

# FACT BOOK II 2016

Financial Data and Shipping Market Data **Ticker code:9101**

For the Fiscal Year ended March 31, 2016

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## Comparison of Consolidated Performance to Forecasts

Comparison of Fiscal Years to March 31, 2016 and 2017 (forecast)

### ● Consolidated

(Millions of yen)

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017 (Forecast)	Change (2016vs 2017(Forecast))	
Revenues	1,929,302	2,164,279	2,584,626	2,429,972	1,697,342	1,929,169	1,807,819	1,897,101	2,237,239	2,401,820	2,272,315	2,180,000	-92,315	-4.1%
Consolidated/ Non-Consolidated	2.00	2.02	1.97	1.96	2.10	1.99	1.97	1.92	1.91	1.90	1.89	-	-	-
Operating income	140,481	104,941	202,079	144,914	-18,094	122,346	-24,124	17,434	44,995	66,192	48,964	27,500	-21,464	-43.8%
Consolidated/ Non-Consolidated	1.93	2.26	2.17	2.58	-	2.26	-	-	3.25	3.85	-	-	-	-
Recurring profit	140,451	107,534	198,480	140,814	-30,445	114,165	-33,238	17,736	58,424	84,010	60,058	35,000	-25,058	-41.7%
Consolidated/ Non-Consolidated	1.71	2.05	1.87	1.24	-	1.94	-	1.97	1.56	1.14	1.27	-	-	-
