>VII Increase (decrease) in cash and cash equivalents due to change in consolidation scope</b>				-286	595	-	5,524	1,585	2,465	869	1,623
<b>VIII Increase in cash and cash equivalents due to merger of consolidated subsidiaries</b>				-	-	-	-	-	3	10	75
<b>IX Increase (decrease) in cash and cash equivalents due to the change in accounting periods for consolidated subsidiaries</b>				-	-	-	-	-	-105	-1	-
<b>X Cash and cash equivalents at end of period</b>				109,132	81,900	79,804	63,632	65,027	78,487	87,709	115,963



## Breakdown of Consolidated Non-Operating Income (Expenses)

(Years ended March 31)

(Billions of yen, Amounts less than 100 million yen are truncated)

Other income	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Interest income	7.3	10.6	8.0	6.8	5.4	2.6	2.0	2.6	3.5	6.7	8.2
Dividend income	3.5	3.1	2.1	2.1	6.1	2.7	3.1	2.5	5.4	5.2	5.4
Gain on sale of investment securities	4.5	5.6	1.4	-	-	-	-	-	0.0	0.0	0.0
Gain on investment in equity method affiliates	-	3.2	1.1	2.7	0.7	1.4	1.6	2.5	1.8	5.5	11.0
Foreign exchange gain	3.8	-	-	5.8	0.6	-	-	-	2.8	-	-
Other	2.1	2.3	2.4	3.3	4.7	5.8	4.2	4.7	4.6	8.3	6.2
Total	21.5	25.0	15.2	21.0	17.7	12.7	11.0	12.5	18.3	25.8	31.1

Other expenses	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Interest expenses	36.5	36.9	33.8	32.5	28.0	20.1	18.0	16.6	15.6	18.2	22.7
Foreign exchange loss	-	5.3	8.3	-	-	5.8	5.3	0.2	-	0.5	7.0
Other	7.0	4.7	4.7	4.9	5.1	5.5	4.9	2.2	2.7	4.4	4.9
Total	43.6	46.9	46.9	37.4	33.2	31.4	28.3	19.1	18.4	23.2	34.7

Total other income (expenses)	-22.1	-21.9	-31.7	-16.4	-15.5	-18.7	-17.3	-6.6	-0.1	2.5	-3.5
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## Breakdown of Consolidated Extraordinary Gains (Losses)

(Years ended March 31)

(Billions of yen, Amounts less than 100 million yen are truncated)

Extraordinary gains	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Gain on sale of vessels, property and equipment	4.3	5.7	3.9	6.3	19.4	5.4	5.3	5.2	6.1	4.0	13.5
Gain on sale of investment securities	3.9	10.4	10.5	7.0	6.4	1.5	0.6	2.9	6.6	11.0	4.7
Gain on trust establishment of retirement benefit	-	-	0.2	10.0	-	-	-	-	-	-	-
Other	1.2	1.2	1.8	1.1	1.9	1.4	1.2	1.7	1.7	4.3	2.0
Total	9.5	17.3	16.6	24.5	27.9	8.4	7.2	9.8	14.4	19.3	20.3

Extraordinary losses	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Loss on sale of fixed assets	1.3	2.3	8.2	9.0	15.4	5.5	6.8	6.3	1.7	0.6	0.1
Loss on sale of vessels, property and equipment	0.3	0.8	0.9	1.2	0.4	0.4	0.7	0.8	0.4	0.5	1.1
Loss on sale of other fixed assets	-	-	-	-	-	0.5	0.3	20.6	0.0	0.8	7.2
Loss on sale of investment securities	-	2.8	0.3	0.3	0.1	0.2	-	-	0.2	0.0	0.1
Loss on valuation of investment securities	9.7	1.2	2.4	1.3	12.8	7.3	0.3	1.6	0.1	1.0	0.3
Real estate valuation loss	-	-	-	5.3	-	-	-	-	-	-	-
Loss on differences in accounting for retirement benefits	-	-	-	15.8	-	-	-	-	-	-	-
Charter cancellation losses	-	-	-	-	-	2.8	2.4	-	-	-	-
Other	5.4	8.5	9.7	4.8	17.6	9.2	9.6	7.9	6.7	8.7	9.2
Total	17.0	15.9	21.7	38.0	46.3	26.1	20.3	37.4	9.3	11.7	18.3

Extraordinary gains (losses), net	-7.5	1.4	-5.1	-13.5	-18.4	-17.7	-13.1	-27.6	5.1	7.6	2.0
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(Reference) Non-Consolidated Operating Expenses

(Billions of yen, Amounts less than 100 million yen are truncated)

