

The 138th Ordinary General Meeting of Shareholders

**Other electronic provision measures matters
(matters regarding omission of delivered documents)**

- 1) The Following Matters to Be Indicated in the Business Report**
 - (i) Financial Position and Results of Operation and Their Changes in the Last Three Fiscal Terms**
 - (ii) Status of Stock Acquisition Rights, etc.**
 - (iii) Independent Auditor (Kaikei Kansa Nin)**
 - (iv) Matters on Establishment of Structures to Ensure Proper Execution of Business Operations and the Implementation Status of Such Structures**
- 2) Consolidated Statement of Changes in Equity**
- 3) Notes to Consolidated Financial Statements**
- 4) Unconsolidated Statement of Changes in Equity**
- 5) Notes to Unconsolidated Financial Statements**

(From April 1, 2024 to March 31, 2025)

Nippon Yusen Kabushiki Kaisha

The above matters are omitted from the documents to be delivered to shareholders who have requested delivery of paper-based documents pursuant to the provisions of laws and regulations and the Company's Articles of Incorporation.

Financial Position and Results of Operation and Their Changes in the Last Three Fiscal Terms

1) Consolidated Financial Position and Results of Operation

(In millions of yen, unless otherwise stated)

Category	The 135th term	The 136th term	The 137th term	The 138th term (current term)
	FY2021	FY2022	FY2023	FY2024
Revenues	2,280,775	2,616,066	2,387,240	2,588,700
Recurring profit (loss)	1,003,154	1,109,790	261,341	490,866
Profit (loss) attributable to owners of parent	1,009,105	1,012,523	228,603	477,707
Profit (loss) per share	5,973.76 (yen)	1,993.71 (yen)	468.13 (yen)	1,070.32 (yen)
Total Assets	3,080,023	3,776,797	4,254,770	4,320,269
Equity	1,759,073	2,524,993	2,693,365	2,969,973
Equity per share	10,144.29 (yen)	4,877.55 (yen)	5,772.5 (yen)	6,735.03 (yen)

- Notes: 1. Profit (loss) per share is calculated on the basis of the average number of shares outstanding in each fiscal year, and equity per share is calculated on the basis of the total number of shares outstanding at each term end. In addition, the total number of issued shares excludes the number of treasury stock.
2. The Company shares held by the Board Incentive Plan Trust are recorded as treasury stock in Consolidated Financial Statements. Accordingly, the Company shares held by the said Trust are included in shares of treasury stock to be excluded from the average number of shares outstanding in each fiscal year and the total number of shares outstanding at each term end.
3. Profit (loss) per share and equity per share for the 136th term are calculated on the assumption that the three-for-one stock split of the Company's common stock with an effective date of October 1, 2022 was conducted at the beginning of the term.

2) Unconsolidated Financial Position and Results of Operation

(In millions of yen, unless otherwise stated)

Category	The 135th term	The 136th term	The 137th term	The 138th term (current term)
	FY2021	FY2022	FY2023	FY2024
Revenues	777,239	983,554	1,024,291	1,097,714
Recurring profit (loss)	434,140	628,651	272,871	282,004
Profit (loss)	488,220	600,344	259,059	285,359
Profit (loss) per share	2,890.16 (yen)	1,182.09 (yen)	530.49 (yen)	639.35 (yen)
Total Assets	1,592,888	1,726,420	1,938,047	1,833,939
Equity	678,184	884,221	835,968	929,201
Equity per share	4,014.44 (yen)	1,739.97 (yen)	1,820.71 (yen)	2,144.01 (yen)

- Notes: 1. Profit (loss) per share is calculated on the basis of the average number of shares outstanding in each fiscal year, and equity per share is calculated on the basis of the total number of shares outstanding at each term end. In addition, the total number of issued shares excludes the number of treasury stock.
2. The Company shares held by the Board Incentive Plan Trust are recorded as treasury stock in Unconsolidated Financial Statements. Accordingly, the Company shares held by the said Trust are included in shares of treasury stock to be excluded from the average number of shares outstanding in each fiscal year and the total number of shares outstanding at each term end.
3. Profit (loss) per share and equity per share for the 136th term are calculated on the assumption that the three-for-one stock split of the Company's common stock with an effective date of October 1, 2022 was conducted at the beginning of the term.

Status of Stock Acquisition Rights, etc. (as of March 31, 2025)

Not applicable.

Independent Auditor (Kaikai Kansa Nin)

(1) Name of Independent Auditor

Deloitte Touche Tohmatsu LLC

(2) Compensation to Independent Auditor for the fiscal year under review

Category	Total amount
Compensation for the fiscal year under review	212
Total of cash and other financial profits payable by the Company and its subsidiaries to the Independent Auditor	336

- Notes: 1. The Audit & Supervisory Committee consented to the amount of compensation for the Independent Auditor pursuant to Article 399, Paragraph 1 and Paragraph 3 of the Companies Act after confirming the contents of the audit plan submitted by the Independent Auditor, the status of execution of duties by the Independent Auditor, and reasonableness of the basis, etc. for calculating the estimated compensation through interviews and hearings with the Independent Auditor and internal relevant divisions.
2. The audit contract between NYK and the Independent Auditor does not separate the compensation for the audit based on the Companies Act from the compensation for the audit based on the Financial Instruments and Exchange Act. Therefore, the aforementioned amount includes the compensation for the audit, etc. based on the Financial Instruments and Exchange Act.
3. The Company pays the Independent Auditor fees for agreed upon procedures, etc., which are services other than the services stipulated in Article 2, Paragraph 1 of the Certified Public Accountants Law (non-audit service).
4. Among our principal subsidiaries, UNI-X NCT CORPORATION, NYK GROUP AMERICAS INC., NYK GROUP EUROPE LTD. and NYK GROUP SOUTH ASIA PTE. LTD. undergo audits of statutory documents by CPAs or audit corporations other than the Independent Auditor of NYK (including persons who have qualifications equivalent to these qualifications in foreign countries) (limited to audit pursuant to the Companies Act or Financial Instruments and Exchange Act (including foreign laws equivalent to these laws)).
5. During the fiscal year under review, the Company paid additional compensation of ¥14 million for the audit in the previous fiscal year to Independent Auditor Deloitte Touche Tohmatsu LLC other than the compensation paid as described above.

(3) Company Policy regarding dismissal or decision not to reappoint the Independent Auditor

If the Audit & Supervisory Committee of NYK concludes that the Independent Auditor falls under any of the items of Article 340, paragraph 1 of the Companies Act, it will dismiss the Independent Auditor upon its members' unanimous approval. In such cases, the Audit & Supervisory Committee will report the dismissal of the Independent Auditor and the reason thereof to the first Shareholders' Meeting held immediately after such dismissal.

In addition to the above, if it is recognized that the Independent Auditor is no longer able to execute its duties in an appropriate manner or, for any other reason, the replacement of the Independent Auditor is deemed to be appropriate, the Audit and Supervisory Committee will determine a resolution to the effect of dismissal of or a decision not to reappoint the Independent Auditor, to be proposed at the Shareholders' Meeting.

Matters on Establishment of Structures to Ensure Proper Execution of Business Operations and the Implementation Status of Such Structures

The following is a summary of the details of the resolution by the Board of Directors concerning the matters on establishment of structures to ensure proper execution of business operations and the implementation status of such structures during the current fiscal year.

[Structures to Ensure Proper Execution of Business Operations]

The establishment of structures to ensure the proper execution of business operations by the Company and the Group is determined by the Board of Directors following deliberation and confirmation by the Internal Control Committee.

1. Structure to ensure that the execution of duties by Directors and employees is in compliance with laws and regulations, and the Articles of Incorporation

(1) Structure concerning corporate governance

- 1) The Board of Directors, including Outside Directors, determines important matters and receive reports in accordance with laws, regulations, the Articles of Incorporation, and internal rules.
- 2) The Board of Directors determines the duties and responsibilities of Directors and supervises their execution of duties.
- 3) The Audit & Supervisory Committee audits the execution of duties by Directors in accordance with the Rules on the Audit & Supervisory Committee and the Code of Audit & Supervisory Committee Auditing and Supervising Standards.

(2) Structure concerning compliance

- 1) The Company formulates the Group-wide Mission Statement and Business Credo, and formulates the Code of Conduct and corporate rules, etc., that apply to officers and employees, and establishes a whistleblowing system.
- 2) The Company creates a position of Chief Compliance Officer (CCO) to oversee the establishment of compliance-related systems and activities, and the Compliance Committee evaluates the state of compliance.
- 3) The Company promotes the establishment of similar systems at subsidiaries and other entities.

(3) Structure concerning financial statements

- 1) The Company formulates policies and operational rules for proper accounting and financial statements.
- 2) Committees relating to the internal control reporting system and information disclosure evaluate the establishment and operation of systems to ensure the appropriateness of financial statements.

(4) Structure concerning internal audits

The internal audit division regularly audits the overall operations of the Company and its subsidiaries, etc., in accordance with rules and standards for internal audits.

2. Structures to store and manage information relating to the execution of duties of the Directors

Important documents related to the execution of duties by Directors, such as minutes of General Meetings of Shareholders and meetings of the Board of Directors, are stored and managed appropriately by the division in charge, and Directors may access these documents at any time.

3. Rules and other structures to manage the risks of loss

- (1) The Company positions safety as its most important issue, and establishes optimal safety management systems for each of our business domains: sea, land, and air.
- (2) The Company establishes risk management policies and rules, and the Risk Management Committee determines the Group's major risks and Management Headquarters, and evaluates risk trends and the appropriateness of countermeasures.

4. Structure to ensure the effective execution of duties of Directors

- (1) The Company adopts an executive officer system, under which Executive Officers execute their assigned duties based on delegation from the Board of Directors and Directors.
- (2) The Company determines the duties and responsibilities of Directors and Executive Officers, the division of duties among internal organizations, the authority of officers and employees, the standards for submitting proposals to the Board of Directors, etc., and the standards for decisions by position.

- (3) The Company delegates some decisions on important business execution to Directors by resolution of the Board of Directors to accelerate decision-making.

5. Structures to ensure proper execution of business operations in the NYK Group

- (1) The division in charge of each subsidiary, etc. manages each subsidiary, etc. in accordance with internal rules for the management of subsidiaries, etc.
- (2) The Company dispatches Directors and Audit & Supervisory Board Members to each subsidiary, etc. to ensure the proper execution of business operations.
- (3) Officers and employees of subsidiaries, etc. may also use the Company's whistleblowing system, and compliance matters that occur at subsidiaries, etc. are reported to the Company in accordance with internal rules.