Net Income attributable to owners of the parent company	92,058	65,037	114,139	56,151	-17,447	78,535	-72,820	18,896	33,049	47,591	18,238	15,000	-3,238	-17.8%
Consolidated/ Non-Consolidated	1.72	1.70	1.50	3.49	-	2.94	-	1.13	2.47	3.79	6.13	-	-	-

### ● Non-Consolidated

(Millions of yen)

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Revenues	962,857	1,070,180	1,312,566	1,240,421	808,125	970,318	915,862	987,688	1,168,438	1,264,761	1,201,339
Operating income	72,938	46,403	93,027	56,256	-40,018	54,223	-60,343	-3,038	13,847	17,215	-6,525
Recurring profit	82,018	52,430	106,135	113,190	-31,696	58,815	-43,873	9,003	37,558	73,530	47,419
Net income	53,458	38,172	75,920	16,076	-7,212	26,741	-64,855	16,707	13,380	12,565	2,974

\*Non-consolidated figures are disclosed on full year basis.

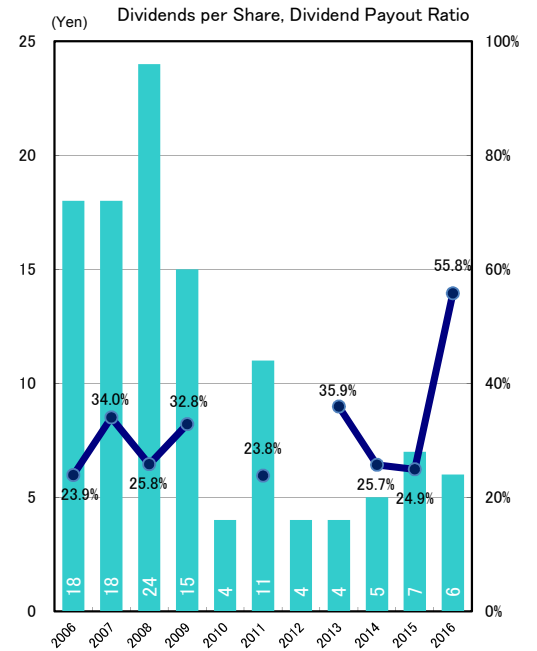
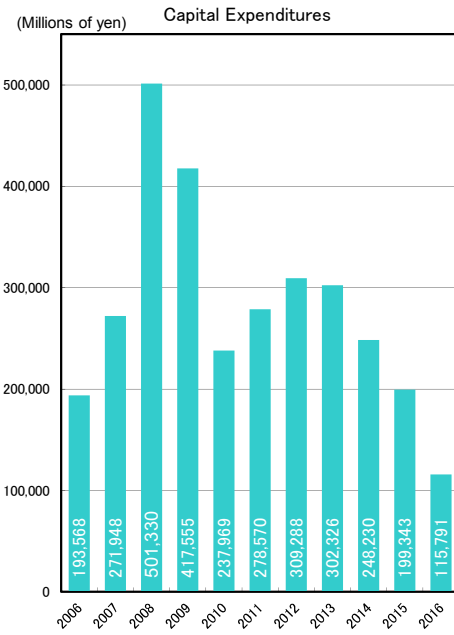
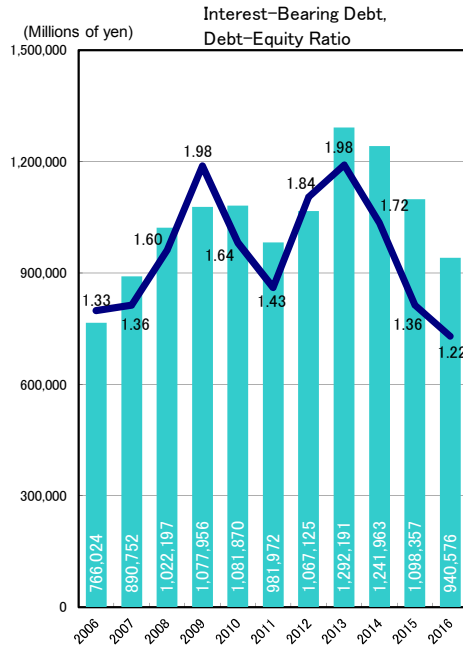
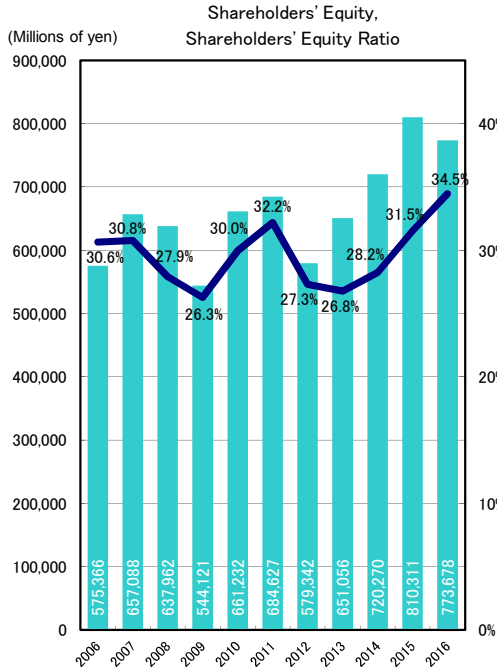
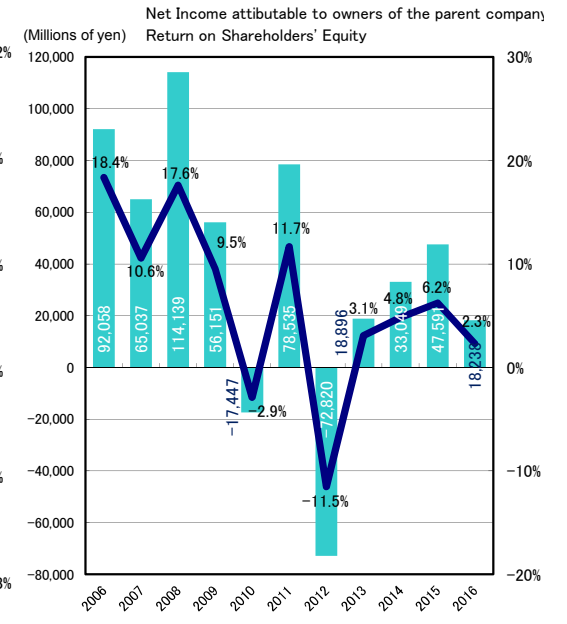
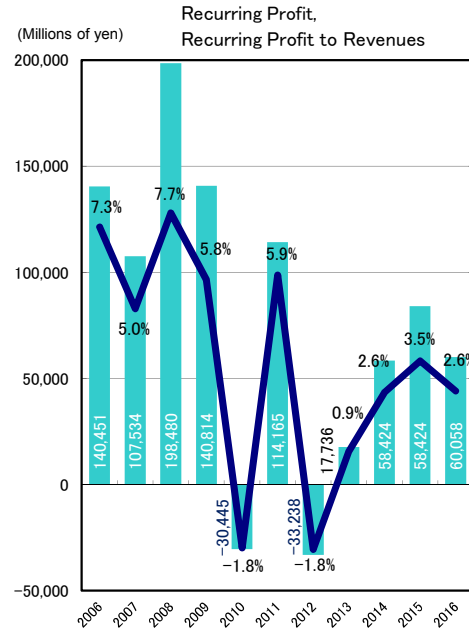
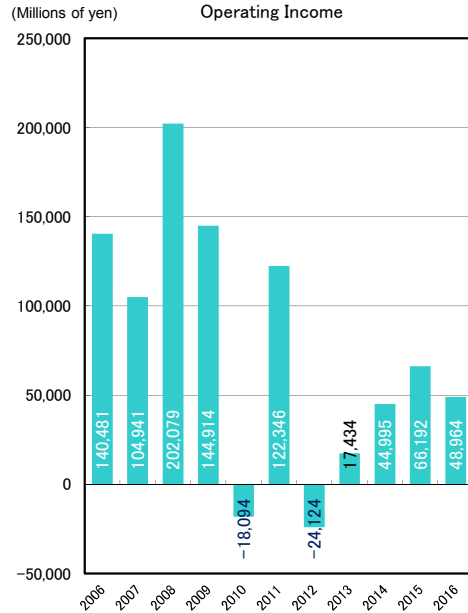
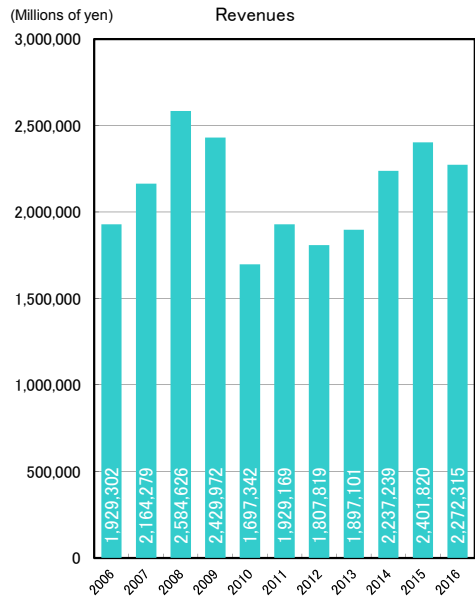
## Consolidated Financial Highlights and Indicators

