

Main Consolidated Financial and Non-Financial Information (11 Years)

(Millions of yen)

		FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Results of Operations	Revenues	2,401,820	2,272,315	1,923,881	2,183,201	1,829,300	1,668,355	1,608,414	2,280,775	2,616,066	2,387,240	2,588,700
	Operating profit (loss)	66,192	48,964	-18,078	27,824	11,085	38,696	71,537	268,939	296,350	174,679	210,820
	Recurring profit (loss)	84,010	60,058	1,039	28,016	-2,052	44,486	215,336	1,003,154	1,109,790	261,341	490,866
	Profit (loss) attributable to owners of parent	47,591	18,238	-265,744	20,167	-44,501	31,129	139,228	1,009,105	1,012,523	228,603	477,707
	Capital expenditures	199,343	115,791	155,993	200,443	170,776	139,232	101,778	205,140	198,865	335,816	207,803
	Depreciation and amortization	101,045	103,347	92,004	87,839	89,713	104,057	98,803	101,596	121,658	141,605	154,632
Financial Position at Year-End	Total assets	2,569,828	2,244,772	2,044,183	2,071,636	2,001,704	1,933,264	2,125,480	3,080,023	3,776,797	4,254,770	4,320,269
	Interest-bearing debt	1,098,357	940,576	945,391	983,432	1,046,182	1,049,853	951,143	808,299	694,091	913,806	738,462
	Shareholders' equity	810,311	773,678	522,471	551,887	487,432	462,664	625,332	1,713,713	2,478,641	2,650,371	2,918,876
Cash Flows	Operating activities	136,448	142,857	27,924	89,090	45,260	116,931	159,336	507,762	824,853	401,414	510,755
	Investing activities	26,755	-46,895	-144,612	-137,994	-132,292	-54,867	-16,871	-148,571	-252,964	-285,631	-59,783
	Financing activities	-199,007	-160,260	1,952	17,587	62,715	-61,733	-125,483	-237,535	-581,203	-163,420	-427,747
Per-Share Data	Basic net income (loss)	93.5	35.8	-524.1	39.9	-87.9	61.5	274.9	1,991.3	1,993.7	468.1	1,070.3
	Equity	1,592.62	1,520.70	1,032.65	1,090.74	963.09	913.47	1,234.42	3,381.43	4,877.55	5,772.50	6,735.03
	Cash dividends applicable to the year	23	20	-	10	7	13	67	483	520	140	325
	Dividend payout ratio	24.9%	55.8%	-	25.1%	-	21.7%	24.3%	24.3%	26.1%	29.9%	30.4%
Management Indicators	Return on invested capital (ROIC)	3.3%	3.6%	-15.1%	3.1%	-0.2%	3.7%	11.7%	47.1%	35.7%	8.3%	13.2%
	Return on equity (ROE)	6.2%	2.3%	-41.0%	3.8%	-8.6%	6.6%	25.6%	86.0%	48.3%	8.9%	17.2%
	Debt-to-equity ratio (DER) (times)	1.36	1.22	1.81	1.78	2.15	2.27	1.52	0.47	0.28	0.34	0.25
	Shareholders' equity ratio	31.5%	34.5%	25.6%	26.6%	24.4%	23.9%	29.4%	55.6%	65.6%	62.3%	67.6%
Non-Financial Information	GHG emissions (ton-CO ₂ e)	21,349,624	21,174,221	21,887,394	20,984,431	14,142,058	13,412,790	11,699,499	12,724,086	11,331,299	11,487,908	11,222,657
	Downtime (hours/ship)	14.2	18.4	11.0	23.9	19.3	19.4	17.1	20.0	15.6	17.1	23.2
	Number of Group employees (persons)	33,520	34,276	35,935	37,820	35,711	34,857	35,057	35,165	35,502	35,243	35,230

Note 1: The dividend payout ratio has not been stated when a loss attributable to owners of the parent has been recorded.

