

Car Carrier Fleet Ranking

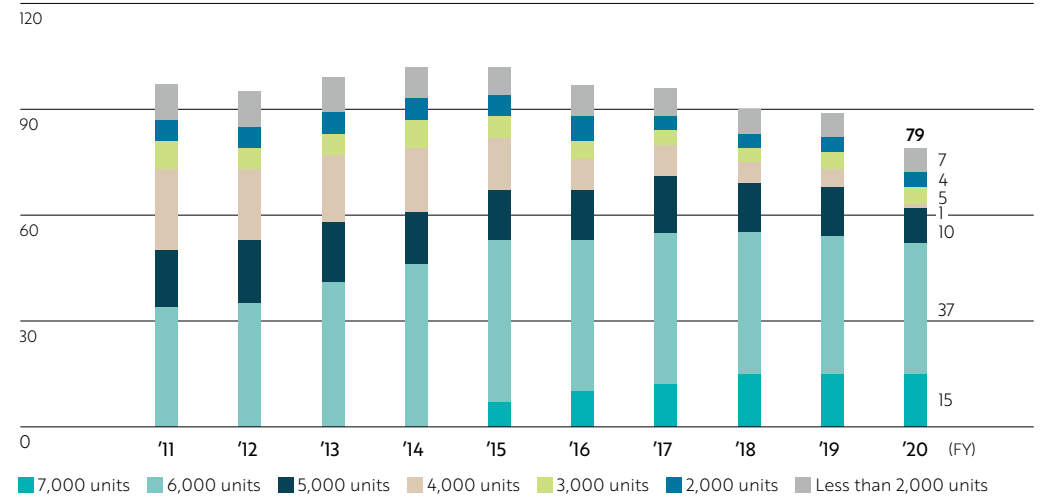
(as of May 2021)

Ranking	Operator	Vessels	Share	Capacity (units)	Share
1	WWL ASA	115	17.2%	777,120	19.6%
2	NYK	97	14.5%	590,880	14.9%
3	MOL	90	13.4%	534,530	13.5%
4	GLOVIS	86	12.8%	552,970	13.9%
5	"K" LINE	68	10.1%	422,573	10.6%
6	Grimaldi	57	8.5%	281,350	7.1%
7	HOEGH	40	6.0%	268,870	6.8%
8	TOYOFUJI	16	2.4%	70,850	1.8%
9	UECC (NYK+WWL)	11	1.6%	47,280	1.2%
10	Others	90	13.4%	426,558	10.7%
	Total	670	100.0%	3,972,981	100.0%

Own-editing based on Hoesen Shipping "AS Year Report"

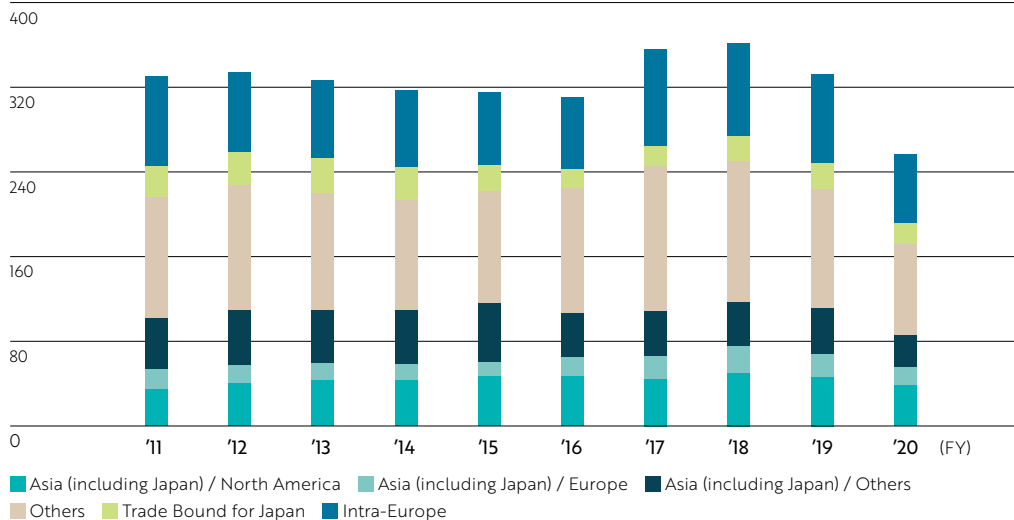
"K" LINE Car Carrier Fleet

(Vessels)



Cars and Trucks Transported by "K" LINE

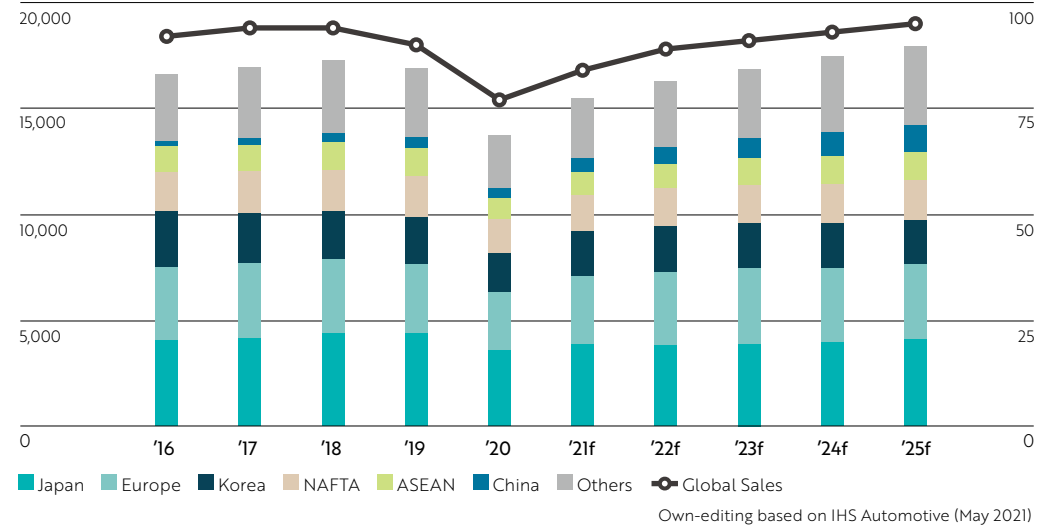
(10,000 cars)