(Millions of yen)

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
1) Revenues	1,929,302	2,164,279	2,584,626	2,429,972	1,697,342	1,929,169	1,807,819	1,897,101	2,237,239	2,401,820	2,272,315
2) Operating income	140,481	104,941	202,079	144,914	-18,094	122,346	-24,124	17,434	44,995	66,192	48,964
3) Recurring profit	140,451	107,534	198,480	140,814	-30,445	114,165	-33,238	17,736	58,424	84,010	60,058
4) Net income attributable to owners of the parent company	92,058	65,037	114,139	56,151	-17,447	78,535	-72,820	18,896	33,049	47,591	18,238
5) Interest expenses	15,647	18,285	22,781	22,366	19,467	16,826	16,209	17,457	18,985	17,755	16,924
6) Interest and dividends income	8,990	12,000	13,784	11,333	6,521	6,079	7,067	6,653	6,792	8,348	9,023
7) Net interest expense 5) - 6)	6,657	6,285	8,997	11,033	12,946	10,747	9,142	10,803	12,192	9,406	7,900
8) Depreciation and amortization	73,814	80,487	92,400	100,124	98,019	100,198	100,857	97,522	105,956	101,045	103,347
9) Total assets	1,877,440	2,135,441	2,286,013	2,071,270	2,207,163	2,126,812	2,122,234	2,430,138	2,551,236	2,569,828	2,244,772
10) Total liabilities	1,266,096	1,434,724	1,606,976	1,490,033	1,503,769	1,398,718	1,499,743	1,732,158	1,777,337	1,688,905	1,400,502
11) Interest-bearing debt	766,024	890,752	1,022,197	1,077,956	1,081,870	981,972	1,067,125	1,292,191	1,241,963	1,098,357	940,576
12) Shareholders' equity	575,366	657,088	637,962	544,121	661,232	684,627	579,342	651,056	720,270	810,311	773,678
13) EBITDA (2) + 8)	214,295	185,428	294,479	245,038	79,925	222,544	76,733	114,956	150,951	167,237	152,311
14) EV/EBITDA ((Market Capitalization+ 11) - Cash and deposits) / 13)	7.29	10.57	6.97	5.73	18.16	6.21	17.65	13.29	10.15	8.52	7.03
15) Debt-equity ratio (times)	1.33	1.36	1.60	1.98	1.64	1.43	1.84	1.98	1.72	1.36	1.22
16) Shareholders' equity ratio (%)	30.6%	30.8%	27.9%	26.3%	30.0%	32.2%	27.3%	26.8%	28.2%	31.5%	34.5%
17) Return on equity (ROE) (%)	18.4%	10.6%	17.6%	9.5%	-2.9%	11.7%	-11.5%	3.1%	4.8%	6.2%	2.3%
18) Recurring profit to assets ratio (%)	8.4%	5.4%	9.0%	6.5%	-1.4%	5.3%	-1.6%	0.8%	2.3%	3.3%	2.5%
19) Return on assets (ROA) (%)	5.5%	3.2%	5.2%	2.6%	-0.8%	3.6%	-3.4%	0.8%	1.3%	1.9%	0.8%
20) Recurring profit to revenues ratio (%)	7.3%	5.0%	7.7%	5.8%	-1.8%	5.9%	-1.8%	0.9%	2.6%	3.5%	2.6%
21) Interest coverage ratio (times)	8.5	5.0	8.8	6.6	2.9	10.1	1.8	5.4	7.1	7.6	8.3
22) Shares issued and outstanding (thousand of shares)	1,220,463	1,228,427	1,228,006	1,227,811	1,697,824	1,696,890	1,696,288	1,696,216	1,696,088	1,695,969	1,695,879
23) Earnings per share (EPS) (yen)	75.0	53.0	92.9	45.7	-12.7	46.3	-42.9	11.1	19.5	28.1	10.8
24) Dividends per share (yen)	18.0	18.0	24.0	15.0	4.0	11.0	4.0	4.0	5.0	7.0	6.0
25) Dividend payout ratio (%)	23.9%	34.0%	25.8%	32.8%	-	23.8%	-	35.9%	25.7%	24.9%	55.8%
26) Price book value ratio (PBR)	1.5	1.8	1.8	0.9	0.9	0.8	0.8	0.6	0.7	0.7	0.5
27) Price-earnings ratio (PER)	9.5	17.8	10.1	8.2	-29.1	7.0	-6.1	21.8	15.4	12.3	20.2
28) Foreign exchange											
Average exchange rates per US\$1 for period (yen)	113.09	116.91	115.29	100.82	93.04	86.04	78.90	82.33	99.75	109.19	120.78
March 31 rate (yen)	117.47	118.05	100.19	98.23	93.04	83.15	82.19	94.05	102.92	120.17	112.68
December 31 rate (yen)	118.07	119.11	114.15	91.03	92.10	81.49	77.74	86.58	105.39	120.55	120.61
29) Average bunker oil price per metric ton (US dollars)	283.08	318.77	402.77	503.21	393.83	483.87	666.22	673.27	624.11	557.28	298.66
30) Number of consolidated companies	553	632	687	693	711	687	675	645	610	574	560
31) Number of companies to which equity method applies	34	41	74	78	74	112	120	127	143	145	166
32) Invested capital	1,377,367	1,591,477	1,701,233	1,659,193	1,785,264	1,710,066	1,689,616	1,990,170	2,015,862	1,979,280	1,784,846
33) Operating income plus interest and dividend income after tax	103,025	75,492	132,757	97,908	-6,587	78,595	-10,217	21,116	46,445	61,059	46,189
34) Capital expenditures	193,568	271,948	501,330	417,555	237,969	278,570	309,288	302,326	248,230	199,343	115,791
35) After-tax ROIC (%)	7.5%	4.7%	7.8%	5.9%	-0.4%	4.6%	-0.6%	1.1%	2.3%	3.1%	2.6%
36) Fleet size on March 31 (vessels)	707	743	757	777	803	827	838	844	877	832	782
(tens of kilotons deadweight)	4,220	4,780	5,053	5,053	5,658	6,019	6,193	6,415	6,803	6,636	6,206

\*With the changes in accounting policy, full year ended March 31, 2013 figures in this table reflect the retroactive application of the standard.

\*Dividend payout ratio is not indicated when Net income was negative.



## Financial Information by Industrial Segment

### 1) Revenues

(Millions of yen)

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Liner trade	539,178	573,993	666,457	595,371	378,085	462,163	418,744	441,863	617,494	696,352	706,366
Bulk shipping	677,736	783,299	1,039,109	1,087,086	733,471	796,430	730,854	795,587	988,489	995,851	902,291
<i>Shipping</i>	<i>1,216,914</i>	<i>1,357,292</i>	<i>1,705,566</i>	<i>1,682,457</i>	<i>1,111,556</i>	<i>1,258,594</i>	<i>1,149,599</i>	<i>1,237,451</i>	<i>1,605,983</i>	<i>1,692,203</i>	<i>1,608,657</i>
Logistics	426,431	482,700	526,936	448,139	341,782	390,929	365,191	366,829	431,567	486,919	496,509
Terminal and harbor transport	111,475	126,899	151,359	132,009	110,279	122,419	140,089	140,804	-	-	-
Cruises	40,750	44,140	46,713	44,200	35,155	35,877	32,471	35,042	45,270	49,802	-
Air cargo transportation	-	-	102,614	79,432	62,579	87,234	82,612	77,864	88,854	99,110	91,101
Real estate	12,523	11,634	11,519	11,715	12,154	11,458	10,849	10,423	9,946	9,504	9,781
Other	234,269	275,152	205,093	207,883	155,981	163,535	184,577	173,635	192,767	170,607	147,015
Elimination and corporate	-113,062	-133,540	-165,179	-175,867	-132,148	-140,878	-157,571	-144,950	-137,150	-106,327	-80,751
Consolidated total	1,929,302	2,164,279	2,584,626	2,429,972	1,697,342	1,929,169	1,807,819	1,897,101	2,237,239	2,401,820	2,272,315

### 2) Recurring Profit

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Liner trade	17,535	-9,670	11,478	-25,855	-55,445	30,248	-44,757	-9,433	-782	9,807	-321
Bulk shipping	108,229	104,341	174,100	168,986	36,604	60,414	-7,786	18,623	54,884	60,082	46,595
<i>Shipping</i>	<i>125,764</i>	<i>94,671</i>	<i>185,578</i>	<i>143,131</i>	<i>-18,841</i>	<i>90,663</i>	<i>-52,543</i>	<i>9,190</i>	<i>54,102</i>	<i>69,890</i>	<i>46,274</i>
Logistics	12,992	16,963	17,172	5,174	1,554	7,750	9,266	4,773	6,534	10,794	11,869
Terminal and harbor transport	2,188	5,593	9,447	5,134	2,926	6,699	7,748	6,952	-	-	-
Cruises	-207	4,611	5,069	1,104	-4,093	-2,688	-5,823	-3,744	717	2,117	-
Air cargo transportation	-	-	-23,238	-18,817	-15,182	7,817	3,384	-4,862	-7,371	699	1,585
Real estate	3,410	3,618	4,199	4,395	4,909	4,368	3,902	3,940	3,824	3,257	3,379
Other	-3,699	-17,934	241	682	-1,732	-459	811	1,475	672	-596	-53
Elimination and corporate	2	11	10	9	13	15	15	11	-55	-2,153	-2,997
Consolidated total	140,451	107,534	198,480	140,814	-30,445	114,165	-33,238	17,736	58,424	84,010	60,058

\*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 ended March 31, 2008, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

\*Beginning with the fiscal period ended March 31, 2014, "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".