6. Matters concerning Directors and employees to assist the duties of the Audit & Supervisory Committee, matters concerning the independence of such Directors and employees from other Directors (excluding Directors who are Audit & Supervisory Committee Members) and matters to ensure the effectiveness of directions given to such Directors and employees by the Audit & Supervisory Committee

- (1) The Company establishes a division that assists the Audit & Supervisory Committee in the execution of its duties, and assigns dedicated employees to the division. There are no Directors who are assigned to assist the duties of the Audit & Supervisory Committee.
- (2) Such dedicated employees work under the Audit & Supervisory Committee, and the full-time Audit & Supervisory Committee Members carry out personnel evaluations of such employees. Any reassignment or disciplinary action involving such employees shall be decided, fully reflecting the opinion of Audit & Supervisory Committee.

7. Structure for reporting to Audit & Supervisory Committee, and structure to ensure the prohibition of unfair treatment to whistleblowers who made reporting

- (1) Audit & Supervisory Committee Members may attend and express their opinions at meetings of the Board of Directors, as well as the Management Meeting and other important internal meetings.
- (2) The Company establishes the obligation of Directors and Executive Officers to report to the Audit & Supervisory Committee if there is a risk of significant damage to the Group in internal rules.
- (3) The Company establishes a system for officers and employees to report compliance matters of the Group to Audit & Supervisory Committee.
- (4) The Company establishes internal rules to keep whistleblowers unidentified and prohibit the unfair treatment.

8. Matters concerning the policy for processing expenses, etc. arising with respect to the execution of duties by Audit & Supervisory Committee Members (limited to those related to the execution of duties by the Audit & Supervisory Committee), and other structures to ensure Audit & Supervisory Committee conducts audits effectively

- (1) The Company bears the costs necessary for the execution of duties by Audit & Supervisory Committee Members.
- (2) The internal audit division closely coordinates and exchanges information with the Audit & Supervisory Committee on the formulation of audit plans and results of internal audits.
- (3) Any reassignment involving the head of the internal audit division shall be decided, fully reflecting the opinion of Audit & Supervisory Committee and ensuring independence from Directors (excluding Directors who are Audit & Supervisory Committee Members).

[Implementation Status of Structures to Ensure Proper Execution of Business Operations]

Regarding the implementation of structures to ensure proper execution of business operations, the following is an outline of the initiatives identified by the Internal Control Committee as important for internal controls.

1. Initiatives to ensure the legality and efficiency of the execution of duties by Directors, etc.

- (1) The Board of Directors operates in accordance with rules such as the Rules on the Board of Directors and the standards for submitting proposals, and its decisions on the election and dismissal of Directors,

- etc. and on compensation, are based on the results of discussions at the Nomination Advisory Committee and the Compensation Advisory Committee.
- (2) The Board of Directors conducts a questionnaire of Directors to analyze, evaluate, and identify issues, in order to improve its effectiveness, and revises the method of operating the Board of Directors as necessary.
 - (3) The Board of Directors decides the management plan, and the Executive Directors and Executive Officers formulate and implement business operating policies in line with the plan.

2. Initiatives concerning compliance

- (1) The Chief Compliance Officer formulates an annual policy and plan for compliance activities, which is approved by the Compliance Committee at the beginning of the fiscal term. The status of activities, whistleblowing, and outcome of response to compliance issues are reviewed by the Compliance Committee and the Committee for ensuring adherence to laws during the term, and the status is reported to the Board of Directors.
- (2) The Company strives to foster individual awareness and a corporate culture that emphasizes compliance by conducting compliance awareness questionnaires of officers and employees, requesting pledges on compliance with the Code of Conduct, and carried out compliance education and training for officers and employees according to their positions and responsibilities, etc.
- (3) In the event of an emergency, the Company ensured implementation of prompt remedy and recurrence prevention measures pursuant to corporate rules, etc., while reporting important matters to the Board of Directors via the Compliance Committee.

3. Initiatives concerning financial statements

- (1) A specialized sub-committee has been established within the Internal Control Committee to verify the reliability of financial statements and to deliberate the drafts of the Internal Control Report.
- (2) To ensure timely and appropriate disclosure, the Company reports on the contents of disclosures, etc. at the semiannual Securities Report Verification Committee, and conducts the effectiveness assessments of the design and implementation of internal controls.

4. Initiatives concerning internal audits

- (1) The results of internal audits are reported to the audited divisions and subsidiaries, etc., and necessary action is taken to address issues raised. The Board of Directors and the President receive reports on the results of internal audits and the responses to the issues raised.
- (2) To ensure the effectiveness and efficiency of audit operations, the Company is using data analysis to sophisticate auditing methods.

5. Initiatives concerning information management and information security

- (1) The Company has set procedures and authority for inspection, and retention periods to manage information according to its level of importance, and is striving to efficiently process administrative work and share information.
- (2) Against cyber attacks that aim to steal information or shut down systems, etc., construction of management system is underway on a global scale, involving reinforcement of security measures and periodical implementation of training and drills. The Company also provides e-learning opportunities and targeted attack e-mail training, etc. for information security education and to raise awareness.

6. Initiatives concerning safety and risk management

- (1) The Company has set a goal to "Eliminate major accidents" in its sea, land, and air business domains, has established safety management rules and mechanisms, and is conducting activities to promote safety based on these rules and mechanisms. The Company audits the safety standards of vessels and strives to maintain and improve safety standards. These activities are regularly reviewed by the Safety and Environmental Management Committee.
- (2) The Risk Management Committee evaluates the current risk management status and the appropriateness of countermeasures against visible risks. The Company also updates the list of risks, selects important risks for the following fiscal year based on risk trends and certain criteria, determines the Risk Management Headquarters, and verifies the appropriateness of these important risk countermeasures.
- (3) The Company is discussing and making improvements to its medium- and long-term management methods to improve risk management effectiveness.
- (4) The Company actively utilizes the knowledge of outside experts in its risk management activities.

7. Initiatives to ensure proper execution of business operations in the Group

- (1) Each subsidiary, etc. has established its own Code of Conduct based on the Group-wide Mission Statement and Business Credo. In addition, the Company obtains pledges from the officers and employees of each subsidiary, etc., concerning compliance with each company's Code of Conduct.
- (2) In addition to establishing guidelines on basic management matters of the Group, the Company has established standards related to matters such as corporate management, accounting, and compliance, which subsidiaries, etc. must comply with or refer to, and the Company periodically audits or investigates the state of compliance with these standards.
- (3) The Company informs its subsidiaries, etc. of the whistleblower helpdesks at the Company or each company and encourages their use. The Company also provides training opportunities related to legal and compliance matters to its subsidiaries, etc.

8. Initiatives concerning audits by the Audit & Supervisory Committee

- (1) The Company's Audit & Supervisory Committee's Office is under direct control of the Audit & Supervisory Committee, and the dedicated employees assigned to the Office assist the Audit & Supervisory Committee in its audits, etc., serve as the secretariat for the Audit & Supervisory Committee and perform other supportive duties for the Audit & Supervisory Committee Members. Such dedicated employees work under the Audit & Supervisory Committee Members, and the full-time Audit & Supervisory Committee Members carry out personnel evaluations of such employees, thereby ensuring their independence from executive divisions.
- (2) Audit & Supervisory Committee Members attend and express their opinions at important meetings such as meetings of the Board of Directors and the Management Meeting, and gather information by inspecting important documents, including minutes and approval documents and interviewing relevant persons.
- (3) The reporting of facts that may cause significant damage to the Company or the Group is stipulated in the internal rules, and the status of compliance matters and whistleblowing management are reported to the Audit & Supervisory Committee on a regular basis. Whistleblowers are kept unidentified in accordance with internal rules.
- (4) Audit & Supervisory Committee Members exchanged information with the Independent Auditor and the internal audit division, and cooperated to improve the effectiveness and efficiency of audits, etc. by the Audit & Supervisory Committee through the collaboration of the three parties.
- (5) The Company bears the costs necessary for the execution of duties by Audit & Supervisory Committee Members in order to ensure the effectiveness of audits, etc.

Consolidated Statement of Changes in Equity (From April 1, 2024 to March 31, 2025)

(In millions of yen)

Item	Shareholders' capital					Accumulated other comprehensive income					Non-controlling interests	Total equity
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total shareholders' capital	Unrealized gain (loss) on available-for-sale securities	Deferred gain (loss) on hedges	Foreign currency translation adjustments	Remeasurements of defined benefit plans	Total accumulated other comprehensive income		
Balance at the beginning of current period	144,319	45,099	2,105,521	(203,595)	2,091,344	50,800	8,014	407,345	92,866	559,026	42,993	2,693,365
Changes of items during the period												
Transfer from retained earnings to capital surplus		194,731	(194,731)		-							-
Dividends of surplus			(95,121)		(95,121)							(95,121)
Profit attributable to owners of parent			477,707		477,707							477,707
Purchase of treasury stock				(125,044)	(125,044)							(125,044)
Disposal of treasury stock		0		251	251							251
Cancellation of treasury stock		(196,420)		196,420	-							-
Change in equity of parent related to transactions with non-controlling shareholders		687			687							687
Change in scope of consolidation			(61)		(61)							(61)
Put option granted to non-controlling interests		(5,073)			(5,073)							(5,073)
Other		(15)			(15)							(15)
Net change of items other than shareholders' capital						6,014	28,819	13,922	(33,582)	15,173	8,103	23,276
Total changes of items during the period	-	(6,090)	187,793	71,627	253,331	6,014	28,819	13,922	(33,582)	15,173	8,103	276,607
Balance at the end of current period	144,319	39,009	2,293,314	(131,968)	2,344,675	56,815	36,833	421,267	59,284	574,200	51,097	2,969,973

Notes to Consolidated Financial Statements

(1) Basis of presenting consolidated financial statements

1) Scope of Consolidation

(i) Number of Consolidated subsidiaries: 514

Name of principal consolidated subsidiaries

Principal consolidated subsidiaries are stated in the Business Report "1. Overview of Operations for NYK Group, (10) Status of Principal Subsidiaries, 1) Status of principal subsidiaries."

Changes in the current fiscal year are as follows:

YUSEN LOGISTICS GLOBAL MANAGEMENT CO., LTD. and 19 other companies were included within the scope of consolidation as they were newly established.

NYK GROUP HOLDING (THAILAND) CO., LTD. and 13 other companies were included in the scope of consolidation as their total assets, revenues, profit and retained earnings, etc. increased in importance.

NORTHERN OFFSHORE GROUP AB and 8 other companies were included in the scope of consolidation due to the acquisition of shares.

NYK AUTOMOTIVE LOGISTICS (CHINA) CO., LTD. and 15 other companies were excluded from the scope of consolidation as they were liquidated.

TOFUKU KISEN K.K. was excluded from the scope of consolidation as it merged with TAIHEIYO ENKAI KISEN KAISHA, LTD. on April 1, 2024.

NYK ENERGY TRANSPORT (USA), INC. was excluded from the scope of consolidation as it merged with NYK GROUP AMERICAS INC. on August 1, 2024.