(Years ended March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Cargo Expense	160	173	148	145	157	165	175	199	245	280	311
Fuel Expense	43	39	53	72	67	76	80	90	146	195	252
Port Charge	44	53	50	47	48	46	49	52	58	69	76
Other Operating Expenses	3	1	1	6	8	4	(3)	(5)	0	(2)	(3)
Operating Expenses	250	267	251	270	280	291	301	336	449	542	635
Cost for Vessels	24	24	27	28	26	24	23	22	21	17	22
Charterage	253	284	276	289	309	256	262	281	314	356	435
Container Related Expenses	40	42	37	38	41	41	41	43	46	48	49
Other Expenses	7	9	11	10	6	7	7	10	9	11	20
Total-Expenses of Shipping	574	625	602	635	662	619	634	692	840	974	1162
Expenses of Other Business	4	4	4	3	5	7	7	6	6	6	5
Administrative Expenses	34	33	33	35	36	36	39	41	44	44	53
Total-Operating Expenses	611	661	638	673	703	662	681	739	890	1024	1220

## Consolidated Number of Employees

(Years ended March 31)	1998	1999	2000	2001	2002	2003	2004	2005	2006	2007	2008
Liner trade			-	-	-	-	-	2,576	2,943	3,577	4,010
Bulk shipping			-	-	-	-	-	1,066	1,150	1,432	1,531
<i>Shipping</i>			-	-	-	3,120	3,355	3,642	4,093	5,009	5,541
Logistics			-	-	-	8,517	10,244	12,120	13,971	16,097	16,876
Terminal and harbor transport			-	-	-	3,204	3,816	4,119	3,886	5,314	5,329
Cruise			-	-	-	424	452	433	401	361	353
Air cargo transportation			-	-	-	-	-	-	-	629	712
Real estate			-	-	-	137	68	70	69	58	54
Shipping-related services			-	-	-	935	984	-	-	-	-
<i>Other</i>			-	-	-	1,446	1,479	2,600	3,061	2,120	2,209
Companywide (Shared)			-	-	-	233	262	248	251	284	295
<b>Total</b>			13,775	14,082	14,700	18,016	20,660	23,232	25,732	29,872	31,369

**Change in Business Categories:**

Beginning with the fiscal period ended March 31, 2007, "tugboat operation," which has been hitherto included in "Other" segment is categorized into "Terminal and Harbor Transport" segment.

Beginning with the fiscal period June 30, 2007, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

Beginning with the fiscal period September 30, 2007, the name of "Other shipping" has been changed to "Bulk shipping". There's no change of classification of business segment.

## Number of Containers NYK Transported

### ● Asia-North America Route

(Years ended March 31)

(Thousands of TEUs)

		East Bound(Asia to North America)									West Bound(North America to Asia)								
		Slot			Lifting			Utilization			Slot			Lifting			Utilization		
		Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total
2007	1Q	210	419	210	177	177	84%	88%	84%	210	418	210	79	79	38%	38%	38%		
	2Q	209		419	190	367	367	91%	88%	88%		208	418	418	71	150	150	34%	36%
	3Q	206	410	625	171	538	83%	82%	86%	208	411	626	75	225	36%	36%	36%		
	4Q	204		829	166	337	704	82%	85%	85%		203	411	829	72	297	35%	36%	36%
	Total	829			704			85%			829			297			36%		
2008	1Q	212	444	212	180	180	85%	88%	85%	212	441	212	88	88	42%	42%	42%		
	2Q	232		444	210	390	390	91%	88%	88%		229	441	441	89	177	177	39%	40%
	3Q	217	428	661	194	584	90%	88%	88%	222	429	663	104	281	47%	42%	42%		
	4Q	211		872	181	375	765	86%	88%	88%		206	429	869	100	381	48%	48%	44%
	Total	872			765			88%			869			381			44%		

### ● Asia-Europe Route

(Years ended March 31)

(Thousands of TEUs)

		West Bound(Asia to Europe)									East Bound(Europe to Asia)								
		Slot			Lifting			Utilization			Slot			Lifting			Utilization		
		Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total	Quarter	Half	Total
2007	1Q	126	253	126	118	118	93%	93%	93%	124	249	124	69	69	56%	56%	56%		
	2Q	126		253	116	234	234	92%	93%	93%		125	249	249	68	137	137	54%	55%
	3Q	122	247	374	115	349	95%	94%	93%	123	245	371	66	203	54%	55%	55%		
	4Q	125		500	117	232	466	93%	93%	93%		122	245	494	68	270	55%	55%	55%
	Total	500	500		466	466		93%	93%		494	494		270	270		55%	55%	
2008	1Q	140	289	140	129	129	92%	92%	92%	139	289	139	71	71	51%	47%	51%		
	2Q	149		289	137	267	267	92%	92%	92%		151	289	289	65	136	136	43%	47%
	3Q	156	298	445	135	401	86%	88%	90%	158	301	447	66	202	42%	45%	45%		
	4Q	142		587	129	263	530	91%	90%	90%		143	301	590	64	266	55%	43%	45%
	Total	587			530			90%			590			266			45%		