\*Beginning with the fiscal period ended March 31, 2016, "Cruises" segment is included in "Other" segment.

\*Figures in this table are not restated on the basis of the changes of the business category.

**3) Assets**

(Millions of Yen)

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Liner trade	247,860	301,698	317,102	298,419	275,877	259,367	261,554	280,701	452,479	499,804	419,247
Bulk shipping	803,511	1,108,961	1,290,191	1,245,395	1,237,619	1,302,705	1,295,649	1,412,501	1,502,207	1,501,200	1,338,549
<i>Shipping</i>	<i>1,051,371</i>	<i>1,410,659</i>	<i>1,607,293</i>	<i>1,543,814</i>	<i>1,513,496</i>	<i>1,562,072</i>	<i>1,557,204</i>	<i>1,693,202</i>	<i>1,954,687</i>	<i>2,001,004</i>	<i>1,757,797</i>
Logistics	203,094	243,737	247,500	197,618	208,477	215,219	205,224	217,455	237,998	274,382	250,303
Terminal and harbor transport	84,454	147,293	148,754	131,854	135,983	138,134	158,466	166,070	-	-	-
Cruises	34,684	41,504	44,303	39,768	33,214	27,397	28,117	28,659	33,786	44,273	-
Air cargo transportation	-	-	109,244	71,429	64,329	59,992	69,766	90,311	78,845	56,221	47,597
Real estate	49,251	65,837	61,361	51,214	56,790	53,842	54,596	57,372	53,841	56,835	63,542
Other	374,469	596,726	546,135	492,524	507,599	507,564	457,568	607,828	552,979	414,123	251,326
Elimination and corporate	80,115	-370,317	-478,580	-456,955	-312,727	-437,410	-408,711	-430,536	-360,902	-277,012	-125,795
Consolidated total	1,877,440	2,135,441	2,286,013	2,071,270	2,207,163	2,126,812	2,122,234	2,430,364	2,551,236	2,569,828	2,244,772

**4) Depreciation and Amortization**

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Liner trade	6,066	7,118	9,534	11,005	8,452	9,535	11,471	12,607	16,858	17,660	20,173
Bulk shipping	48,739	50,540	59,211	69,380	73,353	74,958	73,710	67,388	75,469	68,688	68,942
<i>Shipping</i>	<i>54,805</i>	<i>57,658</i>	<i>68,745</i>	<i>80,385</i>	<i>81,805</i>	<i>84,494</i>	<i>85,182</i>	<i>79,996</i>	<i>92,328</i>	<i>86,348</i>	<i>89,116</i>
Logistics	6,336	6,995	7,688	7,285	6,563	6,139	6,214	6,376	7,327	8,043	8,202
Terminal and harbor transport	2,966	4,516	6,269	5,737	4,676	4,785	4,776	4,789	-	-	-
Cruises	2,854	2,199	1,917	1,787	1,796	1,843	1,860	2,044	2,114	1,800	-
Air cargo transportation	-	-	4,780	1,824	688	740	787	2,320	2,247	2,595	2,160
Real estate	1,085	1,046	946	1,123	1,027	831	924	909	917	1,090	1,118
Other	5,778	8,081	2,061	2,015	1,472	1,375	1,122	1,094	1,030	1,387	2,916
Elimination and corporate	-12	-10	-8	-35	-11	-13	-10	-8	-9	-220	-166
Consolidated total	73,814	80,487	92,400	100,124	98,019	100,198	100,857	97,522	105,956	101,045	103,347

**5) Capital Expenditure**

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Liner trade	60,791	70,512	135,100	117,613	41,900	45,976	27,224	12,194	14,756	21,263	20,489
Bulk shipping	95,306	129,079	291,821	234,557	169,890	217,898	253,120	218,576	156,351	130,091	70,467
<i>Shipping</i>	<i>156,097</i>	<i>199,591</i>	<i>426,921</i>	<i>352,170</i>	<i>211,790</i>	<i>263,874</i>	<i>280,345</i>	<i>230,770</i>	<i>171,107</i>	<i>151,355</i>	<i>90,957</i>
Logistics	7,821	6,324	9,536	5,161	7,120	6,472	5,980	9,480	7,907	10,623	8,027
Terminal and harbor transport	2,688	7,753	7,083	7,563	6,366	4,836	4,753	7,017	-	-	-
Cruises	6,022	3,481	1,540	2,181	2,823	1,945	2,631	1,180	16,168	1,996	-
Air cargo transportation	-	-	50,957	47,145	9,393	330	10,096	52,845	49,627	33,052	3,122
Real estate	724	390	3,337	787	307	254	4,095	1,209	649	1,323	12,313
Other	20,213	54,406	1,952	2,545	167	855	1,386	1,303	2,769	992	1,370
Elimination and corporate	-	-	-	-	-	-	-	-1,480	-	-	-
Consolidated total	193,568	271,948	501,330	417,555	237,969	278,570	309,288	302,326	248,230	199,343	115,791

\*Figures are disclosed on full year basis.

\*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 ended March 31, 2008, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments.

\*Beginning with the fiscal period ended March 31, 2014, "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".

\*Figures in this table are not restated on the basis of the changes of the business category.

## Consolidated Statements of Cash Flows

(Millions of yen)