Worldwide Car Ocean Transportation Volume

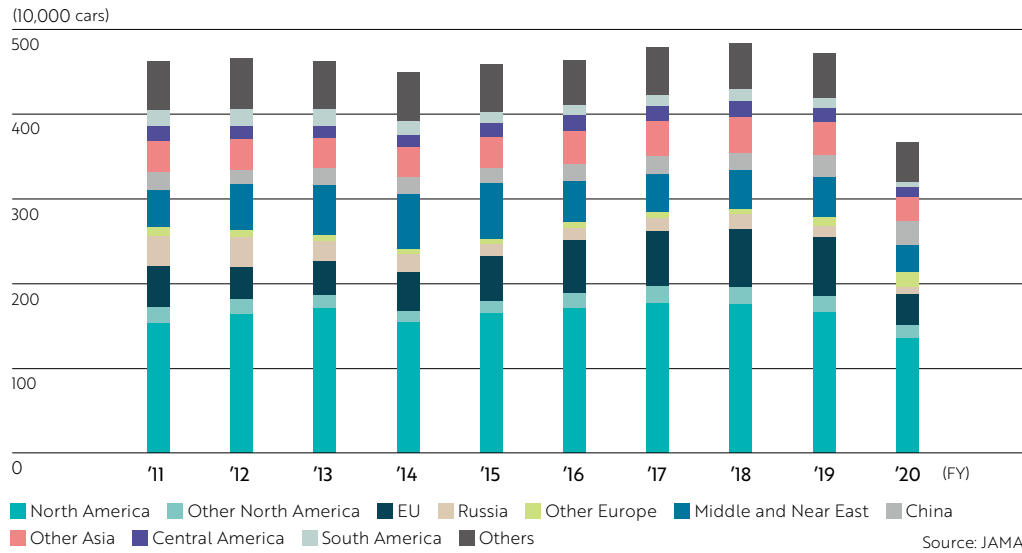
(1,000 cars)

(Global Sales: Million Cars)

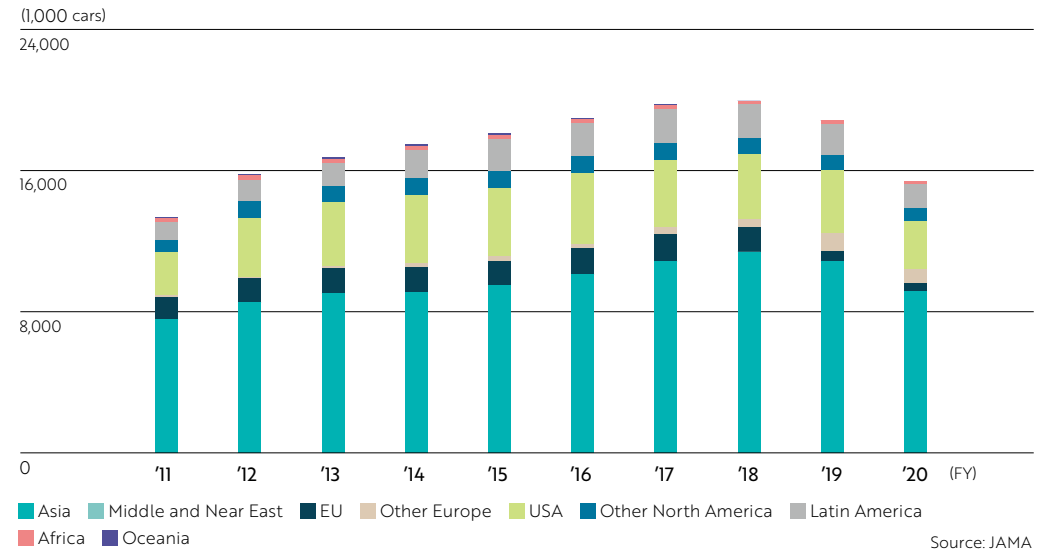


Own-editing based on IHS Automotive (May 2021)

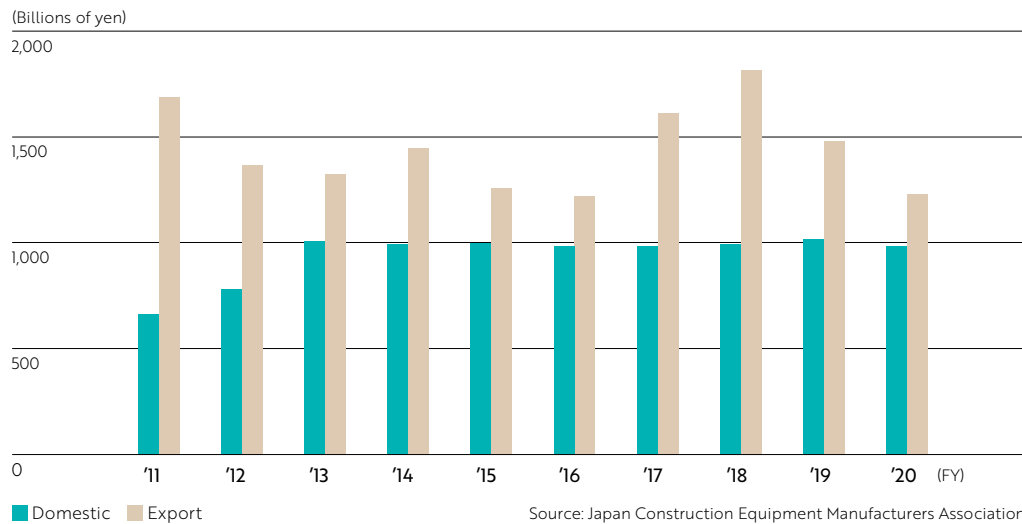
Total Cars and Trucks Exported from Japan