SP TRANSLOAD LLC, OCSUC, LLC and TAYLORED SERVICES HOLDINGS, LLC were excluded from the scope of consolidation as they merged with TAYLORED SERVICES PARENT CO. INC. on October 1, 2024.

TAYLORED FULFILLMENT SERVICES, LLC and TAYLORED SERVICES PARENT CO. INC. were excluded from the scope of consolidation as they merged with YUSEN LOGISTICS (AMERICAS) INC. on December 1, 2024.

TAYLORED FMI, LLC, TAYLORED SERVICES, LLC and TAYLORED FREIGHT SERVICES, LLC were excluded from the scope of consolidation as they merged with YUSEN LOGISTICS (AMERICAS) INC. on December 31, 2024.

YUSEN LOGISTICS (IBERICA) S.A. was excluded from the scope of consolidation as it merged with YUSEN LOGISTICS (FRANCE) S.A.S. on March 17, 2025.

K.R.C. TRANSPORT & SERVICE CO., LTD. and 6 other companies were excluded from the scope of consolidation due to the disposal of shares.

(ii) Name of principal unconsolidated subsidiaries

There is no principal unconsolidated subsidiary to be noted.

(iii) Reason for exclusion from the scope of consolidation

Total assets, total sum of revenues, total equity amount of profit, and total equity amount of retained earnings, etc. of the unconsolidated subsidiaries are all small compared to total assets, total sum of revenues, profit and total equity amount of retained earnings of consolidated companies, and do not have a material effect on the consolidated financial statements as a whole. This is why they are excluded from the scope of consolidation.

2) Application of equity method

(i) Number of affiliates accounted for by the equity method

unconsolidated subsidiaries: 3

affiliates: 235

Name of principal affiliates accounted for by the equity method:

Principal affiliates are stated in the Business Report "1. Overview of Operations for NYK Group, (10) Status of Principal Subsidiaries, 2) Status of principal affiliates."

Changes during this fiscal year are as follows:

GAS GARNET S.A. and 13 other companies were included in the scope of application of the equity method as they were newly established.

MERO 2 OPERACOES HOLDING SA and 2 other companies were included in the scope of application of the equity method as their profit and retained earnings, etc. increased in importance. NYK ARMATEUR S.A.S. and 1 other company were excluded from the scope of application of the equity method as they were liquidated.

SEA TERMINAL MANAGEMENT & SERVICE PTE. LTD. and 1 other company were excluded from the scope of application of the equity method due to the disposal of shares.

- (ii) Name of principal unconsolidated subsidiaries and affiliates that are not accounted for by the equity method

There is no principal unconsolidated subsidiary or affiliate to be noted.

- (iii) Reason for exclusion from the scope of application of the equity method

Profit and total equity amount of retained earnings, etc. of the unconsolidated subsidiaries and affiliates that are not accounted for by the equity method are small compared to total equity amount of profit of the consolidated companies and companies accounted for by the equity method with a negligible impact on retained earnings, and do not have a material effect on the consolidated financial statements as a whole. This is why they are excluded from the scope of application of the equity method.

- (iv) Noteworthy matters concerning procedures in the application of the equity method

For one of the companies accounted for by the equity method whose closing date of account is December 31, the Company used financial statements based on a provisional closing conducted as of the closing date for the consolidated financial statements.

For companies other than those mentioned above whose closing dates were different from that of the consolidated statements, the Company used financial statements as of the closing date of the respective companies.

3) Fiscal year for consolidated subsidiaries

For 43 consolidated subsidiaries whose closing dates of account is December 31, financial statements as of that closing date were used for the purpose of consolidation. Necessary consolidation adjustments have been made to account for significant events, if any, that took place between December 31 and March 31.

For 7 consolidated subsidiaries whose closing dates of account is December 31, the Company used financial reports based on a provisional closing conducted as of the closing date of the consolidated financial statements.

The name of a major company which closes the books on December 31 is as follows:

NYK LINE (CHINA) CO., LTD.

4) Accounting policies

(i) Standards and methods of valuation of significant assets

Securities

Bonds held to maturity Amortized cost method (primarily straight-line method)

Available-for-sale securities

Securities other than shares, etc. without market price

Market value method (Differences in valuation are included directly in equity and costs of securities sold are calculated using the moving-average method)

Shares, etc. without market price Primarily, stated at cost using the moving-average method

Derivatives Market value method

Inventories Stated at cost using primarily the first-in, first-out method. (method of reducing book value in accordance with declines in profitability)

(ii) Depreciation methods for significant depreciable assets

Vessels, property, plant and equipment (except for lease assets)

Primarily the straight-line method

Intangible assets (except for lease assets)

Software Primarily the straight-line method based on useful life in-house (5 years)

Other intangible assets Primarily the straight-line method

Lease assets

Lease assets arising from ownership-transfer finance leases

Identical to depreciation method applied to self-owned non-current assets

Lease assets arising from non-ownership-transfer finance leases

Straight-line method that assumes a useful life is equal to the lease period and an estimated residual value is zero

Some overseas consolidated subsidiaries applied IFRS 16 "Leases" or ASU No. 2016-02 "Leases." As a general rule, each of the lessees' leases is recorded as either an asset or liability on the consolidated balance sheet, and recognized right-of-use assets are depreciated using the straight-line method.

(iii) Disposition method of significant deferred assets

Bond issuance cost

Amortized equally each month over the period of redemption of the bond

(iv) Standards of accounting for significant allowances and provisions

Allowance for doubtful accounts

Estimated uncollectible amounts are calculated using historical data for trade receivables and individually considering the probability of collection for doubtful receivables.

Provision for bonuses

Provided for bonus payments to employees based on estimated amounts of future payments attributed to the fiscal year.

Provision for directors' bonuses

Provided for bonus payments to directors based on estimated amounts of future payments attributed to the fiscal year.

Provision for directors' retirement benefits

Provision for directors' retirement benefits at the end of fiscal term is calculated based on internal rules as for certain consolidated subsidiaries.

Provision for stock payment

Provision for stock payment is calculated based on estimated amount of shares of the Company corresponding to the points granted to eligible Directors and Executive

Officers at the end of the current fiscal year, to prepare for the payment of the Company stocks to Directors and Executive Officers based on the Share Delivery Rules.

Provision for periodic dry docking of vessels

Provision for periodic dry docking of vessels is calculated based on future estimated amount for periodic dry docking of vessels.

Provision for losses related to contracts

To provide for future losses arising from the performance of time-charter contracts and lease contracts or early redelivery of vessels, as well as from the purchase of non-current assets, the estimated amount of losses is recorded.

Provision for related to business restructuring

To provide for the losses associated with the restructuring of business, etc., estimated future loss is recognized.

(v) Accounting method for retirement benefits

i. Method of attributing estimated amounts of retirement benefits to periods

In calculating defined benefit obligations, the estimated amount of retirement benefits attributed to a period up to the end of the current fiscal year is primarily determined based on benefit formula.

ii. Amortization of unrecognized actuarial gain (loss) and prior service cost

Prior service cost is amortized by the straight-line method over a certain period (primarily 8 years) which is not more than the average remaining service period of employees. Unrecognized actuarial gain (loss) is amortized in the year following the year in which the gain or loss is recognized by the straight-line method over a certain period (primarily 8 years) which is not more than the average remaining service period of employees.

(vi) Standards of accounting for important income and expenses

Regarding the contracts with customers, when control of the promised goods or service transfers to the customer, the expected monetary compensation received in return to which the Company expects to be entitled is recognized as revenue based on the following Five-Step Approach.

Step 1: Identify the contract(s) with a customer

Step 2: Identify the performance obligations in the contract

Step 3: Determine the transaction price

Step 4: Allocate the transaction price to each performance obligation

Step 5: Recognize revenue when a performance obligation is satisfied by transferring a promised goods or service to a customer at a point in time or over time

(Overall businesses)

The Group operates mainly liner trade, automotive, dry bulk, energy, air cargo transportation, logistics, and other businesses.

We determine whether we provide goods or services as principal or as an agent in identifying performance obligations. In the cases the promise we made to a customer, by its nature, consists of a performance obligation to provide specified goods or services by ourselves, we shall, as principal, recognize revenue at the gross amount of consideration. Whereas in the cases the performance obligation involves arranging other parties to provide such goods or services, we shall, as an agent, recognize revenue at the net amount of consideration.

The consideration payable by customers shall normally be paid within one year from the fulfillment of performance obligations. This process does not involve a significant financing component.

The transaction price is measured at the amount of consideration that the Group expects to become entitled to in return for the transfer of the promised goods or services to the customer and may include variable consideration. If variable consideration is included in the consideration agreed in a contract with a customer, it shall be included in the transaction price to the extent that a significant reduction is unlikely to occur to the revenue recognized by the time the uncertainty associated with such variable price is eliminated, when such elimination occurs retroactively.

Transaction price shall be allocated to each performance obligation at an amount that reflects the amount of consideration the Group expects to become entitled to in return for the transfer of the

promised goods or services to the customer. In order to allocate the transaction price to each performance obligation in proportion to the stand-alone selling price, we determine at the inception of the contract the stand-alone selling price for each individual goods or services that form the basis of each performance obligation in the contract. Then transaction price shall be allocated in proportion to such stand-alone selling price.

In recognizing revenue, we identify the performance obligations of liner trade business, automotive business, dry bulk business, energy business, air cargo transportation business, logistics business, and other business, respectively, based on the contracts with customers. In some cases, revenues are recognized as performance obligations when fulfilled at a certain point in time. While in others, performance obligations are primarily deemed to be fulfilled over a certain period of time, and revenues are recognized progressively over such a period based on the estimated progress during the period. Normally, revenues are recognized at the following points in time when the Group's performance obligations are considered to have been fulfilled. Furthermore, among matters relating to the five steps mentioned above (from Step 1 to Step 5), matters which the Group believes it would be more appropriate to disclose by business segment are stated hereunder.

(1) Revenues from shipping operation (liner trade, automotive, dry bulk and energy businesses)

In shipping operations (liner trade, automotive, dry bulk and energy businesses), we provide customers with transportation services, etc. based on charter contracts and other types of contracts (e.g., consecutive voyage charter contract, contract of affreightment, contract for carriage of individual goods, time charter contract, etc.), in which performance obligations are deemed to be fulfilled over a certain period of time. In respect of transportation services (excluding time charter), revenues are recognized by reasonably estimating progress in the fulfillment of performance obligations based on the number of days of voyage period. Dry bulk and energy businesses provided as transportation services involving normal voyage duration from the place of departure to the place of return (including unloaded voyage as part of the performance of transportation service, but excluding voyage not for performing transportation service or stand-by period), one voyage of a vessel carrying consignments of more than one customer is defined as a single performance obligation, and revenue is recognized over such a period of voyage. In the case of the time charter, since we are entitled to receive the amount of consideration directly corresponding to the customer value for the portion of completed service to date, revenue is recognized at such entitled amount.