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
<b>I Net cash provided by (used in) operating activities</b>											
Income (loss) before income taxes	145,560	115,136	200,491	77,660	-9,974	113,187	-30,948	32,594	53,106	86,156	63,748
Depreciation and amortization	73,814	80,487	92,400	100,124	98,019	100,198	100,857	97,522	105,956	101,045	103,347
Impairment loss of fixed assets	37	806	7,299	27,050	4,098	2,443	5,511	1,420	6,832	6,262	35,431
Losses related to antitrust law	-	-	-	-	-	-	-	-	13,101	-	-
Software development costs	-	-	-	14,411	-	-	-	-	-	-	-
Provision for loss on contracts	-	-	-	-	-	-	-	-	3,892	11,328	-
Loss (gain) on sales and retirement of vessels, property, plant and equipment and intangible assets	-3,908	-2,861	-12,219	-4,179	-8,248	-8,227	-10,785	-6,149	-8,520	-11,113	-10,633
Loss (gain) on sales of short-term and long-term investment securities	-6,418	-11,068	-4,738	-6,956	-14,589	-5,155	-3,266	-13,154	-14,198	-35,244	-28,976
Loss (gain) on valuation of short-term and long-term investment securities	130	1,039	656	8,851	737	10,045	5,490	2,087	47	7,241	173
Equity in (earnings) losses of unconsolidated subsidiaries and affiliates	-1,868	-5,522	-11,040	-4,204	-2,417	-6,387	-2,164	-1,745	-15,321	-12,657	-22,068
Interest and dividends income	-8,990	-12,000	-13,784	-11,333	-6,521	-6,079	-7,067	-6,653	-6,792	-8,348	-9,023
Interest expenses	15,647	18,285	22,781	22,366	19,467	16,826	16,209	17,457	18,985	17,755	16,924
Foreign exchange losses (gains)	-1,295	-6,772	1,403	-4,166	50	505	1,684	-1,924	-1,533	-11,159	6,373
Decrease (increase) in notes and accounts receivable-trade	8,899	-11,396	-29,630	69,943	-11,039	2,890	-15,479	-17,474	-35,067	-12,905	58,107
Decrease (increase) in inventories	-7,404	-3,582	-16,553	22,422	-11,544	-9,875	-7,194	-2,758	-6,820	-22,492	18,774
Decrease (increase) in notes and accounts payable-trade	8,280	6,761	18,810	-66,164	15,295	-4,596	8,812	10,364	40,812	-15,344	-34,410
Other, net	-17,911	-29,405	-243	6,241	-5,612	-10,790	-6,684	-1,582	9,569	38,782	-5,194
Subtotal	204,572	139,908	255,632	252,065	67,721	194,985	54,976	113,170	164,049	184,290	192,573
Interest and dividends income received	11,970	14,335	18,180	16,488	10,338	10,013	8,613	10,148	10,194	14,240	17,600
Interest expenses paid	-16,300	-17,335	-22,606	-22,903	-21,095	-17,221	-16,297	-17,533	-19,246	-17,880	-17,205
Paid expenses related to antitrust law	-	-	-	-	-	-	-	-	-2,252	-24,782	-2,898
Income taxes (paid) refund	-61,510	-50,678	-51,681	-95,176	5,142	-13,192	-17,455	-11,833	-16,222	-19,419	-47,212
Net cash provided by (used in) operating activities	138,732	86,229	199,525	150,474	62,105	174,585	29,837	93,951	136,522	136,448	142,857
<b>II Net cash provided by (used in) investing activities</b>											
Purchase of short-term investment securities	-1,234	-709	-355	-1,851	-2,146	-323	-64	-72	-	-	-
Proceeds from sales of short-term investment securities	1,158	481	251	3,225	2,492	1,013	916	318	42	-	-
Purchase of vessels, property, plant and equipment and intangible assets	-193,568	-271,948	-501,330	-417,555	-237,969	-278,570	-309,288	-307,050	-233,985	-189,981	-115,913
Proceeds from sales of vessels, property, plant and equipment and intangible assets	32,351	130,727	217,084	248,233	183,732	121,920	173,272	158,498	246,586	185,298	74,144
Purchase of investment securities	-33,942	-52,466	-20,005	-15,125	-14,249	-23,742	-10,399	-9,829	-29,307	-23,409	-38,767
Proceeds from sales and redemption of investment securities	11,357	23,035	10,322	13,012	28,184	15,842	8,404	28,311	38,100	51,703	8,605
Purchase of investments in subsidiaries resulting in change in scope of consolidation	-	-	-46	-	-3,358	-	-5,412	-	-923	-70	-
Payments for sales of investments in subsidiaries resulting in change in scope of consolidation	-	-	-	-331	-2,930	-147	-	-250	-	-1,634	-
Proceeds from sales of investments in subsidiaries resulting in change in scope of consolidation	-	-	-	-	213	106	-	-	-	-	9,437
Payments of loans receivable	-12,115	-28,049	-5,266	-6,675	-8,667	-6,304	-14,290	-5,837	-29,941	-18,415	-25,557
Collection of loans receivable	22,527	15,641	5,861	9,274	5,069	3,851	11,525	1,901	13,669	25,797	40,570
Other, net	2,953	5,245	974	-2,462	5,923	3,573	5,932	-1,555	2,167	-2,532	585
Net cash provided by (used in) investing activities	-170,511	-178,043	-292,510	-170,253	-43,706	-162,781	-139,402	-135,566	6,409	26,755	-46,895
<b>III Net cash provided by (used in) financing activities</b>											
Net increase (decrease) in short-term loans payable	54,955	51,660	46,846	-35,522	-85,903	-47,383	4,385	9,763	-15,588	-4,068	-2,016
Net increase (decrease) in commercial paper	32,700	-32,700	19,000	-15,000	-4,000	-	-	-	-	-	-
Proceeds from long-term loans payable	104,807	110,852	175,304	223,311	169,632	102,683	192,444	282,344	49,226	27,082	28,754
Repayments of long-term loans payable	-102,627	-96,335	-106,325	-94,519	-84,570	-139,789	-110,872	-99,584	-108,032	-167,473	-114,208
Proceeds from issuance of bonds	-	84,755	59,788	-	59,787	-	54,722	39,797	39,812	-	-
Redemption of bonds	-25,019	-4,800	-21,000	-16,000	-20,000	-	-54,555	-45,000	-50,000	-40,000	-50,000
Proceeds from issuance of common stock	-	-	-	-	110,776	-	-	-	-	-	-
Proceeds from stock issuance to non-controlling shareholders	54	977	120	-	-	53	799	-	126	-	130
Purchase of treasury stock	-	-366	-518	-300	-129	-347	-140	-16	-41	-38	-30
Proceeds from sales of treasury stock	-	6,039	61	123	26	10	23	2	3	1	1
Cash dividends paid to shareholders	-23,806	-22,043	-25,794	-30,698	-4,911	-13,577	-11,878	-6,785	-6,784	-8,480	-15,263
Cash dividends paid to non-controlling shareholders	-420	-676	-654	-778	-719	-861	-1,360	-978	-1,540	-2,268	-3,760
Other, net	-	-	-	-1,042	-2,592	-949	-1,409	-1,576	-2,665	-3,761	-3,867
Net cash provided by (used in) financing activities	40,339	97,363	146,829	29,571	137,396	-100,161	72,159	177,966	-95,485	-199,007	-160,260
<b>IV Effect of exchange rate changes on cash and cash equivalents</b>	2,536	2,793	-27,289	-2,477	-5,520	-6,041	-1,324	10,811	3,891	12,869	-10,351
<b>V Net increase (decrease) in cash and cash equivalents</b>	11,097	8,343	26,555	7,314	150,275	-94,400	-38,730	147,162	51,337	-22,933	-74,650
<b>VI Cash and cash equivalents at beginning of the period</b>	65,027	78,487	87,709	115,963	126,768	281,660	189,685	151,336	298,429	349,723	327,243
<b>VII Increase (decrease) in cash and cash equivalents resulting from change of scope of consolidation</b>	2,465	869	1,623	3,475	4,665	460	556	-162	268	338	993
<b>VIII Increase in cash and cash equivalents resulting from merger with non-consolidated subsidiaries</b>	3	10	75	-	14	226	-	92	-	114	-
<b>IX Increase (decrease) in beginning balance of cash and cash equivalents resulting from change in fiscal period of consolidated subsidiaries</b>	-105	-1	-	13	-63	1,737	-174	-	-312	-	32
<b>X Cash and cash equivalents at end of period</b>	78,487	87,709	115,963	126,768	281,660	189,685	151,336	298,429	349,723	327,243	253,618

\* Consolidated Statements of Cash Flows are disclosed on half and full year basis.