Japanese Automakers' Overseas Vehicle Production

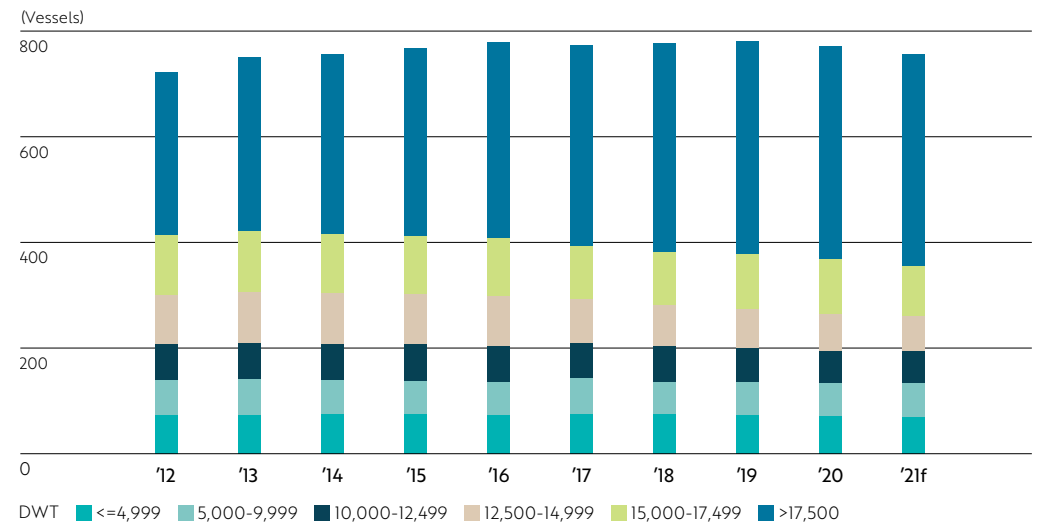


Japanese Construction Machine Sales Results



Pure Car Carrier Fleet Development

(as of January 2021)



The Group's Locally Oriented Comprehensive Logistics Services in Asia



India:
Land transport / Warehousing business / NVOCC business



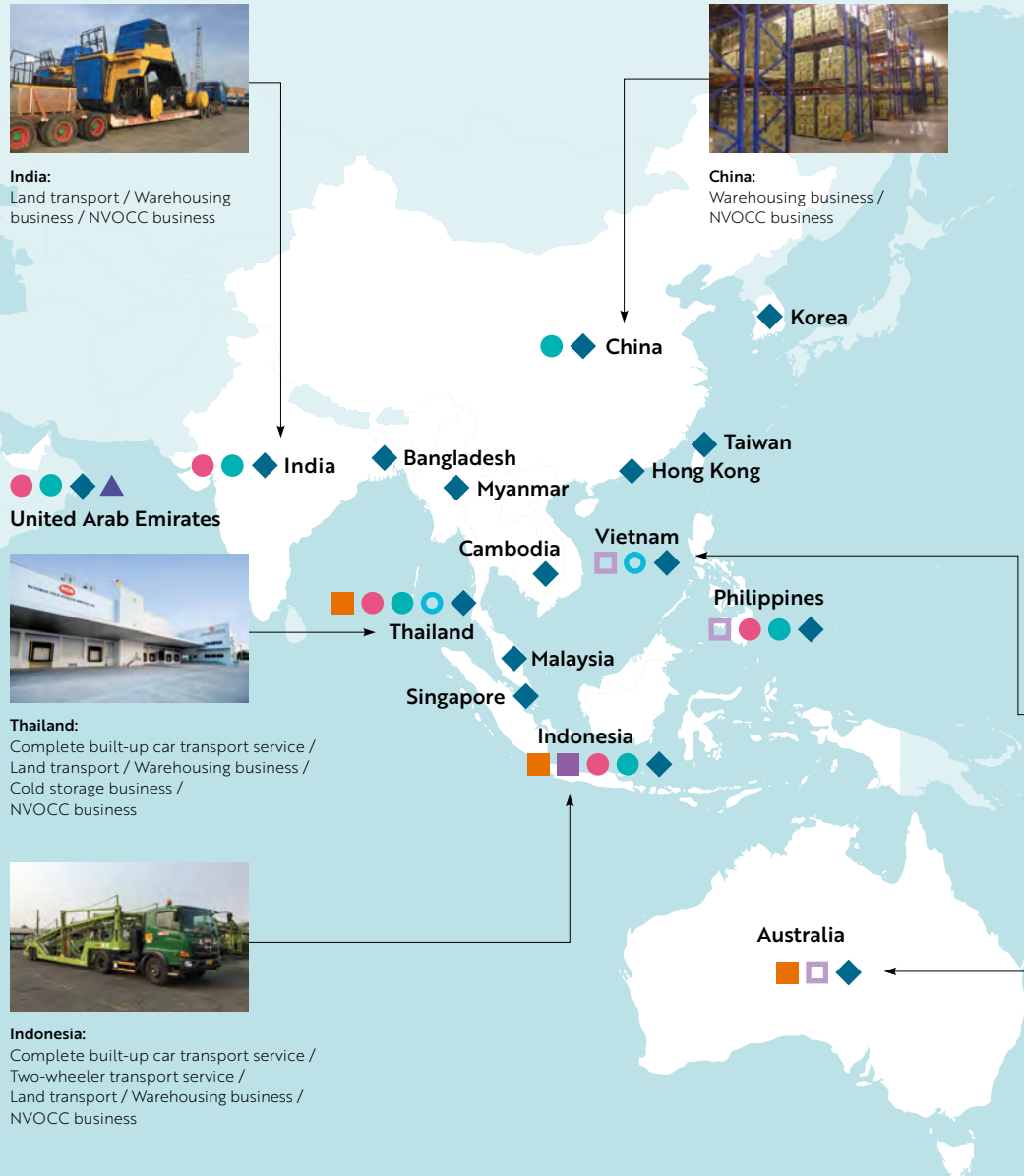
China:
Warehousing business / NVOCC business