The consideration payable by the customer in the time charter is normally received prior to the provision of performance obligations, in return for which performance obligation is fulfilled within one year of such receipt. In other cases than the time charter, payment is normally received within one year of the fulfillment of performance obligation. This process does not involve a significant financing component.

Transaction price depends on variable elements such as the number of voyages, freight rate, demurrage, and dispatch money, etc., which involves variable consideration.

Allocation of variable consideration (transaction price) charged for consecutive voyage charter and contract of affreightment to the relevant performance obligations is achieved by allocating it to the transportation services in each voyage, because the allocation of the entire amount of variable consideration derived from each voyage to the transportation services in each voyage should, in view of the condition of payment of variable consideration being individually related to the transportation services in each voyage, along with all performance obligations and payment conditions in the contract, reflect the amount of price we expect to be entitled to.

On the other hand, since revenue from bareboat charter contract is derived from revenue associated primarily with lease transactions, thus outside the scope of the Accounting Standard for Revenue Recognition, etc. Revenues are hence recognized in accordance with the Accounting Standard for Lease Transactions, etc.

(2) Revenues from the air cargo operation (air cargo transportation business)

In the air cargo transportation business, we provide customers with air cargo transportation services and other services based on the transportation service contract, etc., in which performance obligations are deemed to be fulfilled over a certain period of time. In the case of air cargo

transportation service, revenue is recognized by reasonably estimating progress in the fulfillment of performance obligations based on the number of days of transportation period.

(3) Revenues from logistics operation (logistics business)

In the logistics business, we provide customers with services including international cargo transportation services (marine/air) and logistics services (land transportation and warehousing) based on carriage contract, etc., in which performance obligations are deemed to be fulfilled over a certain period of time. In the international cargo transportation services (marine/air), revenue is recognized by reasonably estimating progress in the fulfillment of performance obligations based on the number of days, etc. in the period of transportation by sea or air. In the case of logistics services (land transportation and warehousing), revenue is recognized by reasonably estimating progress in the fulfillment of performance obligations based on the number of days, etc. in the period of transportation or warehousing and other services.

(4) Other revenues (other business)

In other business, we provide customers with services including mainly marine fueling service and fuel sale, in which performance obligations are deemed to be fulfilled at the time of delivery, when customers obtain control over the fueling service and sale of marine fuel, etc., hence revenue is recognized at this point in time.

We also engage in property leasing business, etc., where revenues derive mainly from property leasing transactions, thus outside the scope of the Accounting Standard for Revenue Recognition, etc. Revenues are hence recognized in accordance with the Accounting Standard for Lease Transactions, etc.

(vii) Significant hedge accounting

For the derivative financial instruments used to offset the risks of assets, liabilities, and scheduled transactions due to fluctuations in interest rates, foreign currency exchange rates and cash flow, the Company applies hedge accounting. In addition, hedge accounting is also applied to derivative financial instruments used to mitigate the risks of price fluctuations in fuel procurement, etc. For hedge accounting, the Company adopts the Deferred Hedge Method. Furiate-shori (designated hedge accounting treatment) is applied to forward foreign exchange contracts, etc. that meet the required conditions of such treatment, while Tokurei-shori (special accounting treatment) is applied to interest rate swaps, etc., that meet the required conditions of such treatment.

Interest rate swaps, etc., are used to hedge the loans payable and bonds payable against possible changes in interest rates, while currency swap, forward exchange contracts and foreign currency denominated assets/liabilities are used to hedge monetary assets and liabilities and other foreign currency denominated transactions including scheduled transactions against possible changes in exchange rates. Fuel oil swap transactions are used to hedge fuel oil against possible fluctuations in price. The Company evaluates effectiveness of hedging transactions by comparing accumulated changes in market price and cash flows of hedging transactions with those of the hedged transactions at the end of each financial quarter. However, interest rate swaps, etc., that are subject to special accounting treatment are excluded from the evaluation.

Of the above hedges, all of those falling under the scope of application of "Practical Solution on the Treatment of Hedge Accounting for Financial Instruments that Reference LIBOR" (the Accounting Standards Board of Japan (ASBJ) Practical Issues Task Force (PITF) No. 40 issued on March 17, 2022) were subjected to special treatment stipulated in such Practical Solution. Details of hedges subjected to special treatment are as follows.

Method for hedge accounting: Deferred hedge method, special accounting treatment

Hedging instruments: Interest rate swap, currency swap

Hedged items: Accounts payable, loans payable

Types of hedge transactions: To cancel out exchange fluctuations; to secure stable cash flows

(viii) Method of amortization of goodwill and period of amortization

Goodwill is amortized equally each year over 5 to 20 years.

(ix) Other significant matters in the preparation of the consolidated financial statements

i. Accounting for interest expenses

Interest expenses are generally charged to income as incurred. However, interest expenses incurred in the construction of certain assets are capitalized and included in the costs of assets when a construction period is substantially long; the amount of interest incurred in such a period is significantly material; and certain conditions apply.

ii. Adoption of group tax sharing system

The Company and some of its domestic consolidated subsidiaries adopt the group tax sharing system. In addition, the Company implements accounting treatment and disclosure of income taxes and local income tax or accounting treatment of tax effect accounting thereof in accordance with the “Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System” (ASBJ PITF No. 42 issued on August 12, 2021).

(2) Notes on changes in accounting policies

(Adoption of the “Accounting Standard for Current Income Taxes,” etc.)

The “Accounting Standard for Current Income Taxes” (ASBJ Statement No. 27, October 28, 2022; hereinafter the “Revised 2022 Standard”), etc. has been applied from the start of the current fiscal year. Revisions concerning the accounting classification of income taxes (taxation of other comprehensive income) are made in accordance with the transitional treatment set forth in the proviso of Paragraph 20-3 of the Revised 2022 Standard and the transitional treatment set forth in the proviso of Paragraph 65-2 (2) of the “Guidance on Accounting Standard for Tax Effect Accounting” (ASBJ Guidance No. 28, October 28, 2022; hereinafter the “Revised 2022 Guidance”).

This adoption has no impact on the consolidated financial statements.

With regard to revisions related to changes in the accounting treatment for consolidated financial statements when gains or losses on sale of shares, etc. in subsidiaries resulting from transactions between consolidated subsidiaries are deferred for tax purposes, the Company has applied the Revised 2022 Guidance from the start of the current fiscal year.

(3) Notes on revenue recognition

1) Information regarding the disaggregation of revenue from contracts with customers

The Group operates mainly liner trade, air cargo transportation, logistics, automotive, dry bulk, energy, and other businesses. Information regarding the types of main goods or services in each business is provided in the description of these businesses and thus is omitted. “Revenues” stated in the consolidated statement of income for the current fiscal year represent primarily “revenues derived from the contracts with customers.” Revenues recognized from other sources are derived mainly from leasing transactions and are disclosed as part of revenues due to their financial insignificance.

Revenues from each business in the current fiscal year are as follows.

Current fiscal year (From April 1, 2024 to March 31, 2025) (In millions of yen)

	Liner & Logistics			Auto- motive	Dry Bulk	Energy	Others	Adjust- ments (Note)	Total
	Liner Trade	Air Cargo Trans- portation	Logis- tics						
Revenues	180,424	185,723	812,148	532,392	607,256	178,565	204,634	(112,444)	2,588,700

(Note) Internal revenues or transfers between segments are eliminated.

2) Useful information in understanding revenue from contracts with customers

Notes are omitted as the identical information is stated in “(1) Basis of presenting consolidated financial statements, 4) Accounting policies, (vi) Standards of accounting for important income and expenses.”

3) Information that serves as the basis for understanding the amount of revenues in the current fiscal year and from the next fiscal year onward

(i) Balances at the beginning and end of the current fiscal year of receivables, contract assets, and contract liabilities from the contracts with customers

Balances at the beginning and end of the current fiscal year of receivables, contract assets and contract liabilities from the contracts with customers in the current fiscal year are as follows.

(In millions of yen)

	Balance at the beginning of current fiscal year	Balance at the end of current fiscal year
Receivables from the contracts with customers (*)	329,068	320,387
Contract assets	25,587	29,434
Contract liabilities	53,430	54,047

(*) Receivables from the contracts with customers include the amount related to leasing transactions. Such amount is disclosed as part of receivables from the contracts with customers due to its financial insignificance.

Of the Group's rights to receive payment of consideration in return for the transfer of goods or services to a customer in the normal business activities, those subject to conditions other than the passage of time are presented as contract assets. Contract assets normally increase when the customer pays consideration or when the Group transfers goods or services to the customer before the due date, while they decrease when the Group's rights to consideration become unconditional. Of the Group's obligation to transfer goods or services to a customer in its normal business activities, those for which the payment of consideration has been received from the customer or for which payment of consideration has become due are presented as contract liabilities. In shipping operations (liner trade, automotive, dry bulk and energy businesses) other than time charter business, freight (excluding demurrage and dispatch money, etc.) becomes determined as a legal claim primarily at the point in time when a consignment is loaded onto the ship at the loading port. Contract assets, on the other hand, arise in dry bulk and energy businesses, including unloaded voyages during the period of transportation service (excluding time charter business), which is transferred to claims derived from a contract with the customer primarily at the point in time when a consignment is loaded onto the ship at the loading port.

Contract liabilities normally increase when the Group receives payment of consideration from a customer before the transfer of goods or services to the customer, while they decrease when the Group fulfills performance obligations. The main cause of a decrease in contract liabilities is the fulfillment of performance obligations, while the main cause of an increase in contract liabilities is an increase in advances received.

The portion of the revenues recognized in the current fiscal year, which was included in the balance of contract liabilities at the beginning of the fiscal year under review, was ¥48,778 million. The amount of revenues recognized in the current fiscal year due to fulfilling performance obligations in the past period is financially insignificant.

(ii) Transaction price allocated to remaining performance obligations

The total amount of transaction price allocated to remaining performance obligations at the end of the current fiscal year is financially insignificant unless related to the transactions omitted from the reference in the notes for the practical expedient. The total amount of consideration received in connection with the contracts with customers does not contain any financially significant portion, which is not included in the transaction price.

Concerning the transaction price allocated to the following remaining performance obligations, notes are omitted for the practical expedient.