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

(Years ended March 31)

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

Non-operating income	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Interest income	3.5	6.7	8.2	4.5	2.6	1.9	2.8	2.1	2.6	3.2	3.4
Dividends income	5.4	5.2	5.4	6.7	3.8	4.1	4.2	4.5	4.1	5.0	5.6
Equity in earning of unconsolidated subsidiaries and affiliates	1.8	5.5	11.0	4.2	2.4	6.3	2.1	1.7	15.3	12.6	22.0
Foreign exchange gains	2.8	-	-	0.3	-	-	-	4.3	5.2	11.9	-
Other	4.6	8.3	6.2	5.3	6.5	5.4	5.3	6.8	7.9	7.3	7.3
Total	18.3	25.8	31.1	21.2	15.4	17.9	14.5	19.6	35.3	40.3	38.3

Non-operating expenses	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Interest expenses	15.6	18.2	22.7	22.3	19.4	16.8	16.2	17.4	18.9	17.7	16.9
Foreign exchange losses	-	0.5	7.0	-	3.4	4.8	2.3	-	-	-	6.6
Other	2.7	4.4	4.9	2.9	4.9	4.3	5.1	1.8	2.9	4.7	3.7
Total	18.4	23.2	34.7	25.3	27.8	26.0	23.6	19.3	21.9	22.5	27.3

<b>Total Non-operating income (expenses)</b>	-0.1	2.5	-3.5	-4.1	-12.3	-8.1	-9.1	0.3	13.4	17.8	11.0
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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 income	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Gain on sale of noncurrent assets	6.1	4.0	13.5	8.5	9.8	12.0	16.0	7.6	11.2	12.1	13.3
Gain on sale of investment securities	6.6	11.0	4.7	2.9	14.8	7.2	3.5	12.8	-	-	-
Gain on sales of shares of subsidiaries and associates	-	-	-	-	-	-	-	-	0.1	36.6	28.7
Reversal of provision for periodic dry docking of vessels	-	-	-	-	3.6	-	-	-	-	-	-
Reversal of provision for losses related to antitrust law	-	-	-	-	-	3.8	-	-	-	-	-
Other	1.7	4.3	2.0	9.5	6.0	7.7	6.0	1.8	16.1	2.7	2.4
Total	14.4	19.3	20.3	21.0	34.4	30.9	25.5	22.3	27.4	51.5	44.6

Extraordinary loss	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Loss on sale of noncurrent assets	1.7	0.6	0.1	3.0	0.6	2.8	5.0	1.3	2.4	0.5	2.5
Loss on retirement of noncurrent assets	0.4	0.5	1.1	1.3	0.9	1.0	0.2	0.2	-	-	-
Loss on sale of other noncurrent assets	0.0	0.8	0.0	0.0	0.2	3.0	2.0	0.4	-	-	-
Losses related to antitrust law	-	-	-	-	-	-	-	-	13.1	13.7	-
Impairment loss	-	-	7.2	27.0	4.0	-	5.5	1.4	6.8	6.2	35.4
Provision for losses on purchase contract	-	-	-	-	-	-	-	-	3.8	11.3	-
Loss on sale of investment securities	0.2	0.0	0.1	0.0	0.0	2.1	0.2	0.0	-	-	-
Loss on valuation of investment securities	0.1	1.0	0.3	8.6	0.5	9.4	3.5	1.6	0.0	7.0	-
Loss on cancellation of chartered vessels	-	-	-	8.8	-	8.0	4.0	0.0	-	-	-
Allowance for doubtful accounts	-	-	-	-	1.8	0.1	0.0	0.1	-	-	-
Other	6.7	8.7	9.2	35.2	5.9	5.2	2.6	2.2	0.0	10.5	2.9
Total	9.3	11.7	18.3	84.2	14.0	31.9	23.2	7.4	32.7	49.4	40.9

<b>Extraordinary income (losse), net</b>	5.1	7.6	2.0	-63.2	20.4	-0.9	2.2	14.8	-5.3	2.1	3.6
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**(Reference) Non-Consolidated Operating Expenses**

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

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Cargo Expense	245.4	279.8	310.8	274.2	187.4	211.3	221.2	238.5	282.5	323.5	337.7
Fuel Expense	146.0	194.8	251.8	291.5	162.3	196.4	244.0	253.2	290.2	293.1	186.4
Port Charge	57.8	68.9	75.6	73.0	60.5	62.6	61.2	65.5	81.3	91.0	95.5
Other Operating Expenses	0	-2.0	-3.0	-3.9	-10.1	-0.6	1.9	0.8	-2.6	-2.6	-5.3
Operating Expenses	449.4	541.6	635.2	634.9	400.2	469.7	528.5	558.3	651.4	705.1	614.4
Cost for Vessels	21.0	17.3	21.6	21.8	22.2	18.4	17.4	12.9	13.9	13.8	12.8
Charterage	314.3	355.6	435.4	406.7	329.4	339.6	345.1	331.2	390.0	418.7	453.2
Container Related Expenses	46.1	48.4	49.1	46.0	37.8	35.9	35.8	38.4	44.8	51.0	60.9
Other Expenses	9.2	10.8	20.2	15.8	10.4	9.0	8.2	9.0	10.2	12.3	15.4
Total-Expenses of Shipping	840.2	973.9	1,161.7	1,125.3	800.2	872.8	935.2	949.8	1,110.6	1,201.1	1,157.1
Expenses of Other Business	6.1	5.6	5.0	5.7	4.7	4.9	4.4	3.4	3.4	3.4	3.3
Administrative Expenses	43.5	44.1	52.7	53.0	43.1	38.3	36.5	37.3	40.4	42.9	47.3
Total-Operating Expenses	889.9	1,023.7	1,219.5	1,184.1	848.1	916.0	976.2	990.7	1,154.5	1,247.5	1,207.8

## Consolidated Number of Employees

(People)