Note 2: The per-share data on this page in this 11-year summary takes into consideration the effect of a reverse stock split conducted on October 1, 2017 (1-for-10 shares of common stock) and a stock split conducted on October 1, 2022 (3-for-1 shares of common stock). (Net income is rounded to one decimal place, net assets are rounded to two decimal places, and annual cash dividends are rounded to the nearest yen.)

Note 3: ROIC = (Operating income after tax + Extraordinary profit & loss after tax + Equity in earnings of unconsolidated subsidiaries and affiliates + Dividend income) ÷ (Invested capital).

Note 4: GHG emissions are total values for Scope 1 + Scope 2. Calculation standards were changed as of fiscal 2023. Figures for fiscal 2014 through fiscal 2022 have been adjusted accordingly. From fiscal 2018 onward, the three major Japanese shipping companies integrated their container shipping businesses, and the resulting business was excluded from the scope of consolidation. Therefore, the figures do not include emissions from container ships.

Note 5: The Company uses operational downtime due to accidents or trouble to measure the achievement of safe ship operations and is working to reduce downtime to at most 10 hours per operating ship per year. The standard for aggregating downtime changed from fiscal years to calendar years from 2020. Data for 2020 has a partial overlap with 2019 (January to March 2020).

Main Financial Information by Business Segment

(Millions of yen)

		FY2020	FY2021	FY2022	FY2023	FY2024
Revenues	Liner Trade	170,537	190,552	200,705	192,353	180,424
	Air Cargo Transportation	122,459	188,731	218,095	161,186	185,723
	Logistics	561,234	847,492	862,446	702,299	812,148
	Bulk Shipping	681,564	974,556	1,240,816	1,231,654	–
	Automotive	–	–	–	490,902	532,392
	Dry Bulk	–	–	–	573,331	607,256
	Energy	–	–	–	173,372	178,565
	Others	–	–	–	222,683	204,634
	Real Estate	6,884	4,207	3,352	3,127	–
	Other Business Services	129,789	170,405	234,512	219,604	–
	Elimination and Corporate	–64,055	–95,169	–143,863	–128,888	–112,444
	Consolidated Total	1,608,414	2,280,775	2,616,066	2,387,240	2,588,700
Recurring Profit (Loss)	Liner Trade	140,821	734,245	790,637	67,891	274,366
	Air Cargo Transportation	33,281	74,068	61,556	5,758	21,070
	Logistics	27,049	58,727	54,284	25,950	21,271
	Bulk Shipping	18,605	139,100	210,440	170,296	–
	Automotive	–	–	–	105,855	113,380
	Dry Bulk	–	–	–	18,040	18,104
	Energy	–	–	–	46,393	46,172
	Others	–	–	–	3,627	6,954
	Real Estate	2,584	2,127	1,323	1,593	–
	Other Business Services	–2,251	–1,231	592	2,033	–
	Elimination and Corporate	–4,754	–3,884	–9,044	–12,176	–10,454
	Consolidated Total	215,336	1,003,154	1,109,790	261,341	490,866
Assets	Liner Trade	428,685	945,345	1,379,232	1,409,631	1,469,103
	Air Cargo Transportation	65,535	141,904	135,103	130,927	120,316
	Logistics	348,707	418,931	473,901	513,834	546,357
	Bulk Shipping	1,271,637	1,497,120	1,754,550	2,235,788	–
	Automotive	–	–	–	479,015	500,821
	Dry Bulk	–	–	–	609,926	631,110
	Energy	–	–	–	1,150,262	1,102,588
	Others	–	–	–	377,785	424,854
	Real Estate	52,400	27,764	26,562	30,266	–
	Other Business Services	173,614	221,454	247,344	350,632	–
	Elimination and Corporate	–215,099	–172,497	–239,897	–416,613	–474,882
	Consolidated Total	2,125,480	3,080,023	3,776,797	4,254,770	4,320,269

Note 1: Due to a change in the method of calculating interest and other amounts attributable to each segment as of fiscal 2023, the recurring profit (loss) of each segment for fiscal 2022 has also been restated based on the changed measurement method. Consolidated totals and revenues are not affected.