With respect to consecutive voyage charter and contract of affreightment in shipping operations (liner trade, automotive, dry bulk and energy businesses), we are focusing on gaining a long-term contract with customers to level out the impact of the changes in the market environment. Meanwhile, revenues derived from consecutive voyage charter and contract of affreightment are classified as variable considerations due to the variable elements involved in the transaction price, such as the number of voyages and freight rates. Such variable consideration is the type of variable consideration allocated to transportation service provided in each voyage, as required by Article 72

of the Accounting Standard for Revenue Recognition, and thus is deemed to be a variable consideration to be allocated to performance obligations not fully fulfilled, and notes are omitted. This type of variable consideration shall be eliminated as performance obligations are fulfilled progressively, where revenues are recognized over a period not exceeding 24 years.

A time charter contract is a contract involving rights to claim for payment based on the length of time during which service is provided, where revenues are recognized at an amount we are entitled to claim pursuant to Article 19 of the Implementation Guidance on the Accounting Standard for Revenue Recognition, and notes are omitted.

Notes are also omitted for the contracts initially expected to terminate within one year.

(4) Notes on accounting estimates

Impairment losses of non-current assets

- The amount of non-current assets recorded for the current fiscal year mainly includes ¥753,731 million for vessels and ¥82,255 million for aircrafts.
- Other information that facilitates understanding about the nature of estimates

Assets or asset groups (hereinafter the “asset group”) that show indications of impairment are subject to recognition and measurement of impairment loss based on undiscounted future cash flows, value in use or net selling prices. The value in use is calculated based on discounted present value of future cash flows. Important assumptions in the business plan as the basis of future cash flows mainly include prospects of market condition for freight rates, charterage, etc. and cargo transport demand.

Calculation period for future cash flows is based on the average remaining useful life of vessels and aircrafts within the asset group concerned. The Company uses discount rates derived primarily based on capital cost. Net selling price is determined based on the result of evaluation by an expert used mainly by the management.

In the event of worsened future prospects for freight rates or charterage, etc. or cargo transport demand, or devaluation of vessels or aircraft, new or additional impairment losses may be recognized.

Recoverability of deferred tax assets

- The amount of deferred tax assets recorded for the current fiscal year was ¥11,097 million.
- Other information that facilitates understanding about the nature of estimates

We evaluate the recoverability of deferred tax assets by estimating future taxable income concerning deductible temporary differences, etc.

Important assumptions in the business plan as the basis of estimating future taxable income include future prospects of market condition for freight rates, charterage, etc., and cargo transport demand.

In the event of worsened future prospects for freight rates or charterage, etc. or cargo transport demand, which are the preconditions for business plan, reversal of deferred tax assets may occur.

(5) Notes to Consolidated Balance Sheet

1) Breakdown of inventories

Merchandise and finished goods	¥2,663 million
Work in process	¥521 million
Raw materials and supplies	¥61,456 million

2) Assets pledged as collateral and obligations relating to collateral	
(i) Assets pledged as collateral	
Cash and deposits	¥776 million
Notes, operating accounts receivable-trade and contract assets	¥2,386 million
Vessels (Note)	¥71,786 million
Buildings and structures	¥1,949 million
Machinery, equipment, and vehicles	¥493 million
Land	¥797 million
Construction in progress	¥2,921 million
Software	¥8 million
Investment securities (Note)	¥187,086 million
“Other” of investments and other assets	¥27 million
Total	¥268,235 million
(ii) Obligations relating to collateral	
Notes and operating accounts payable-trade	¥20 million
Short-term loans payable	¥10,736 million
Long-term loans payable	¥32,141 million
Total	¥42,898 million

Note: Vessels of ¥2,141 million and investment securities of ¥187,086 million have been pledged as collateral for debts of affiliates, etc.

3) Accumulated depreciation of vessels, property, plant and equipment ¥1,382,360 million

4) Contingent liability

- (i) Guarantee obligations ¥200,244 million
- (ii) Certain operating lease agreements that the Group concluded on its respective vessels incorporate a residual value guarantee clause. The maximum amount of potential future payment under the guarantee obligation is ¥3,151 million. These guarantees may be paid if the companies choose to return the leased property rather than exercise an option to buy it. The operating lease agreement will expire by August 2025.
- (iii) The Group has been sued in class civil lawsuits in several regions for damages and suspension of shipments, etc. without specific amount of damage, for its conspiracy to fix prices of shipping with major automobile shipping companies concerning marine transportation of assembled automobiles, etc. It is difficult to reasonably predict the results of these lawsuits at present.

(6) Notes to Consolidated Statement of Changes in Equity

1) Class and number of issued and outstanding shares at term-end

Common stock 461,000,000 shares

2) Matters concerning dividends

(i) Amount of dividend payment

Resolution	Class of stock	Total dividend (millions of yen)	Dividend per share (yen)	Base date	Effective date
Ordinary General Meeting of Shareholders June 19, 2024 (Note 1)	Common stock	36,761	80	March 31, 2024	June 20, 2024
Board of Directors' meeting November 6, 2024 (Note 2)	Common stock	58,359	130	September 30, 2024	December 2, 2024
Total		95,121			

- Notes: 1. The total dividend resolved by the Ordinary General Meeting of Shareholders to be held on June 19, 2024 includes dividends of ¥30 million on the Company shares owned by the Board Incentive Plan Trust.
2. The total dividend resolved by the Board of Directors' meeting held on November 6, 2024 includes dividends of ¥39 million on the Company shares owned by the Board Incentive Plan Trust.

(ii) Dividend for which base date is in the current consolidated fiscal year but the effective date for the dividends is in the following fiscal year

Resolution	Class of stock	Total dividend (millions of yen)	Dividend per share (yen)	Base date	Effective date
Ordinary General Meeting of Shareholders June 18, 2025 (Note)	Common stock	84,571	195	March 31, 2025	June 19, 2025
Total		84,571			

- Notes: The total dividend resolved by the Ordinary General Meeting of Shareholders to be held on June 18, 2025 includes dividends of ¥59 million on the Company shares owned by the Board Incentive Plan Trust.

(7) Notes to financial instruments

1) Matters concerning financial instruments

The Group primarily uses short-term deposits for the management of its funds, and raises funds through borrowings from financial institutions including banks or corporate bonds. It aims to mitigate the credit risk of customers associated with notes, operating accounts receivable-trade and contract assets, in accordance with its credit control procedures and other rules. Investment securities are bonds and stocks held to maturity, comprising primarily stocks held for the reasons such as undertaking or capital alliance with business partners, involving exposure to the risks associated with market price fluctuations, of which listed stocks are screened for fair value measurement on a quarterly basis. Proceeds from the loans payable and corporate bonds are used to finance capital investment requirements for the acquisition of vessels, aircraft, transportation-related facilities, etc. and working capital requirements for business activities. The Company enters into interest rate swap agreements and similar instruments to hedge against the risk of interest rate fluctuations. Meanwhile, the Group makes it a principle to implement derivatives transactions within the scope of commercial needs, in accordance with its internal rules and regulations.

2) Matters concerning the Fair value of financial instruments

The book value of financial instruments on the consolidated balance sheet, their fair values and differences between book value and fair values as of March 31, 2025 are described below.

(In millions of yen)

	Book Value	Fair Values	Difference
(i) Short-term investment securities and investment securities (*2)			
Available-for-sale securities	105,083	105,083	–
Stocks of affiliates	31,070	19,776	(11,294)
(ii) Long-term loans receivable	37,767		
Allowance for doubtful accounts (*3)	–		
	37,767	35,223	(2,544)
(iii) Bonds payable	99,000	96,282	(2,717)
(iv) Long-term loans payable	465,763	461,713	(4,050)
(v) Lease liabilities	119,286	118,134	(1,152)
(vi) Derivatives transactions (*4)	9,731	9,731	–

(*1) Cash and deposits, notes, operating accounts receivable-trade and contract assets, notes and operating accounts payable-trade, and short-term loans payable are omitted, because they comprise short term instruments whose carrying amount approximates their fair value.

(*2) Stocks without a market price are not included in (i) Short-term investment securities and investment securities. The applicable financial instruments are recognized on the consolidated balance sheet as follows.

(In millions of yen)

Category	Current consolidated fiscal year
Stocks of affiliates	1,811,034
Unlisted shares	37,681
Others	2,890
Total	1,851,607

(*3) Allowance for doubtful accounts separately recognized in long-term loans receivable is excluded.

(*4) The total amount after offsetting receivables and payables is presented for derivative transactions

3) Fair value information by level within the fair value hierarchy

Fair value of financial instruments is classified into the following three levels, according to the observability and significance of the inputs used for determining the fair value.

Level 1 fair value: Fair value determined by (unadjusted) market price of the identical assets or liabilities in active markets

Level 2 fair value: Fair value determined by using directly or indirectly observable inputs other than the inputs used for Level 1 fair value

Level 3 fair value: Fair value determined by using significant but unobservable inputs

With the use of multiple inputs with significant impacts on fair value determination, such fair value is classified as the lowest priority level in determining the fair value of all levels to which each input belongs.

(Note) Description of the valuation techniques and inputs used in determining fair value

Short-term investment securities and investment securities

Fair values of short-term investment securities and investment securities are classified as level 1 fair values insofar as their fair values can be determined by using the unadjusted market price in active markets. This category largely consists of listed stocks and government bonds. On the other hand, they are classified as level 2 fair values, even if they are measured by using the publicly quoted market

price, insofar as such market is inactive. This category largely consists of local government bonds and corporate bonds.

Derivatives transactions

Derivative transactions comprise currency-related transactions (forward exchange contract, currency swap, etc.), interest rate-related transactions (interest rate swap), and commodity-related transactions (freight (charterage) forward agreements, fuel oil swap, etc.). They involve evaluation techniques to determine fair value using the observable inputs, including primarily exchange rate, interest rate, and commodity futures price, based on the discounted present value method. They are classified as level 2 fair value.

Long-term loans receivable

The fair value of long-term loans receivable is categorized by a specified period and determined using the discounted cash flow method based on future cash flows and an interest rate obtained by adding the credit spread to TORF yield and other appropriate indicators, for each type of credit risk categorized for credit management purposes, and is classified as Level 2. In addition, the fair value of doubtful receivables is determined based on estimated cash flows discounted to the present value using similar rates or the amount expected to be recovered over collateral and guarantees, and it is classified as Level 2.

Bonds payable

The fair value of the corporate bonds issued by the Company is determined based on the market price, and classified as Level 2.

Long-term loans payable and lease liabilities

Fair values of long-term payables and lease liabilities are determined by the discounted present value method, based on the sum of principal and interest (*), and the interest rate reflecting the remaining period of the payables and liabilities as well as credit risk, which are classified as Level 2.

(*) As to the long-term loans payable involved in the interest rate swap agreement that meet the requirements for exceptional treatment, the total amount of its principal and interest income at the post-swap rate is applied.

(8) Notes to investment and rental properties

1) Matters concerning investment and rental properties

The Company and some of its consolidated subsidiaries own office buildings and other properties for lease (including land) in the metropolis of Tokyo and other areas.