\* The actual result of Intra-Europe trade was eliminated from "Asia-Europe Route" from Years ended March 31, 2007, so actual result was partially re-stated.

## Number of Cars NYK Transported

(Years ended March 31)

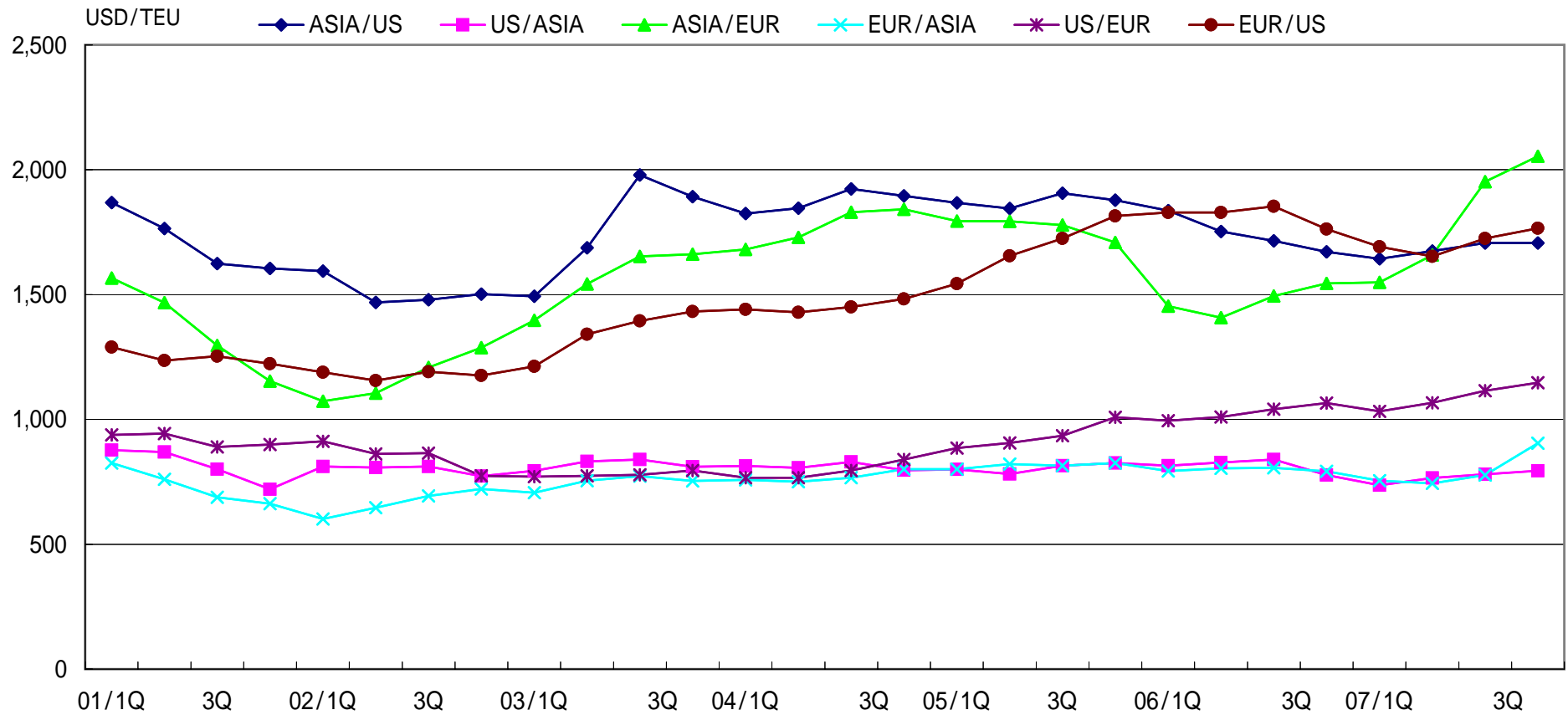
(10,000 Cars)

	2005	2006	2007	2008
	Full year	Full year	Full year	Full year
Total	256	286	318	353

\*With the change of the accounting methods, figures have been restated for the year ended March 31, 2007.