Thailand:
Complete built-up car transport service / Land transport / Warehousing business / Cold storage business / NVOCC business



Indonesia:
Complete built-up car transport service / Two-wheeler transport service / Land transport / Warehousing business / NVOCC business



Vietnam:
PDI / Cold storage business / NVOCC business



Australia:
Complete built-up car transport service / PDI / NVOCC business

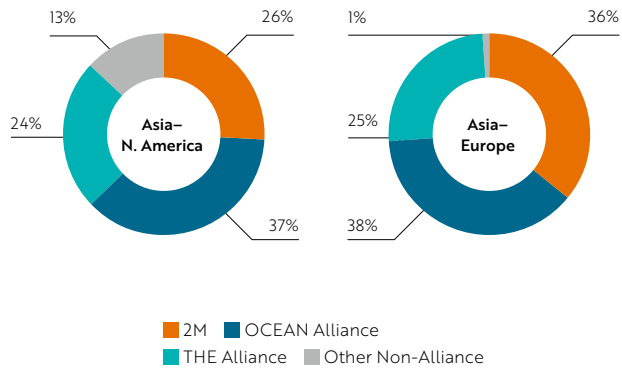
- Complete built-up car transport service
- Two-wheeler transport service
- Pre-delivery inspection (PDI)
- Land transport (container transport service / truck transport service)
- Warehousing business
- Cold storage business
- ◆ NVOCC business
- ▲ In-house logistics

Fleet Size of Containership Operators (as of January 2022)

Ranking	Operator	TEU	Vessels	Share
1	APM-Maersk	4,281,100	737	17.1%
2	MSC	4,276,918	642	17.1%
3	CMA CGM Group	3,167,922	567	12.7%
4	COSCO Group	2,934,447	480	11.8%
5	Hapag-Lloyd	1,751,027	253	7.0%
6	ONE	1,542,261	210	6.2%
7	Evergreen	1,477,644	204	5.9%
8	HMM	819,790	75	3.3%
9	Yang Ming	662,047	90	2.7%
10	Wan Hai	419,559	147	1.7%
11	Zim	413,862	109	1.7%
12	PIL	266,667	83	1.1%
	Others	2,956,778	1,918	11.8%
	Total	24,970,022	5,515	100%

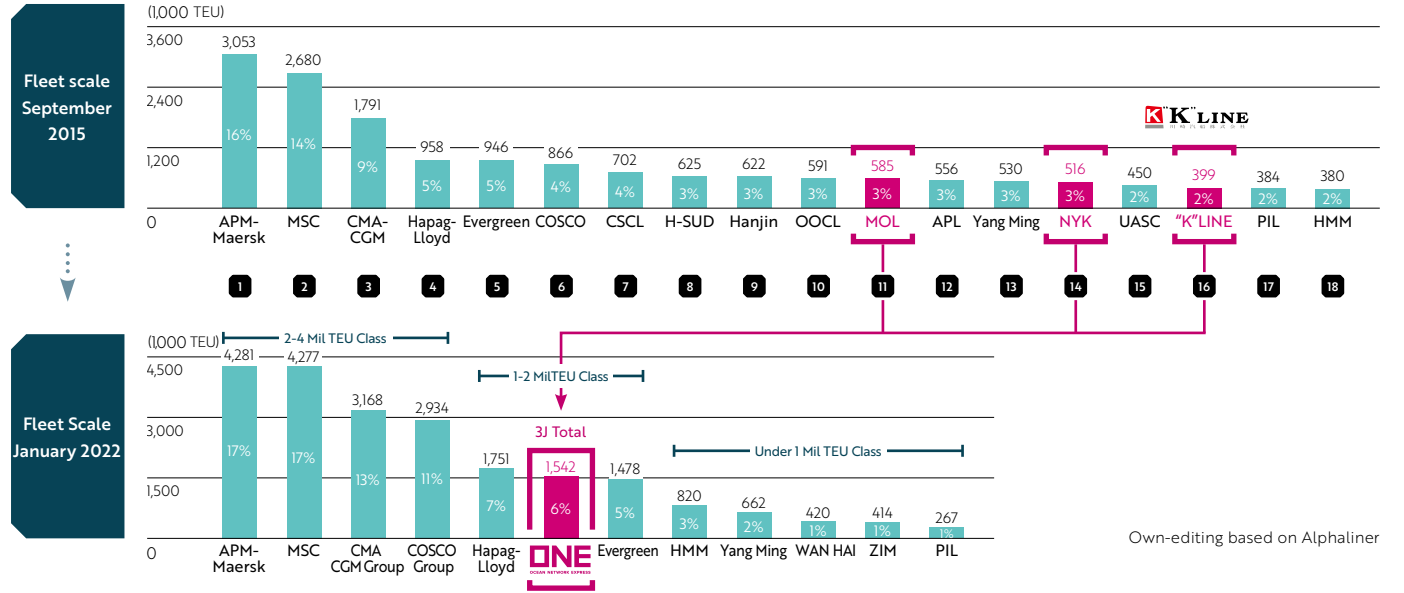
Members of each alliance
 ● THE Alliance: ONE, Hapag-Lloyd, Yang Ming, HMM
 ● OCEAN Alliance: COSCO Group, CMA CGM Group, Evergreen
 ● 2M: APM-Maersk, MSC
 Own-editing based on Alphaliner