2) Matters concerning the market value of rental properties

Income and expenses from the relevant investment and rental properties as of March 31, 2025 was ¥2,295 million (major income and expenses associated with these investment and rental properties were recorded as revenues and cost and expenses, respectively) and profit or loss from the sale of the properties was ¥72 million (gain on sales thereof is recorded as extraordinary income, while loss on sales thereof as extraordinary loss).

The recorded amount on the consolidated balance sheet, amount of increase (decrease), and market value of the relevant investment and rental properties on the consolidated accounting date are shown below.

(In millions of yen)

Consolidated balance sheet amount			Market value as of the consolidated accounting date
Balance at the beginning of current fiscal year	Increase (decrease) in current fiscal year	Balance at the end of current fiscal year	
13,905	(1,893)	12,011	70,112

Notes: 1. Consolidated balance sheet amount represents the original acquisition cost less accumulated depreciation and impairment loss.

2. The decreased amount in increase (decrease) in current fiscal year is mainly attributable to impairment loss (¥942 million), change of application (¥504 million) and depreciation and amortization (¥461 million).
3. The market values as of the closing date of the consolidated statements are based on amounts (including amounts adjusted on the basis of indexes, etc.) calculated principally with reference to the Real Estate Appraisal Standard.

(9) Notes on per-share information

- | | |
|---------------------|--------------|
| 1) Equity per share | 6,735.03 yen |
| 2) Profit per share | 1,070.32 yen |

(10) Other notes

Presentation of monetary amounts

The fraction of amounts less than the indicated unit is rounded down.

(11) Notes on significant subsequent events

- 1) Acquisition of own stock
 At meetings of the Board of Directors held on May 8, 2024 and November 6, 2024, the Company resolved to acquire its own stock pursuant to Article 459, Paragraph 1 of the Companies Act and Article 44 of the Company's Articles of Incorporation. The acquisition of own stock was implemented as follows. With this acquisition, the acquisition of own stock in accordance with the resolutions by the Board of Directors meetings above has been completed.
 - (i) Classes of shares acquired Common stock
 - (ii) Total number of shares acquired 1,082,600 shares
 - (iii) Total value of the stock acquisition 4,999,784,300 yen
 - (iv) Acquisition period April 1, 2025 to April 4, 2025
 - (v) Acquisition method Purchase on the open market in the Tokyo Stock Exchange based on discretionary trading contracts

(Reference)

(i) Details of the resolution by the Board of Directors meeting held on November 6, 2024

a. Classes of shares to be acquired	Common stock
b. Total number of shares to be acquired	35,000,000 shares (maximum)
	(7.6% of total issued shares (excluding treasury stock))
c. Total value of the stock acquisition	¥130 billion (maximum)
d. Acquisition period	May 9, 2024 to April 30, 2025
e. Acquisition method	Purchase on the open market in the Tokyo Stock Exchange based on discretionary trading contracts

- (ii) The total number of treasury stock acquired in accordance with the resolution by the Board of Directors meeting above
 - i. Total number of shares acquired 26,898,400 shares
 - ii. Total value of the stock acquisition 129,999,549,191 yen
- (iii) Treasury stock to be retired in accordance with the resolution by the Board of Directors meeting above
 - i. Total number of shares to be retired 26,898,400 shares
 - ii. Scheduled retirement date May 30, 2025

2) Issuance of corporate bonds

On April 15, 2025, the Company decided to issue unsecured straight bonds, and the issuance of the bonds was conducted on April 21, 2025. The details of the issuance are as follows:

Unsecured Straight Bond No. 49

- (i) Issue amount ¥16,000 million
- (ii) Issue price 100 yen per par value of 100 yen

- (iii) Coupon rate 1.241% per annum
- (iv) Maturity date April 19, 2030 (lump-sum payment upon maturity)
- (v) Closing date and issuance date April 21, 2025
- (vi) Use of proceeds Investment in LNG-fueled vessels, etc.

3) Acquisition of own stock

At a meeting of the Board of Directors held on May 8, 2025, the Company resolved the acquisition of own stock pursuant to Article 459, Paragraph 1 of the Companies Act and Article 44 of the Company's Articles of Incorporation.

(i) Reason for the acquisition of own stock

In its Medium-term Management plan "Sail Green, Drive Transformations 2026 – A Passion for Planetary Wellbeing," formulated in March 2023, the Company developed a business strategy to realize a corporate group that contributes to society and continues to grow sustainably and a new financial strategy to promote management replete with capital efficiency. Under this plan, concerning shareholder returns, it has set forth a policy of nimbly providing returns with an awareness of both increasing capital efficiency and sustainable growth.

Based on this policy, the Company acquired up to approximately ¥330.0 billion of own stock since FY2023, and in light of the outlook of the latest investment opportunities, the business environment, and other factors, the Company has decided to newly acquire up to ¥150.0 billion of own stock in order to further improve capital efficiency. In principle, the acquired own stock will be retired.

(ii) Details regarding the acquisition

- (a) Classes of shares to be acquired Common stock
- (b) Total number of shares to be acquired 48,000,000 shares (maximum)
(11.1% of total issued shares (excluding treasury stock))
- (c) Total value of the stock acquisition ¥150.0 billion (maximum)
- (d) Acquisition period May 9, 2025 to April 30, 2026
- (e) Acquisition method Purchase on the open market in the Tokyo Stock Exchange based on discretionary trading contracts

All or part of the stock acquisition may not be executed depending on market trends and other factors.

(12) Additional information

Share exchange of the subsidiary

As stated in the "Notes to Consolidated Financial Statements, (11) Additional information, 2) Share exchange of the subsidiary" for the previous fiscal year, the Company is preparing for a share exchange (hereinafter the "Share Exchange") in which ANA HOLDINGS INC. (ANAHD) becomes the wholly owning parent company, and the Company's consolidated subsidiary, NIPPON CARGO AIRLINES CO., LTD. (NCA) becomes the wholly owned subsidiary. There has been a change in the implementation schedule.

1) Reason for the change

The Share Exchange is subject to the completion of reviews by the competition law authorities of each country and region. Considering the time required for the completion of the business combination review by the relevant authorities in China, the implementation schedule has been changed as follows. There is no change in the intention of the Company, NCA and ANAHD to execute the Share Exchange.

2) Details of the change

	Before the change	After the change
Effective date of the Share Exchange	May 1, 2025 (planned)	May 23, 2025 (planned)

Unconsolidated Statement of Changes in Equity (From April 1, 2024 to March 31, 2025)

(In millions of yen)

Item	Shareholders' capital								Valuation and translation adjustments		Total equity
	Common stock	Capital surplus		Retained earnings			Treasury stock	Total shareholders' capital	Unrealized gain (loss) on available-for-sale securities	Deferred gain (loss) on hedges	
		Capital reserve	Other capital surplus	Earned surplus reserve	Other retained earnings						
					Reserve for advanced depreciation	Retained earnings carried forward					
Balance at the beginning of current period	144,319	30,191	1,688	5,888	1,264	853,453	(203,590)	833,216	46,351	(43,599)	835,968
Changes of items during the period											
Dividends of surplus						(95,121)		(95,121)			(95,121)
Reversal of reserve for advanced depreciation					(29)	29		-			-
Profit						285,359		285,359			285,359
Purchase of treasury stock							(125,044)	(125,044)			(125,044)
Disposal of treasury stock			0				251	251			251
Retirement of treasury stock			(196,420)				196,420	-			-
Transfer from retained earnings to capital surplus			194,731			(194,731)		-			-
Net change of items other than shareholders' capital									7,892	19,895	27,788
Total changes of items during the period	-	-	(1,688)	-	(29)	(4,464)	71,627	65,444	7,892	19,895	93,233
Balance at the end of current period	144,319	30,191	-	5,888	1,234	848,989	(131,962)	898,661	54,243	(23,703)	929,201

Notes to Unconsolidated Financial Statements

(1) Notes on matters relating to significant accounting policies

1) Standards and methods of valuation of securities

Bonds held to maturity	Amortized cost method (straight-line method)
Stock of subsidiaries and affiliates	Stated at cost using the moving-average method
Available-for-sale securities	
Securities other than shares, etc. without market price	Market value method (Differences in valuation are included directly in equity and costs of securities sold are calculated using the moving-average method)
Shares, etc. without market price	Stated at cost using the moving-average method The Company's investment in investment limited partnerships and similar partnerships (deemed to be securities under Article 2, paragraph (2) of the Financial Instruments and Exchange Act) is accounted for using the net amount of its interest in the partnerships based on the most recent financial statements available according to the reporting dates stipulated in the partnership agreements.

2) Standards and method of valuation of derivative transaction

Market value method

3) Standards and methods of valuation of inventories

Stated at cost using the first-in, first-out method (method of reducing book value in accordance with declines in profitability)

4) Depreciation methods of non-current assets

Vessels, property, plant and equipment (except for lease assets)

Vessels and building	Straight-line method
Others	Declining-balance method

However, structures acquired on or after April 1, 2016 are calculated using the straight-line method.

Intangible assets (except for lease assets)

Goodwill	Amortized equally within 20 years
Software	Straight-line method based on useful life in-house (5 years)
Other intangible assets	Straight-line method

Lease assets

Lease assets arising from ownership-transfer finance leases

Identical to depreciation method applied to self-owned non-current assets

Lease assets arising from non-ownership-transfer finance leases

Straight-line method that assumes a useful life is equal to the lease period and an estimated residual value is zero

5) Disposition method of deferred assets

Bond issuance cost	Amortized equally each month over the period of redemption of the bond
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6) Standards of accounting for allowances and provisions

Allowance for doubtful accounts Estimated uncollectible amounts are calculated using historical data for trade receivables and individually considering the probability of collection for doubtful receivables.

Provision for bonuses Provided for bonus payments to employees based on the estimated amounts of future payments attributed to the fiscal year.

Provision for stock payment	Provision for stock payment is calculated based on estimated amount of shares of the Company corresponding to the points granted to eligible Directors and Executive Officers at the end of the current fiscal year, to prepare for the payment of the Company stocks to Directors and Executive Officers based on the Share Delivery Rules.
Provision for losses related to contracts	To provide for future losses arising from the performance of time-charter contracts and lease contracts or early redelivery of vessels, as well as from the purchase of non-current assets, the estimated amount of losses is recorded.
Allowance for investment loss associated with vessels owned by subsidiaries or affiliates	To provide for the loss associated with the significant deterioration in profitability from the vessels procured by vessel owning subsidiaries or affiliates and time-chartered by the Company, estimated future loss is recognized.
Provision for retirement benefits	Reserve for employees' retirement benefits is calculated based on estimates of defined benefit obligations and pension assets as of the end of the fiscal term. (i) Method of attributing estimated amounts of retirement benefits to periods In calculating defined benefit obligations, the estimated amount of retirement benefits attributed to a period up to the end of the current fiscal year is determined based on benefit formula. (ii) Amortization of unrecognized actuarial gain (loss) and prior service cost Prior service cost is amortized by the straight-line method over a certain period (8 years) which is not more than the average remaining service period of employees. Unrecognized actuarial gain (loss) is amortized in the year following the year in which the gain or loss is recognized by the straight-line method over a certain period (8 years) which is not more than the average remaining service period of employees.
Provision for periodic dry docking of vessels	Provision for periodic dry docking of vessels is calculated based on future estimated amount for periodic dry docking of vessels.
Provision for related to business restructuring	To provide for the losses associated with the restructuring of business, etc., estimated future loss is recognized.