# Container Market Freight Rate Index

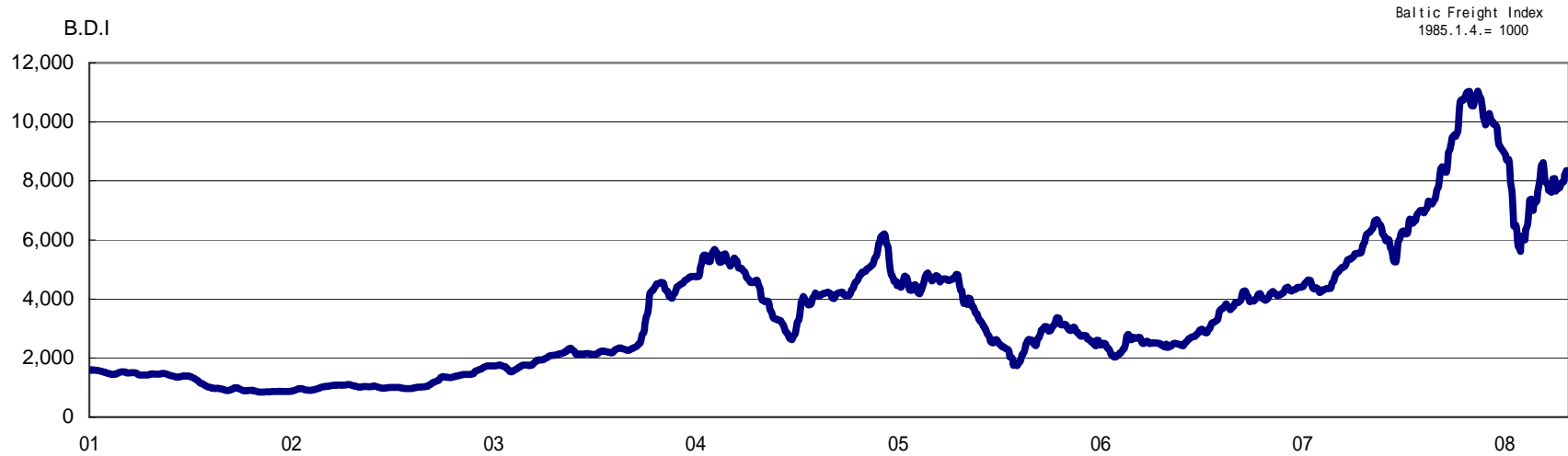
● Container Market Freight Rate Index



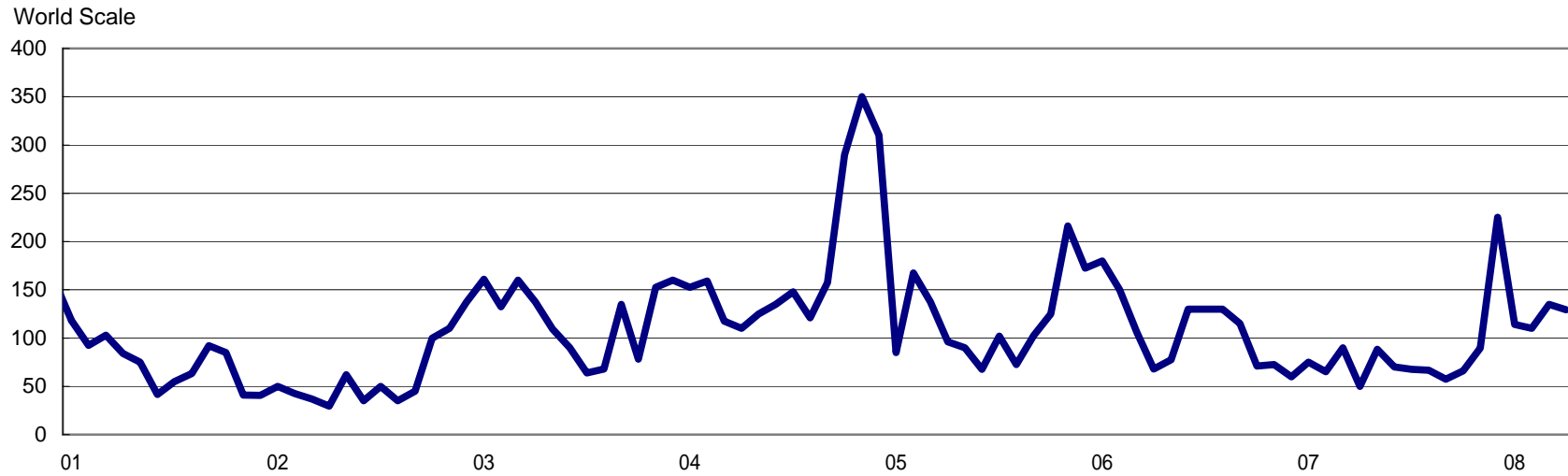
( 1993/4Q ~ 2007/4Q · Calendar Basis, Source : Containerization International )