Trade Capacity Share by Alliance (as of January 2022)



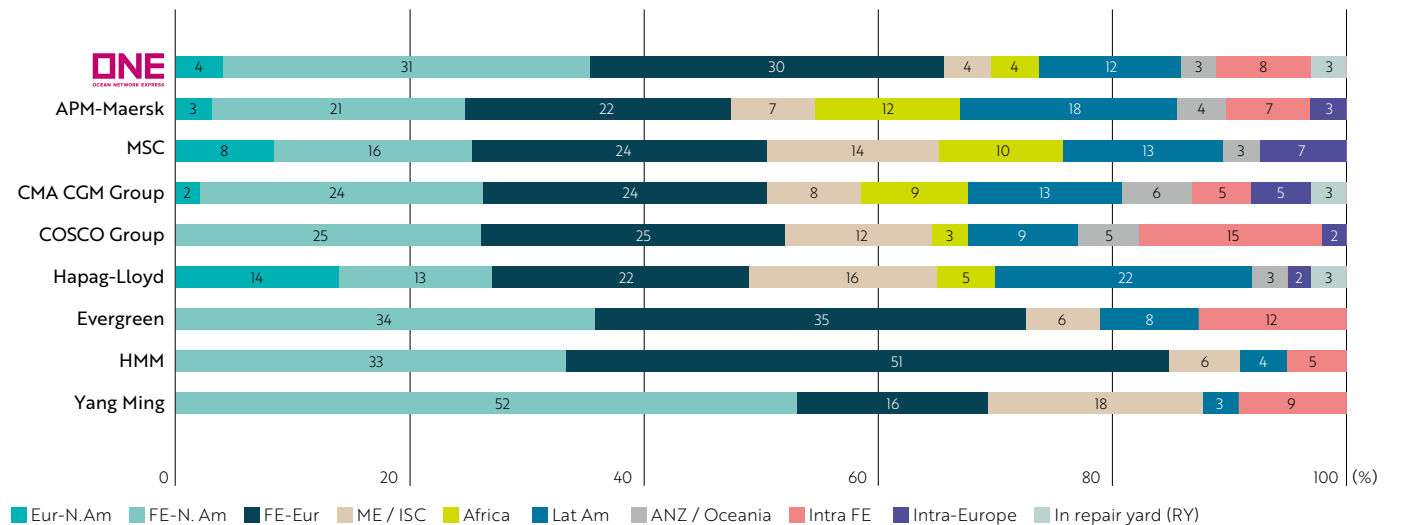
Source: Alphaliner

Containership Change for Number of the Company and Capacity Scale



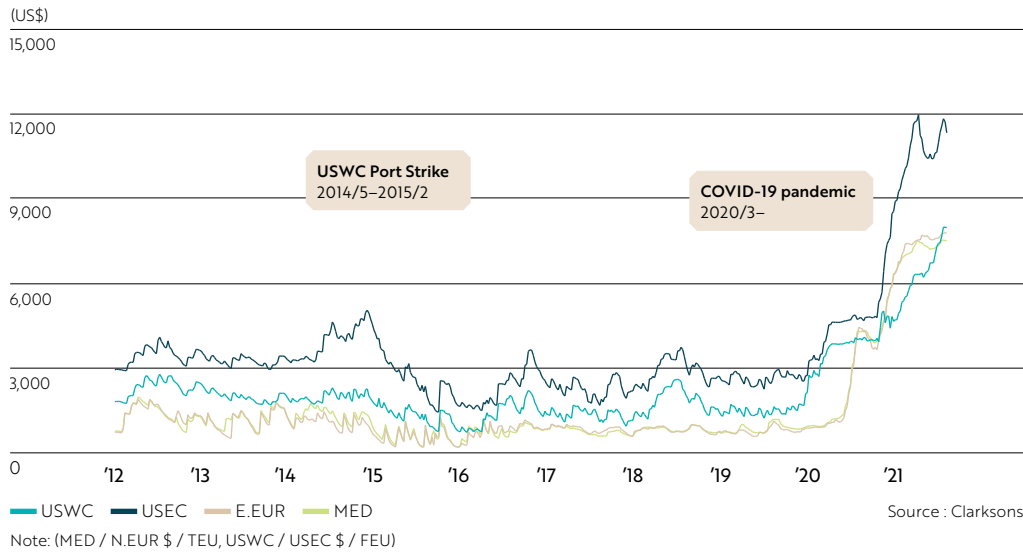
Own-editing based on Alphaliner

Main Carrier Breakdown of Capacity Operated by Trade (as of January 2022)