(Years ended March 31)	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Liner trade	2,943	3,577	4,010	4,081	4,197	4,090	4,003	4,152	6,344	6,560	6,699
Bulk shipping	1,150	1,432	1,531	1,915	1,767	1,926	2,294	2,573	2,668	2,570	2,616
<i>Shipping</i>	<i>4,093</i>	<i>5,009</i>	<i>5,541</i>	<i>5,996</i>	<i>5,964</i>	<i>6,016</i>	<i>6,297</i>	<i>6,725</i>	<i>9,012</i>	<i>9,130</i>	<i>9,315</i>
Logistics	13,971	16,097	16,876	15,504	16,180	16,562	16,155	16,547	20,179	21,244	22,244
Terminal and harbor transport	3,886	5,314	5,329	5,053	5,964	2,363	2,731	2,574	-	-	-
Cruises	401	361	353	347	485	458	486	463	458	459	-
Air cargo transportation	-	-	712	672	754	716	737	712	698	707	730
Real estate	69	58	54	52	59	62	64	66	67	74	68
<i>Other</i>	<i>3,061</i>	<i>2,749</i>	<i>2,209</i>	<i>1,926</i>	<i>1,972</i>	<i>1,900</i>	<i>1,737</i>	<i>1,480</i>	<i>1,535</i>	<i>1,516</i>	<i>1,536</i>
Companywide (Shared)	251	284	295	284	282	284	291	298	393	390	383
<b>Total</b>	<b>25,732</b>	<b>29,872</b>	<b>31,369</b>	<b>29,834</b>	<b>31,660</b>	<b>28,361</b>	<b>28,498</b>	<b>28,865</b>	<b>32,342</b>	<b>33,520</b>	<b>34,276</b>

\*Figures are disclosed on full year basis.

\*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"

\*Beginning with the fiscal period ended March 31, 2008, "Air cargo transportation" which has been included in "Other" segment is allocated to individual segments

\*Beginning with the fiscal period ended March 31, 2014, "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".

\*Beginning with the fiscal period ended March 31, 2016, "Cruises" segment is included in "Other" segment.

\*Figures in this table are not restated on the basis of the changes of the business category.

## 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	Total	Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total
2015	1Q	202	202	180	180	89%	89%	199	199	117	117	59%	59%
	2Q	213	415	198	378	93%	91%	213	412	120	237	57%	58%
	3Q	193	608	179	558	93%	92%	196	608	117	355	60%	58%
	4Q	166	774	160	718	96%	93%	169	777	112	467	67%	60%
2016	1Q	203	203	189	189	93%	93%	193	193	136	136	70%	70%
	2Q	227	430	213	403	94%	94%	226	419	141	277	62%	66%
	3Q	211	641	191	594	91%	93%	217	636	132	409	61%	64%
	4Q	201	842	175	769	87%	91%	202	838	130	539	64%	64%

### ● 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	Total	Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total	Quarter	Total
2015	1Q	153	153	148	148	97%	97%	152	152	101	101	66%	66%
	2Q	158	311	150	298	95%	96%	156	309	104	205	66%	66%
	3Q	150	461	141	438	94%	95%	150	459	101	306	67%	67%
	4Q	144	605	135	574	94%	95%	150	608	97	403	65%	66%
2016	1Q	146	146	124	124	85%	85%	140	140	101	101	72%	72%
	2Q	143	289	140	264	98%	92%	146	286	96	197	66%	69%
	3Q	126	415	123	387	97%	93%	128	413	97	294	76%	71%
	4Q	132	547	121	508	92%	93%	128	542	92	386	72%	71%

## Number of Cars NYK

(Years ended March 31)

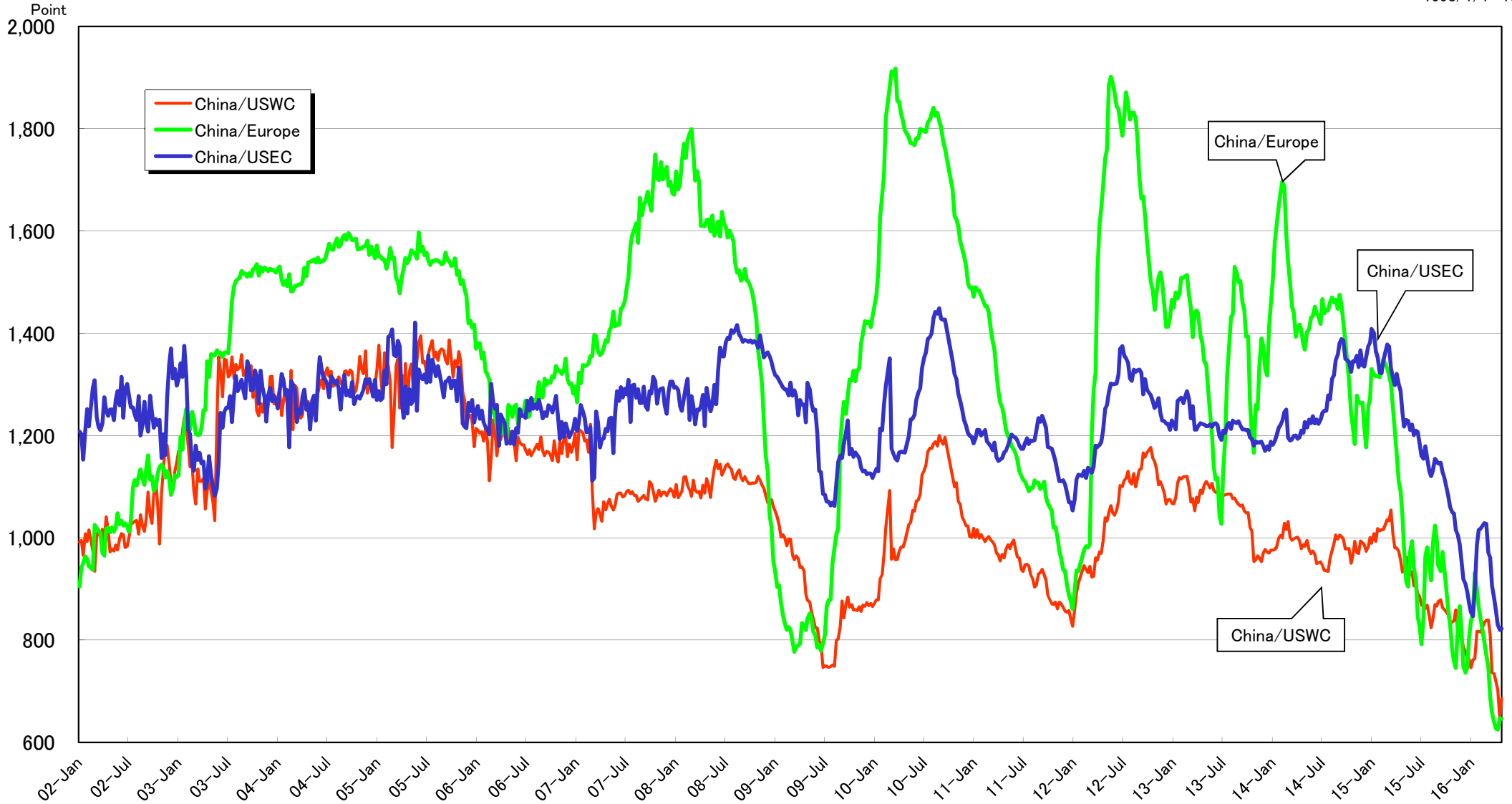
(1,000 Cars)