Note 2: As of fiscal 2024, the presentation of disclosure segments was changed. The "bulk shipping business" was divided into the "automotive business," the "dry bulk business," and the "energy business." The restated figures for fiscal 2023 are also included.

Note 3: As of fiscal 2024, the "real estate business" and "other business services" were consolidated into "others." The restated figures for fiscal 2023 are also included.

Environmental Data

(ton-CO₂e)

The NYK Group's GHG Emissions by Scope		FY2020	FY2021	FY2022	FY2023	FY2024
Scope 1	Ships	9,787,671	10,708,996	10,123,951	10,239,136	9,939,832
	Aircraft	1,642,233	1,721,397	964,063	1,048,651	1,091,449
	Others	220,149	248,301	167,029	136,779	108,955
	Total	11,650,053	12,678,695	11,255,044	11,424,566	11,140,236
Scope 2	Market basis	49,444	45,391	76,255	63,342	82,420
	Location basis	52,138	49,010	77,710	67,375	89,402
Scope 3	Category 1	–	1,887,367	1,486,233	1,347,827	5,265,086
	Category 2	99,013	255,143	197,887	482,457	386,218
	Category 3	1,508,523	1,730,934	1,552,422	1,587,687	2,258,724
	Category 4	–	–	–	–	1,321,450
	Category 5	15,489	16,379	19,827	29,792	30,235
	Category 6	516	678	7,404	9,877	86,282
	Category 7	135	157	247	183	2,271
	Category 9	–	–	–	–	49
	Category 11	–	–	–	–	792,906
	Category 13	–	–	–	–	4,798,628
	Category 15	–	–	–	–	5,404,127
	Total	1,623,676	3,890,661	3,264,023	3,457,823	20,345,980
Emissions from biofuel	Ships B100 basis	–	–	–	1,027	37,758
	Land B100 basis	–	–	–	–	444

Note 1: The data is gathered from the NYK Headquarters and consolidated subsidiaries. Until fiscal 2023, the Scope 3 data collection targeted only the head office and selected group companies. Beginning fiscal 2024, the scope has been expanded to include all major consolidated subsidiaries and equity method affiliates, and emissions have been collected from all categories of Scope 3. The investigation found that there were no relevant GHG emissions for categories 8, 10, 12, and 14 of Scope 3.

Note 2: t-CO₂e: tons of CO₂ equivalent. All GHG emissions are converted to carbon dioxide equivalents.

Note 3: GHG emissions data for Scope 1, Scope 2, Scope 3, and biofuel has been verified by a third-party organization. Verification Report (<https://www.nyk.com/english/sustainability/pdf/environment009en.pdf>)

Note 4: In fiscal 2022, a renewable energy certificate was used to offset the electricity used at the Yokohama branch and the NYK Maritime Museum (234,641 kWh).

Note 5: The NYK Group mainly uses bio-blended fuel, which is a mixture of biofuel (B100) and fossil fuel emissions from the biofuel portion are counted as out of scope, while emissions from the fossil fuel portion fall under Scope 1 (tank-to-wake) and Category 3 of Scope 3 (well-to-tank). Starting from fiscal 2024, we have revised our methodology for calculating GHG emissions derived from biofuels, and restated the figures for fiscal 2023 accordingly.

Note 6: For each fiscal year, CO₂ emissions from electricity usage in Japan are calculated using emission coefficients provided by the electricity provider and published by Japan's Ministry of the Environment, based on the actual data from the previous year.