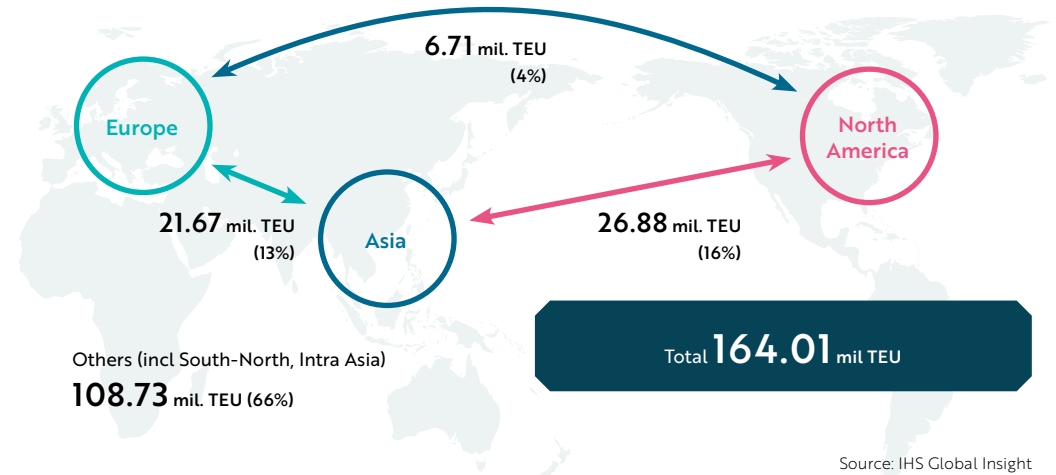


Source: Alphaliner

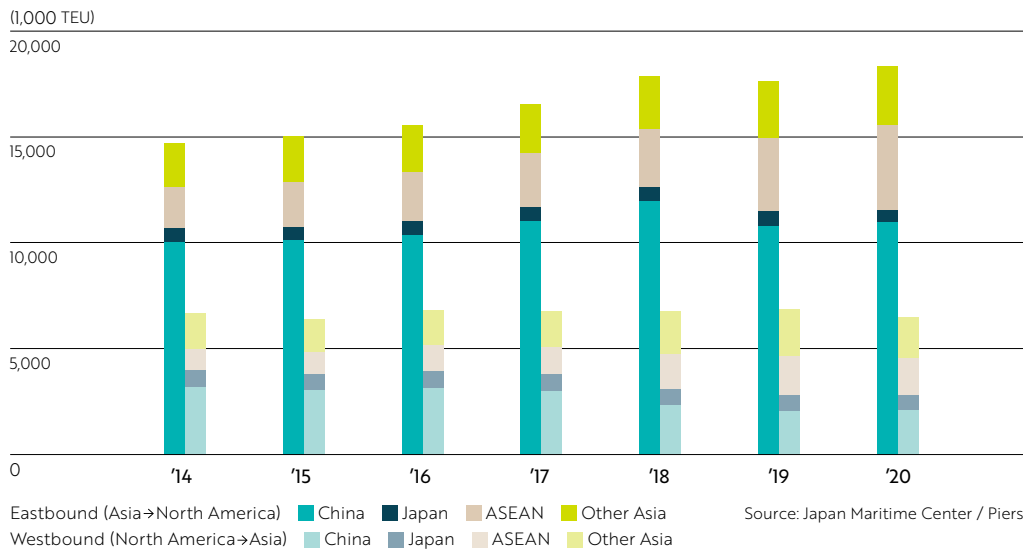
Transition of Shanghai Containerized Freight Index (SCFI)



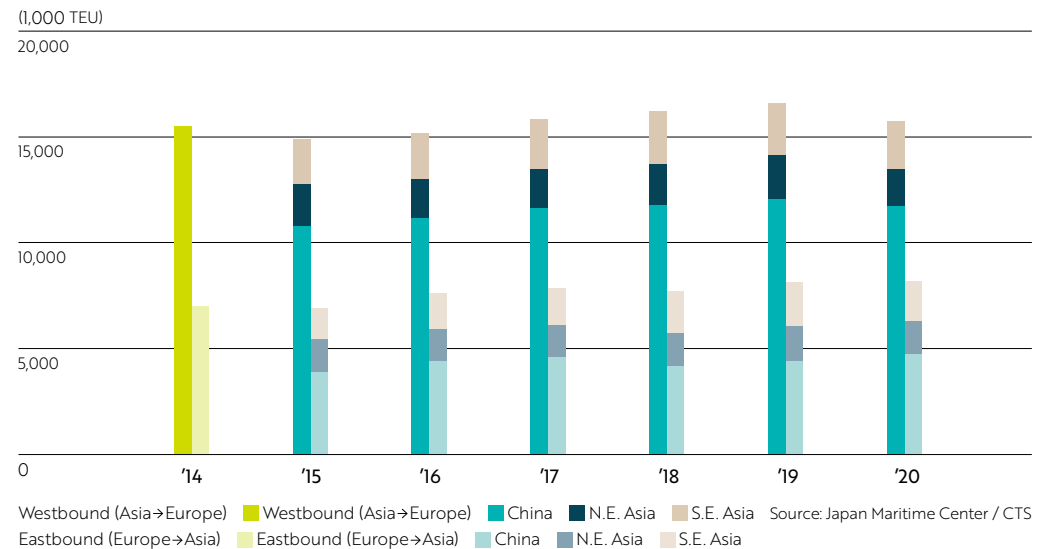
Container Cargo Movements (2020)