	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total	2,860	3,240	3,530	3,260	2,370	3,100	2,920	3,460	3,600	3,650	3,700

# Container Market Freight Rate Index

● Container Market Freight

China (Export) Containerized Freight Index  
1998/1/1= 1000



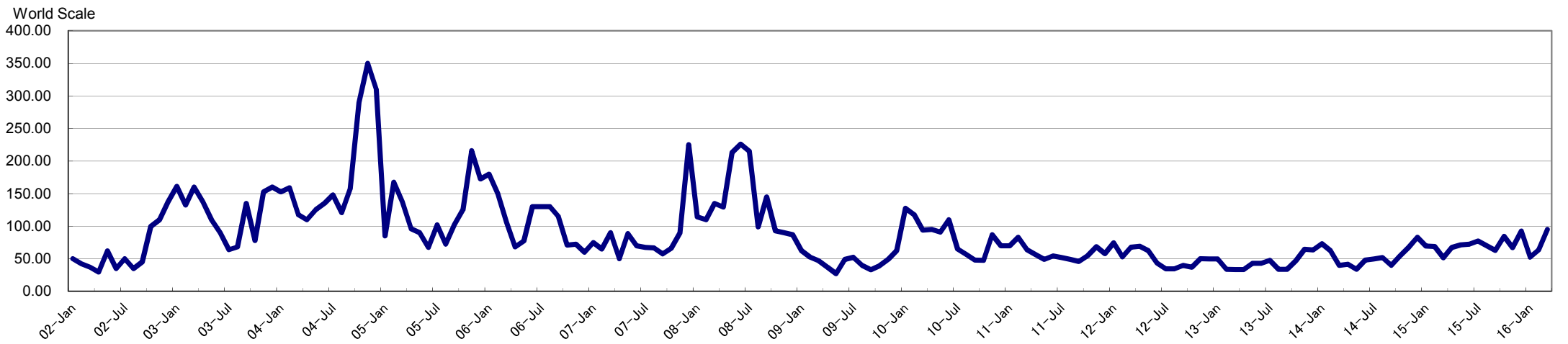
(Source : China (Export) Containerized Freight Index)

## BDI and WS Trends

### ● BDI (BFI) Trend



### ● WS Trend(VLCC), Middle East → Japan

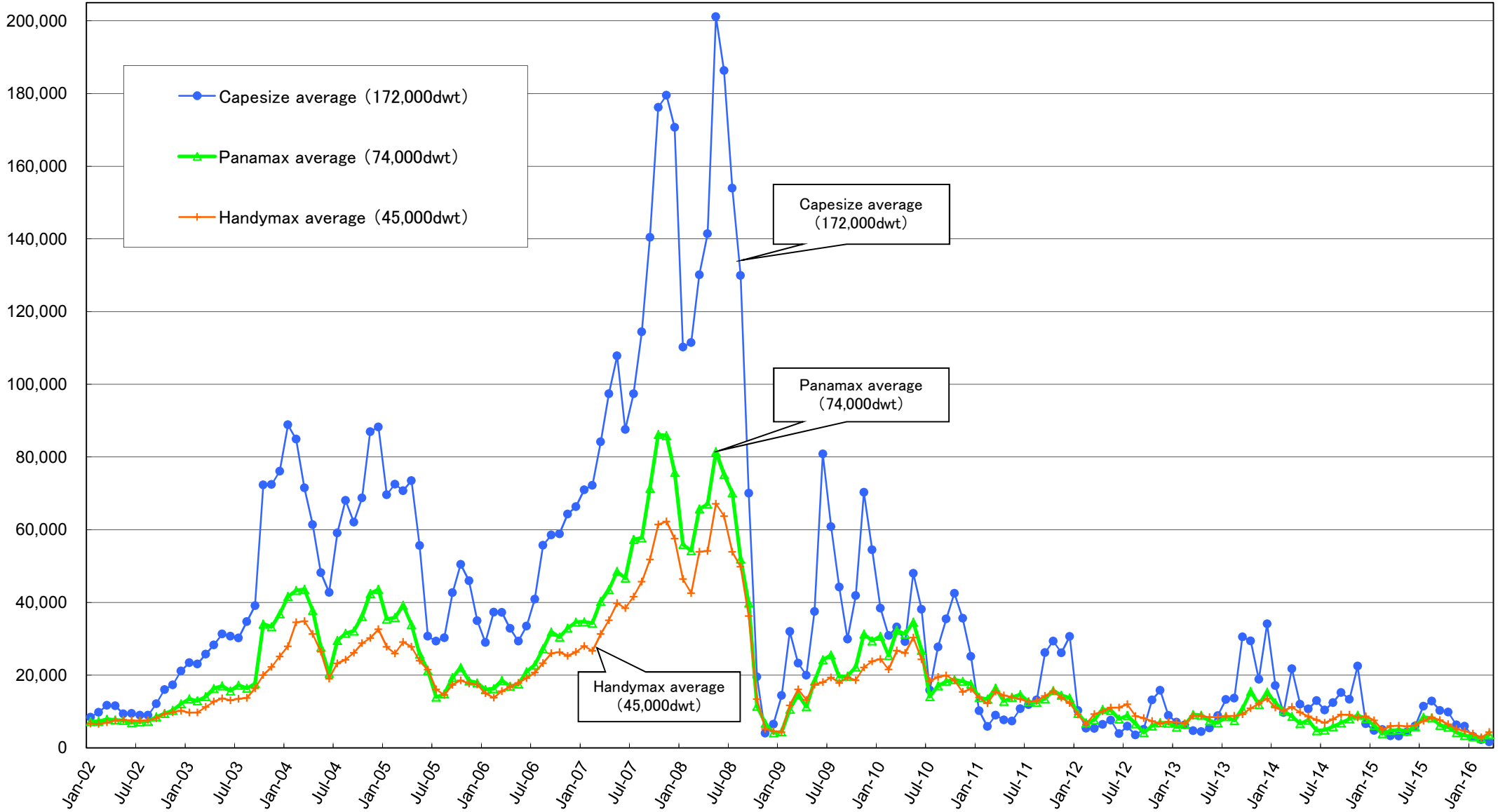


As of April 28, 2016 NYK Researched

● T/C Rate per Day

USD/DAY

Dry Bulk Market



As of April 28, 2016 NYK Researched



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