BDI and WS Trends

● BDI (BFI) Trend

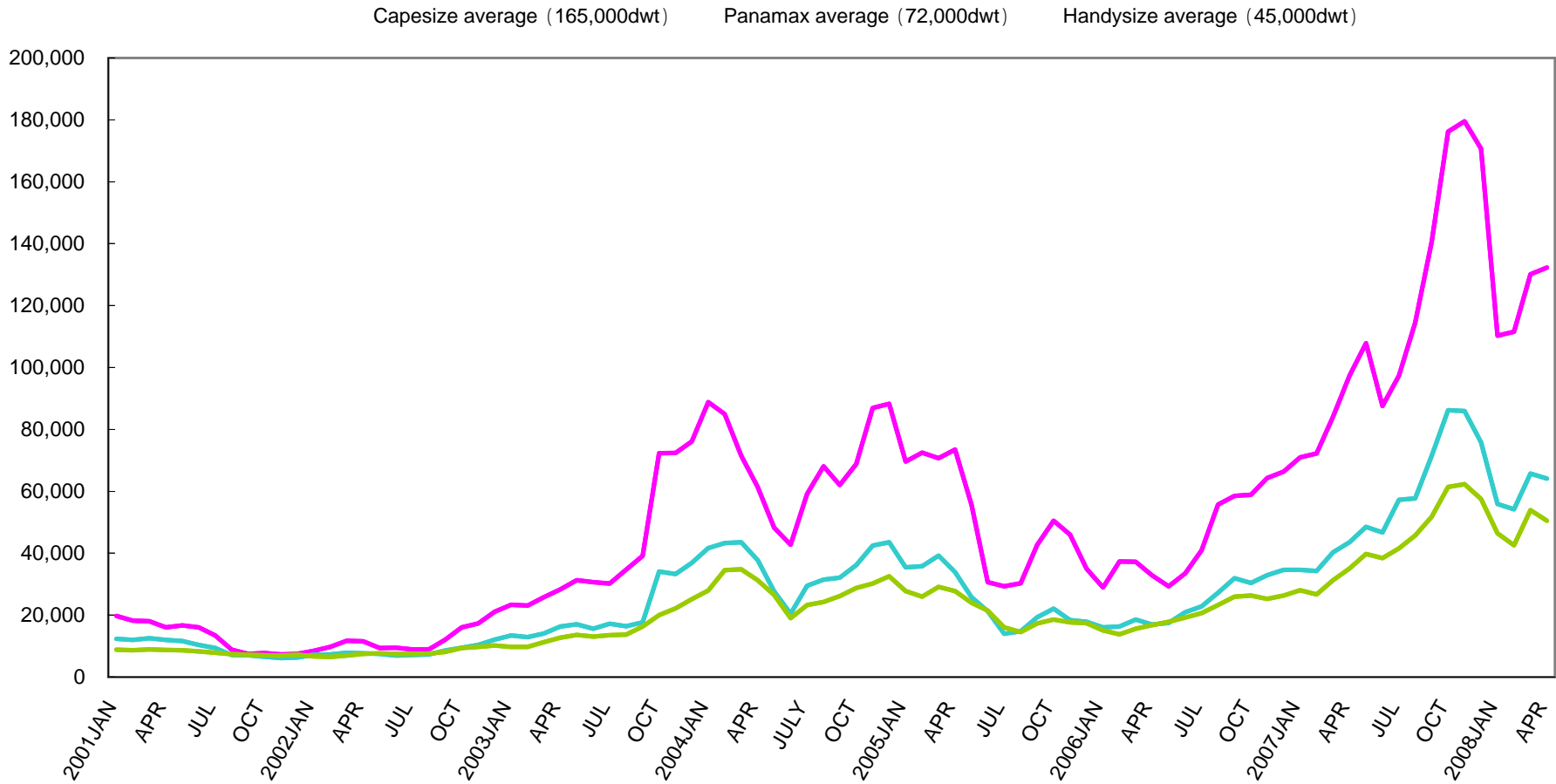


● WS Trend(VLCC), Middle East Japan



Dry Bulk Market

● 1 Year T/C Rate



As of April 25, 2008 NYK Researched



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