Asia-North America Cargo Volume

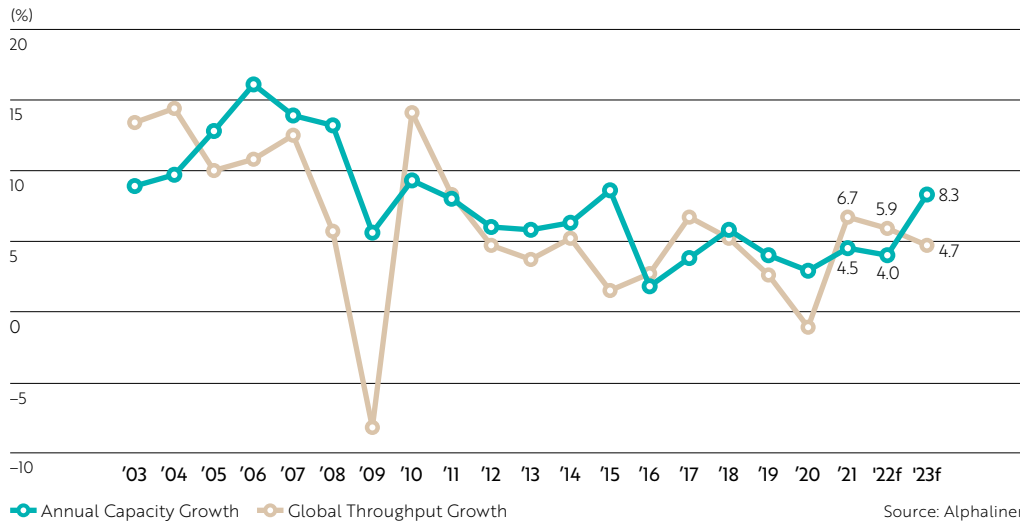


Asia-Europe Cargo Volume



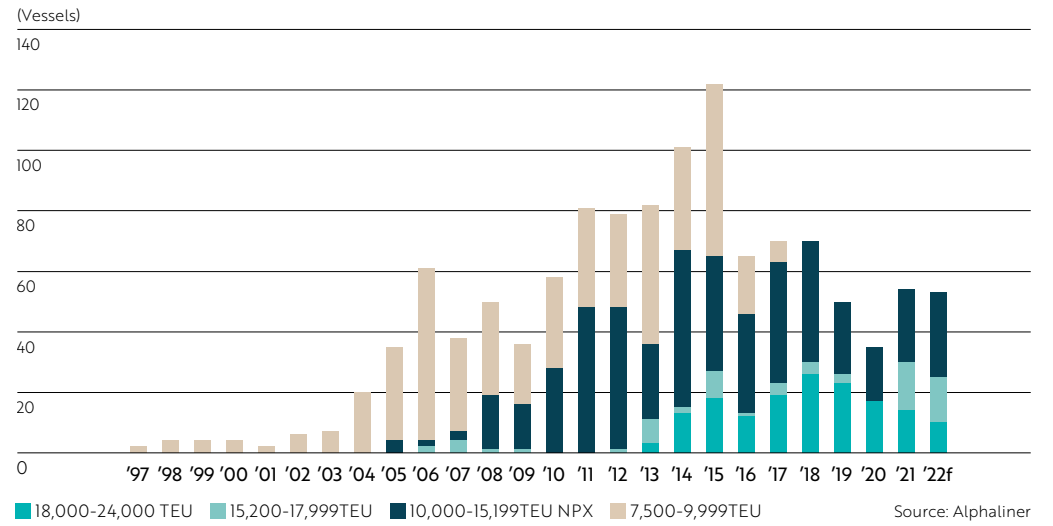
Container Fleet Capacity, Supply and Demand

(as of January 2022)



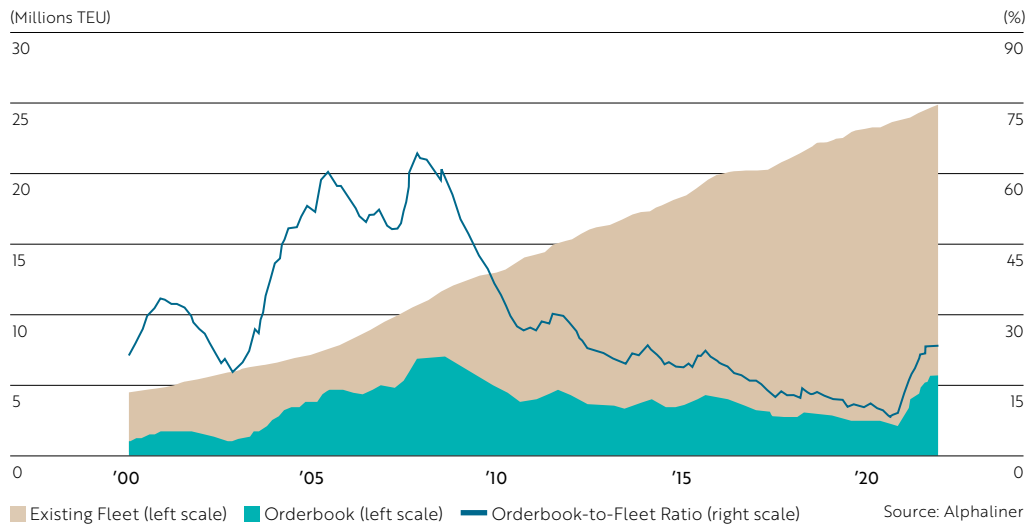
Delivery of Very Large Container Ships

(as of January 2022)



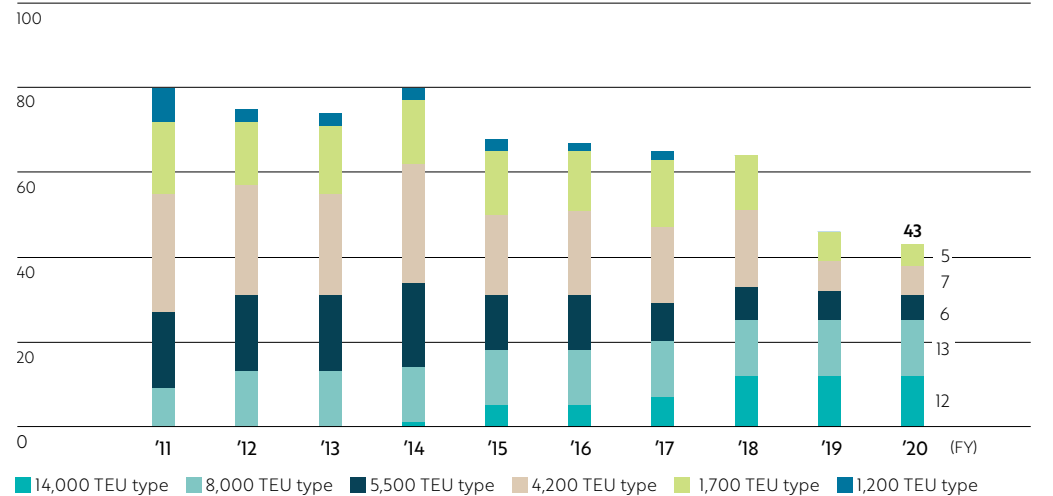
Orderbook-to-Fleet Ratio

(as of January 2022)

