



FACTBOOK 2021

—

**Business Segment and
Market Data**

As of March 2022



Corporate Principle

– **K**: trust from all over the world –

As an integrated logistics company grown from shipping business,
the “K” LINE Group contributes to society so that people live well and prosperously.

We always recognize this principle in our operations.

Vision

Our aim is to become an important infrastructure for global society, and to be the best partner
with customers by providing the high-quality logistics services based on customer first policy.

Values the “K” LINE Group prizes

**Providing reliable
and excellent services**

Contributing to society

A fair way of business

Fostering trust from society

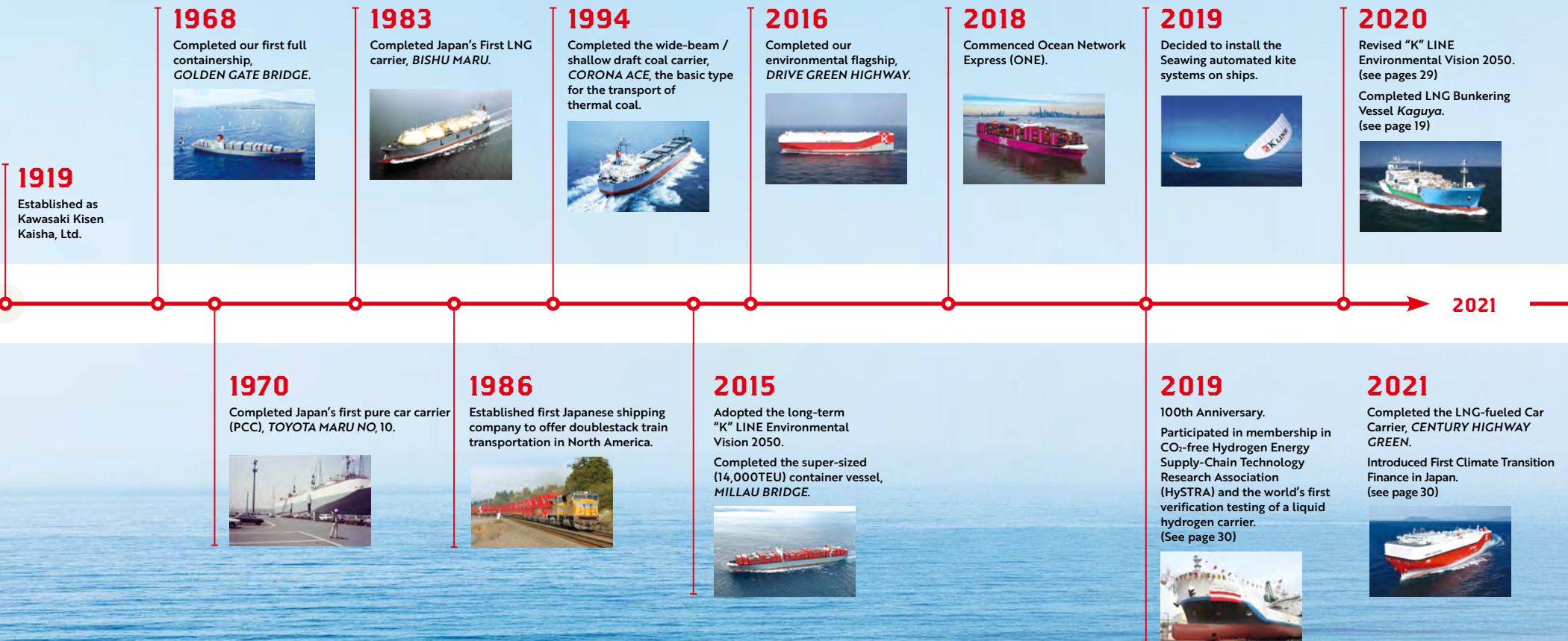
**Relentless efforts
to achieve innovation**