7) Standards of accounting for income and expenses

(i) Standards of accounting for revenue and expenses of the shipping operation

The Company mainly operates liner trade, automotive, dry bulk, energy and other businesses, and we provide customers with transportation services, etc. based on charter contracts and other types of contracts (e.g., consecutive voyage charter contract, contract of affreightment, contract for carriage of individual goods, time charter contract, etc.), in which performance obligations are deemed to be fulfilled over a certain period of time. In respect of transportation services (excluding time charter), revenues are recognized by reasonably estimating progress in the fulfillment of performance obligations based on the number of days of voyage period. Dry bulk and energy businesses provided as transportation services involving normal voyage duration from the place of departure to the place of return (including unloaded voyage as part of the performance of transportation service, but excluding voyage not for performing transportation service or stand-by period), one voyage of a vessel carrying consignments of more than one customer is defined as a single performance obligation, and revenue is recognized over such a period of voyage. In the case of the time charter, since we are entitled to receive the amount of consideration directly corresponding to the customer value for the portion of completed service to date, revenue is recognized at such entitled amount.

- (ii) Standard of accounting for revenue associated with finance leases
Based on a method whereby amount equivalent to interest is allocated to each fiscal year, without recording revenues

8) Hedge accounting:

For the derivative financial instruments used to offset the risks of assets, liabilities, and scheduled transactions due to fluctuations in interest rates, foreign currency exchange rates and cash flow, the Company applies hedge accounting. In addition, hedge accounting is also applied to derivative financial instruments used to mitigate the risks of price fluctuations in fuel procurement, etc. For hedge accounting, the Company adopts the Deferred Hedge Method. Furiate-shori (designated hedge accounting treatment) is applied to forward foreign exchange contracts, etc. that meet the required conditions of such treatment, while Tokurei-shori (special accounting treatment) is applied to interest rate swaps, etc., that meet the required conditions of such treatment.

Interest rate swaps, etc., are used to hedge the loans payable and bonds payable against possible changes in interest rates, while currency swap, forward exchange contracts and foreign currency denominated assets/liabilities are used to hedge monetary assets and liabilities and other foreign currency denominated transactions including scheduled transactions against possible changes in exchange rates. Swap transactions are used to hedge fuel oil against possible fluctuations in price. The Company evaluates effectiveness of hedging transactions by comparing accumulated changes in market price and cash flows of hedging transactions with those of the hedged transactions at the end of each financial quarter. However, interest rate swaps, etc., that are subject to special accounting treatment are excluded from the evaluation.

9) Other significant matters in the preparation of the unconsolidated financial statements

Accounting method for retirement benefits

Accounting treatments of unrecognized actuarial differences and unrecognized prior service cost in the unconsolidated balance sheet are different from those in the consolidated financial statements.

Adoption of group tax sharing system

The Company adopts the group tax sharing system.

(2) Notes on changes in accounting policies

(Adoption of the Accounting Standard for Current Income Taxes)

The "Accounting Standard for Current Income Taxes" (ASBJ Statement No. 27, October 28, 2022; hereinafter the "Revised 2022 Standard"), etc. has been applied from the start of the current fiscal year.

Revisions concerning the accounting classification of income taxes (taxation of other comprehensive income) are made in accordance with the transitional treatment set forth in the proviso of Paragraph 20-3 of the Revised 2022 Standard.

This adoption has no impact on the unconsolidated financial statements.

(3) Notes on revenue recognition

Notes are omitted as the identical information is stated in "Notes to Consolidated Financial Statements, (3) Notes on revenue recognition" for useful information in understanding revenue from contracts with customers.

(4) Notes on accounting estimates

Allowance for investment loss associated with vessels owned by subsidiaries or affiliates

- The amount recorded for the current fiscal year: ¥41,745 million
- Other information that facilitates understanding about the nature of estimates

To provide for the loss associated with the significant deterioration in profitability from the vessels procured by vessel owning subsidiaries or affiliates and time-chartered by the Company, estimated future loss is recognized.

Estimated future loss is calculated with reference to the book value, discounted present value of the expected future cash flows and net selling price of those vessels and other factors. Important

assumptions in the business plan as the basis of future cash flows mainly include prospects of market condition for freight rates, charterage, etc. and cargo transport demand. Calculation period for future cash flows is based on the average remaining useful life of vessels within the asset group concerned. The Company uses discount rates derived primarily based on capital cost. Net selling price is determined based on the result of evaluation by an expert used mainly by the management. In the event of worsened future prospects for freight rates or charterage, etc. or cargo transport demand, or devaluation of vessels, new or additional provisions may be recognized.

Recoverability of deferred tax assets

- The amount of deferred tax assets recorded for the current fiscal year (before offsetting deferred tax liabilities) is ¥51,106 million.
- Other information that facilitates understanding about the nature of estimates
Details are as stated in the Notes to Consolidated Financial Statements.

Valuation of shares of subsidiaries and affiliates

- The amount recorded for the current fiscal year: ¥552,957 million
- Other information that facilitates understanding about the nature of estimates
If the net asset value of shares of subsidiaries and affiliates without a market price is significantly lower than the balance sheet value at the end of the fiscal year, unless recoverability of the shares is demonstrated with sufficient evidence, an appropriate reduction is carried out, and the valuation difference is recognized as a loss for the fiscal year under review.
The net asset value is calculated using the financial figures, etc. of the subsidiaries and affiliates. The assessment of recoverability is based on factors such as the business plans of subsidiaries and affiliates, and if recoverability is impaired due to changes in the uncertain future economic environment, etc., a new or additional loss on valuation of shares of subsidiaries and affiliates may be recognized.

Allowance for doubtful accounts of loans receivable from subsidiaries and affiliates

- The amount recorded for the current fiscal year is ¥541,981 million for the balance of loans receivable from subsidiaries and affiliates, and ¥1,688 million for allowance for doubtful accounts.
- Other information that facilitates understanding about the nature of estimates
With respect to loans receivable from subsidiaries and affiliates, estimated uncollectible amounts are recorded as allowance for doubtful accounts based on the financial evaluation method, in consideration of individual collectability. In adopting the financial evaluation method, the Company assessed the overall paying capacity of the borrowing subsidiaries and affiliates. Paying capacity of the borrowing subsidiaries and affiliates is determined in consideration of the business condition, the extent of exceeding liabilities, status of business operation, prospects of earnings and funding, and all other quantitative and qualitative factors relevant to the collection of loans.
In accordance with the business condition of subsidiaries and affiliates, the Company may recognize additional provision or reverse provision of allowance for doubtful accounts.

(5) Notes to Unconsolidated Balance Sheet

1) Assets pledged as collateral and obligations relating to collateral	
(i) Assets pledged as collateral	
Vessels	¥4,769 million
Stocks and equity in subsidiaries and affiliates (Note)	¥104,525 million
Total	¥109,294 million
(ii) Obligations relating to collateral	
Short-term loans payable	¥430 million
Total	¥430 million
Note: Stocks and equity in subsidiaries and affiliates of ¥104,525 million has been pledged as collateral for debts of subsidiaries and affiliates, etc.	
2) Accumulated depreciation of vessels, property, plant and equipment	¥131,195 million

- 3) Contingent liability
- (i) Guarantee obligations ¥523,652 million
- (ii) The Company has been sued in class civil lawsuits in several regions for damages and suspension of shipments, etc. without specific amount of damage, for its conspiracy to fix prices of shipping with major automobile shipping companies concerning marine transportation of assembled automobiles, etc. It is difficult to reasonably predict the results of these lawsuits at present.
- 4) Claims and liabilities toward subsidiaries and affiliates (except for as presented in item categories)
- Short-term monetary claims ¥219,079 million
- Long-term monetary claims ¥532,730 million
- Short-term monetary liabilities ¥159,051 million
- Long-term monetary liabilities ¥929 million

(6) Note to Unconsolidated Statement of Income

Transactions with subsidiaries and affiliates

Operating transactions	
Revenues (revenue from shipping operation, revenue from other business)	¥150,787 million
Expenses (shipping operation expenses, other business expenses, general administrative expenses)	¥359,676 million
Transactions other than operating transactions	¥230,423 million

(7) Note to Unconsolidated Statement of Changes in Equity

Class and number of treasury stock at term-end

Common stock	27,605,291 shares
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Note: The number of treasury stock at the end of the current fiscal year includes 303,900 shares of the Company owned by the Board Incentive Plan Trust.

(8) Notes on tax effect accounting

- 1) Significant components of deferred tax assets and liabilities

Recognition of deferred tax assets is mainly attributable to loss on valuation of securities, etc., while recognition of deferred tax liabilities is mainly attributable to unrealized gain (loss) on available-for-sale securities, etc.

- 2) Accounting for income taxes and local income tax and tax effect accounting

The Company adopts the group tax sharing system. In addition, the Company implements accounting treatment and disclosure of income taxes and local income tax or accounting treatment of tax effect accounting thereof in accordance with the "Practical Solution on the Accounting and Disclosure Under the Group Tax Sharing System" (ASBJ PITF No. 42 issued on August 12, 2021).

(9) Notes concerning transactions with related parties

Subsidiaries and affiliates, etc.