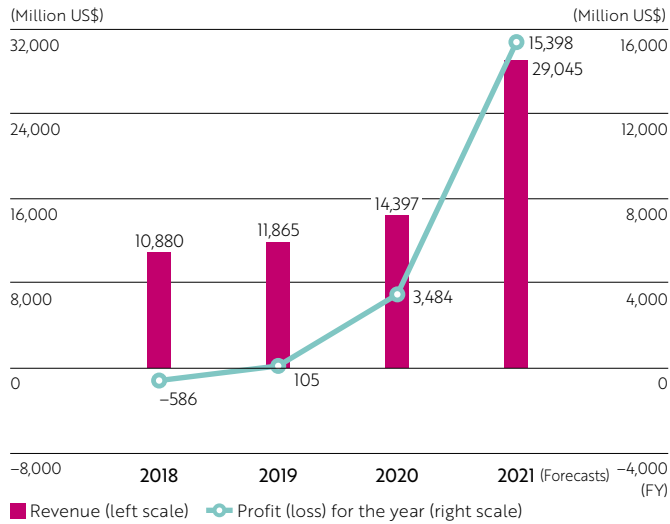


"K" LINE Containership Fleet

(Vessels)



Financial Results for OCEAN NETWORK EXPRESS (ONE)



* The forecasts for Revenue and Profit/Loss for FY 2021 are as of January 2022.

Quarterly Financial Results for ONE

FY2018

Unit: Million US\$	1Q	2Q	3Q	4Q	Total
Revenue	2,066	2,963	3,025	2,826	10,880
Profit (loss) for the year	-120	-192	-179	-96	-586

FY2019

Unit: Million US\$	1Q	2Q	3Q	4Q	Total
Revenue	2,875	3,109	2,914	2,966	11,865
Profit (loss) for the year	5	121	5	-27	105

FY2020

Unit: Million US\$	1Q	2Q	3Q	4Q	Total
Revenue	2,736	3,181	3,757	4,724	14,397
Profit (loss) for the year	167	515	944	1,858	3,484

FY2021

Unit: Million US\$	1Q	2Q	3Q	4Q (Forecasts)	Total (Forecasts)
Revenue	5,776	7,557	8,332	7,380	29,045
Profit (loss) for the year	2,559	4,200	4,889	3,750	15,398

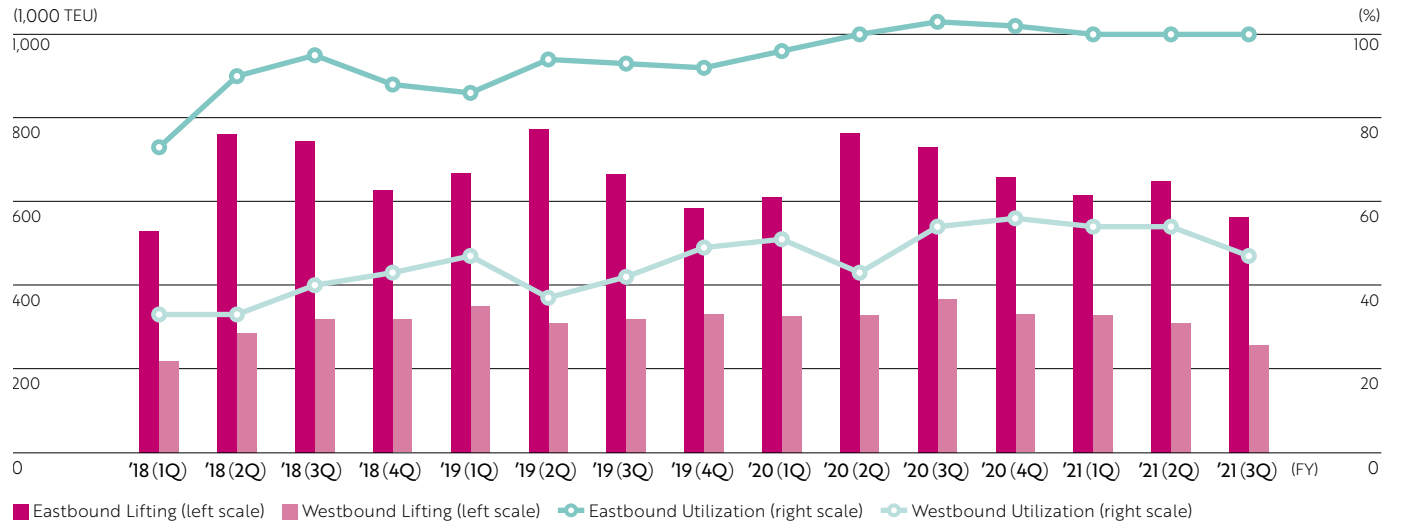
* The forecasts for 4Q of FY2021 is as of January 2022.

Other Full-Year Results

	FY2019	FY2020	FY2021 (Forecasts)	(Units)
EBITDA	1,368	4,855	16,862	Million US\$
EBIT	422	3,832	15,800	Million US\$
Annual Lifting	12,399	11,964	-	1,000 TEU
Annual Bunker Consumption	4.2	3.6	-	Million MT

* The forecasts for FY2021 is as of January 2022.

Transition of ONE Liftings / Utilization (Asia-North America)



Transition of ONE Liftings / Utilization (Asia-Europe)