Human Resources Data

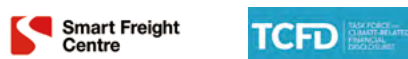
Employee Diversity		FY2020	FY2021	FY2022	FY2023	FY2024
The NYK Group						
Ratio of women employees (%)		37.0	37.0	37.9	37.7	37.3
Ratio of women managers (%) *1		25.0	25.9	25.2	26.2	26.3
NYK Headquarters						
Ratio of women recruits (%)	Office workers (excludes navigation officers and engineers at office locations)	21.9	26.8	21.7	34.9	38.5
	Navigation officers and engineers	9.1	12.0	11.1	7.7	16.0
Ratio of women managers (%) *2	Office workers (excludes navigation officers and engineers at office locations)	14.7	14.0	13.7	13.6	13.9
	Navigation officers and engineers	0.4	0.4	0.4	0.4	0.4
Long-term employees, fixed-term employees, and non-fixed-term employees	Office workers (excludes navigation officers and engineers at office locations)	1,186	1,198	1,241	1,249	1,271
	Navigation officers and engineers	602	602	611	614	622

*1 Managers or higher.

*2 Calculation method: Women managers / Total managers.

Major Initiatives Involving Company Participation and Membership

Climate Change and Decarbonization



- Global CCS Institute
- Global Centre for Maritime Decarbonisation (GCMD)
- Getting to Zero Coalition
- GX League
- Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping
- Methane Abatement in Maritime Innovation Initiative (MAMII)
- Smart Freight Centre
- North Pacific Green Corridor Consortium
- Task Force on Climate-related Financial Disclosures (TCFD)
- Japan Climate Initiative
- Challenge Zero, the Japan Business Federation (Keidanren)
- International Shipping GHG Zero Emission Project

Next-Generation Fuels



- Hydrogen Council
- Clean Fuel Ammonia Association
- Japan Hydrogen Association (JH2A)

Biodiversity



- ANEMONE Consortium
- The Taskforce on Nature-related Financial Disclosures Forum (TNFD Forum)
- Japan Business Federation Biodiversity Declaration
- 30by30 Alliance for Biodiversity
- Japan and Biodiversity Partnership of the Japan Business Federation
- World Wide Fund for Nature (WWF)

Human Capital and D&I



- 30% Club Japan
- Human Capital Management Consortium
- #Here We Go 203030, the Japan Business Federation (Keidanren)

General Sustainability



- World Business Council for Sustainable Development (WBCSD)
- United Nations Global Compact

Maritime Industry



- Sustainable Ocean Principles, the United Nations Global Compact (UNGC)
- Ship Recycling Transparency Initiative (SRTI)

Corporate and Stock Information (as of March 31, 2025)

Established	September 29, 1885
Paid-in Capital	¥144,319,833,730
Employees	Consolidated: 35,230 (NYK and consolidated subsidiaries) Non-consolidated: 1,893 (1,271 office workers (excluding seafarers); 622 seafarers)* * The non-consolidated number of employees includes employees currently assigned to domestic and overseas Group companies.
Head Office	3-2, Marunouchi 2-chome Chiyoda-ku, Tokyo 100-0005, Japan Telephone: +81-3-3284-5151 Website: https://www.nyk.com/english/
Common Stock	Number of authorized shares: 895,065,000 shares Number of issued and outstanding shares: 434,101,600 shares (including 27,301,541 shares of treasury stock)
Stock Exchange Listing	Prime Market of the Tokyo Stock Exchange

Principal Shareholders

Name	Number of shares held (in thousands)	Shareholding ratio (%)
THE MASTER TRUST BANK OF JAPAN, LTD. (Trust Account)	72,113	16.63
Custody Bank of Japan, Ltd. (Trust Account)	26,068	6.01
GOLDMAN SACHS INTERNATIONAL	13,505	3.11
STATE STREET BANK WEST CLIENT - TREATY 505234	9,168	2.11
MEIJI YASUDA LIFE INSURANCE CO.	8,273	1.91
Mitsubishi UFJ Morgan Stanley Securities Co., Ltd.	5,362	1.24
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	5,075	1.17
Tokio Marine & Nichido Fire Insurance Co., Ltd.	4,168	0.96
JPMorgan Securities Japan Co., Ltd.	4,078	0.94
UEDA YAGI TANSHI Co., Ltd.	3,682	0.85

Shareholder Composition