Category	Company	Ratio of holding of voting rights, etc. (or ratio of voting rights held)	Detail of relationship	Contents of transaction	Transaction amount (millions of yen)	Account item	Term-end balance (millions of yen)
Subsidiary	NIPPON CARGO AIRLINES CO., LTD.	Holding Directly 100%	Capital support	Collection of funds (Note 1)	32,933	Short-term loans receivable	20,131
				Acceptance of interest	915	Long-term loans receivable Other current assets	64,894 220
Subsidiary	NYK BULK & PROJECTS CARRIERS LTD.	Holding Directly 100%	Acceptance of funds	Repayment of loans (Note 2)	8,031	Deposits received	29,835

Category	Company	Ratio of holding of voting rights, etc. (or ratio of voting rights held)	Detail of relationship	Contents of transaction	Transaction amount (millions of yen)	Account item	Term-end balance (millions of yen)
				Interest payment	144	–	–
Subsidiary	TIGER LNG SHIPPING PTE. LTD.	Holding Directly 100%	Capital support	Collection of funds (Note 3)	31,043	–	–
				Acceptance of interest	460	–	–
Subsidiary	YUSEN LOGISTICS GLOBAL MANAGEMENT CO., LTD.	Holding Directly 100%	Investment	Company split (Note 4)	29,020	–	–
Subsidiary	MARSEILLEM LNG SHIPPING S.A.S.	– (Note 5)	Capital support	Collection of funds (Note 3)	19,755	–	–
				Acceptance of interest	912	–	–
Subsidiary	NYK LINE (THAILAND) CO., LTD.	Holding Directly 85.71% Indirectly 14.29%	Acceptance of funds	Acceptance of funds (Note 2)	28,005	Short-term loans payable	28,092
				Interest payment	169	Other current liabilities	17
Subsidiary	LNG ALPHA SHIPPING PTE. LTD.	– (Note 5)	Capital support	Collection of funds (Note 3)	24,423	–	–
				Acceptance of interest	23	–	–
Subsidiary	LNG BETA SHIPPING PTE. LTD.	– (Note 5)	Capital support	Collection of funds (Note 3)	24,061	–	–
				Acceptance of interest	23	–	–
Subsidiary	LNG DELTA SHIPPING PTE. LTD.	– (Note 5)	Capital support	Collection of funds (Note 3)	29,260	–	–
				Acceptance of interest	26	–	–
Subsidiary	LNG GAMMA SHIPPING PTE. LTD.	– (Note 5)	Capital support	Collection of funds (Note 3)	23,730	–	–
				Acceptance of interest	22	–	–
Subsidiary	SAGA SHIPHOLDING (NORWAY) AS	Holding Indirectly 100%	Capital support	Loan of funds (Note 3)	9,308	Short-term loans receivable	3,268
				Acceptance of interest	2,464	Long-term loans receivable	46,984
						Other current assets	822
Subsidiary	NYK ITF (CAYMAN) LTD.	Holding Indirectly 100%	Capital support Debt guarantee, etc.	Loan of funds (Note 3)	6,526	Short-term loans receivable	29,225
				Acceptance of interest	1,143	Other current assets	26
				Debt guarantee, etc. (Note 6)	92,104	–	–
Subsidiary	GREEN BULL ONE CORPORATION	Holding Indirectly 100%	Debt guarantee, etc.	Debt guarantee, etc. (Note 6)	27,477	–	–

Category	Company	Ratio of holding of voting rights, etc. (or ratio of voting rights held)	Detail of relationship	Contents of transaction	Transaction amount (millions of yen)	Account item	Term-end balance (millions of yen)	
Subsidiary	Vessels owning, chartering related companies 249 companies	Holding Directly 100% (249 companies)	Capital support Debt guarantee, etc. Contracts of chartering vessels	Collection of funds (Note 3)	2,164	Short-term loans receivable (Note 7)	52,408	
							Long-term loans receivable (Note 7)	234,224
				Increase in lease receivables and investments (Note 8)	20,821	Lease receivables (due within one year)	17,562	
						Lease receivables (due over one year)	103,138	
						Investments in leases (due within one year)	5,564	
						Investments in leases (due over one year)	22,424	
				Acceptance of interest	20,262	Other current assets	3,724	
				Payment of charterage (Note 9)	171,192	Operating accounts receivable-trade	6,546	
						Operating accounts payable-trade	5,811	
						Deferred and prepaid expenses	123	
		Debt guarantee, etc. (Note 6)	167,937	–	–			
Affiliate	FRANCE LNG SHIPPING S.A.S.	Holding Directly 50%	Capital support	Loan of funds (Note 3)	8,826	Long-term loans receivable	25,762	
				Acceptance of interest	1,433	–	–	
Affiliate	MERO 4 OWNING B.V.	Holding Directly 20%	Debt guarantee, etc.	Debt guarantee, etc. (Note 6)	41,384	–	–	

Transaction conditions and policies on determination of transaction conditions

- Notes:
1. Conditions of loan of funds are determined by taking into consideration the market rate. The Company has been pledged security.
 2. Conditions of acceptance of funds are determined by taking into consideration the market rate. The Company has not pledged security.
 3. Conditions of loan of funds are determined by taking into consideration the market rate. The Company has not been pledged security.
 4. All shares of YUSEN LOGISTICS CO., LTD. held by the Company were succeeded through a company split. The value was determined based on the appropriate book value at the time of the split.
 5. Due to no longer qualifying as a related party in the current fiscal year, transactions during the period in which the subsidiary was a related party are stated.
 6. Guarantee fee for debt guarantee, etc. is determined by taking into consideration the form of guarantee.
 7. A total balance of ¥1,269 million of allowance for doubtful accounts in relation to loans to subsidiaries and affiliates is recorded. Also, a total of ¥16 million of reversal of allowance for doubtful accounts is recorded for the current fiscal year.
 8. Lease payments are determined by taking into consideration the amount equivalent to the cost of the assets concerned.
 9. Cost equivalent amounts accrued by subsidiaries are paid as charterage.

(10) Notes on per-share information

- | | |
|---------------------|--------------|
| 1) Equity per share | 2,144.01 yen |
| 2) Profit per share | 639.35 yen |

(11) Note on a company subject to consolidated dividend restrictions

The Company is a company subject to consolidated dividend restrictions.

(12) Other notes**Presentation of monetary amounts**

The fraction of amounts less than the indicated unit is rounded down.

(13) Notes on significant subsequent events

1) Acquisition of own stock

At meetings of the Board of Directors held on May 8, 2024 and November 6, 2024, the Company resolved to acquire its own stock pursuant to Article 459, Paragraph 1 of the Companies Act and Article 44 of the Company's Articles of Incorporation. The acquisition of own stock was implemented as follows. With this acquisition, the acquisition of own stock in accordance with the resolutions by the Board of Directors meetings above has been completed.

- | | |
|--|--|
| (i) Classes of shares to be acquired | Common stock |
| (ii) Total number of shares acquired | 1,082,600 shares |
| (iii) Total value of the stock acquisition | 4,999,784,300 yen |
| (iv) Acquisition period | April 1, 2025 to April 4, 2025 |
| (v) Acquisition method | Purchase on the open market in the Tokyo Stock Exchange based on discretionary trading contracts |

(Reference)

(i) Details of the resolution by the Board of Directors meeting held on November 6, 2024

(a) Classes of shares to be acquired	Common stock
(b) Total number of shares to be acquired	35,000,000 shares (maximum)
(c) Total value of the stock acquisition	(7.6% of total issued shares (excluding treasury stock)) ¥130 billion (maximum)
(d) Acquisition period	May 9, 2024 to April 30, 2025
(e) Acquisition method	Purchase on the open market in the Tokyo Stock Exchange based on discretionary trading contracts

(ii) The total number of treasury stock acquired in accordance with the resolution by the Board of Directors meeting above

- | | |
|--|---------------------|
| (a) Total number of shares acquired | 26,898,400 shares |
| (b) Total value of the stock acquisition | 129,999,549,191 yen |

(iii) Treasury stock to be retired in accordance with the resolution by the Board of Directors meeting above

- | | |
|--|-------------------|
| (a) Total number of shares to be retired | 26,898,400 shares |
| (b) Scheduled retirement date | May 30, 2025 |

2) Issuance of corporate bonds

On April 15, 2025, the Company decided to issue unsecured straight bonds, and the issuance of the bonds was conducted on April 21, 2025. The details of the issuance are as follows:

Unsecured Straight Bond No. 49

- | | |
|------------------------------------|---|
| (i) Issue amount | ¥16,000 million |
| (ii) Issue price | 100 yen per par value of 100 yen |
| (iii) Coupon rate | 1.241% per annum |
| (iv) Maturity date | April 19, 2030 (lump-sum payment upon maturity) |
| (v) Closing date and issuance date | April 21, 2025 |
| (vi) Use of proceeds | Investment in LNG-fueled vessels, etc. |

- 3) Dividends from an affiliate
The Company's affiliate, OCEAN NETWORK EXPRESS PTE. LTD. resolved on dividends of surplus at the Board of Directors meeting held on April 25, 2025. Accordingly, the Company is expected to record approximately ¥113.6 billion as dividend income under non-operating income.
- 4) Acquisition of own stock
At a meeting of the Board of Directors held on May 8, 2025, the Company resolved the acquisition of own stock pursuant to Article 459, Paragraph 1 of the Companies Act and Article 44 of the Company's Articles of Incorporation.
- (i) Reason for the acquisition of own stock
In its Medium-term Management plan "Sail Green, Drive Transformations 2026 – A Passion for Planetary Wellbeing," formulated in March 2023, the Company developed a business strategy to realize a corporate group that contributes to society and continues to grow sustainably and a new financial strategy to promote management replete with capital efficiency. Under this plan, concerning shareholder returns, it has set forth a policy of nimbly providing returns with an awareness of both increasing capital efficiency and sustainable growth.
Based on this policy, the Company acquired up to approximately ¥330.0 billion of own stock since FY2023, and in light of the outlook of the latest investment opportunities, the business environment, and other factors, the Company has decided to newly acquire up to ¥150.0 billion of own stock in order to further improve capital efficiency. In principle, the acquired own stock will be retired.
- (ii) Details regarding the acquisition
- | | |
|---|--|
| (a) Classes of shares to be acquired | Common stock |
| (b) Total number of shares to be acquired | 48,000,000 shares (maximum)
(11.1% of total issued shares (excluding treasury stock)) |
| (c) Total value of the stock acquisition | ¥150.0 billion (maximum) |
| (d) Acquisition period | May 9, 2025 to April 30, 2026 |
| (e) Acquisition method | Purchase on the open market in the Tokyo Stock Exchange based on discretionary trading contracts |
- All or part of the stock acquisition may not be executed depending on market trends and other factors.

(14) Additional information

- 1) Share exchange of the subsidiary
As stated in the "Notes to Unconsolidated Financial Statements, (13) Additional information, 2) Share exchange of the subsidiary" for the previous fiscal year, the Company is preparing for a share exchange (hereinafter the "Share Exchange") in which ANA HOLDINGS INC. (ANAHD) becomes the wholly owning parent company, and the Company's consolidated subsidiary, NIPPON CARGO AIRLINES CO., LTD. (NCA) becomes the wholly owned subsidiary. There has been a change in the implementation schedule.
- (i) Reason for the change
The Share Exchange is subject to the completion of reviews by the competition law authorities of each country and region. Considering the time required for the completion of the business combination review by the relevant authorities in China, the implementation schedule has been changed as follows. There is no change in the intention of the Company, NCA and ANAHD to execute the Share Exchange.
- (ii) Details of the change

	Before the change	After the change
Effective date of the Share Exchange	May 1, 2025 (planned)	May 23, 2025 (planned)