Generating new values

Respecting humanity

Corporate culture that respects
individuality and diversity

Corporate History



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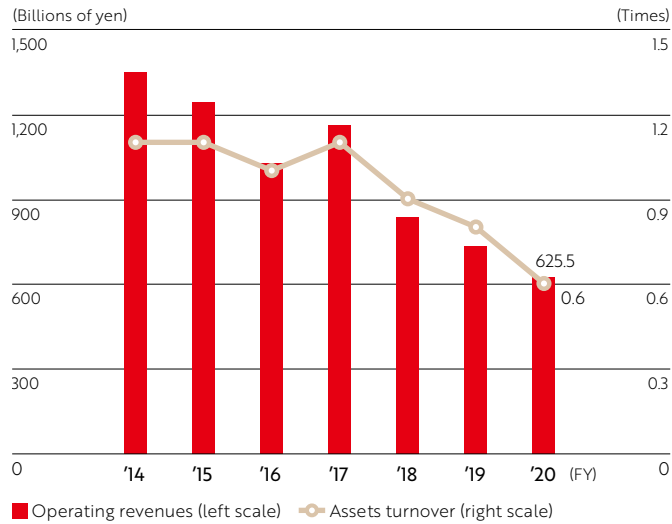
		FY2010	FY2011	FY2012	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020
		(Millions of yen)*1										
Operating results (for the year)	Operating revenues	¥985,084	¥972,310	¥1,134,771	¥1,224,126	¥1,352,421	¥1,243,932	¥1,030,191	¥1,162,025	¥836,731	¥735,284	¥625,486
	Operating income (loss)	58,609	(40,563)	14,886	28,854	47,988	9,427	(46,037)	7,219	(24,736)	6,840	(21,286)
	Ordinary income (loss)	47,350	(48,955)	28,589	32,454	48,980	3,338	(52,388)	1,962	(48,933)	7,407	89,498
	Profit (loss) attributable to owners of the parent	30,603	(41,351)	10,669	16,642	26,818	(51,499)	(139,478)	10,384	(111,188)	5,269	108,695
Financial position (at year-end)	Total assets	1,032,505	1,066,648	1,180,433	1,254,741	1,223,328	1,115,223	1,045,209	1,036,886*2	951,261	896,081	974,608
	Net assets	314,986	259,934	361,975	410,688	467,440	379,913	245,482	243,094	181,233	200,234	316,162
	Equity capital	291,669	242,572	340,571	388,837	441,531	355,375	219,484	217,010	103,576	101,095	218,193
	Interest-bearing liabilities	483,362	592,522	629,864	643,794	536,846	525,152	550,512	570,584	550,211	543,451	507,005
	Capital expenditures	148,993	239,196	134,554	93,377	89,501	116,592	68,048	101,105	97,911	81,148	45,332
	Depreciation and amortization	44,722	50,044	59,667	52,243	53,526	48,302	47,421	43,410	40,789	44,253	43,869
	Cash flows from operating activities	84,901	(2,908)	59,756	88,228	101,825	39,635	(43,919)	1,167	(6,808)	(21,797)	33,397
	Cash flows from investing activities	(54,116)	(83,233)	(27,212)	(5,113)	(11,177)	(29,569)	(24,881)	(22,813)	(35,493)	(20,286)	16,987
	Free cash flows	30,785	(86,142)	32,544	83,115	90,648	10,066	(68,801)	(21,646)	(42,303)	(42,083)	50,384
	Cash flows from financing activities	(24,796)	86,306	26,364	(26,634)	(119,253)	(14,835)	26,436	22,239	19,290	16,731	(34,845)
Per share data*3	Earnings (loss) Per Share (EPS) (Yen)	40.08	(54.14)	12.07	17.75	28.60	(54.95)	(1,488.23)	111.13	(1,192.08)	56.50	1,165.34
	Book-value Per Share (BPS) (Yen)	381.87	317.59	363.18	414.66	471.10	379.18	2,341.93	2,326.65	1,110.48	1,083.88	2,339.28
	Cash dividends applicable to the year (yen)	9.5	—	2.5	4.5	8.5	5.0	—	—	—	—	—
	Dividend payout ratio (%)	23.7	—	20.7	25.4	29.7	—	—	—	—	—	—
Management index	Ordinary income (loss) on revenue (%)	4.8	(5.0)	2.5	2.7	3.6	0.3	(5.1)	0.2	(5.8)	1.0	14.3
	Profit attributable to owners of the parent on revenue (%)	3.1	(4.3)	0.9	1.4	2.0	(4.1)	(13.5)	0.9	(13.3)	0.7	17.4
	Return on Equity (ROE) (%)	10.2	(15.5)	3.7	4.6	6.5	(12.9)	(48.5)	4.8	(69.4)	5.1	68.1
	Return on Assets (ROA) (%)	4.6	(4.7)	2.5	2.7	4.0	0.3	(4.8)	0.2*2	(4.9)	0.8	9.6
	Debt Equity Ratio (DER) (Times)	1.66	2.44	1.85	1.66	1.22	1.48	2.51	2.63	5.31	5.38	2.32
	Equity ratio (%)	28.2	22.7	28.9	31.0	36.1	31.9	21.0	20.9	10.9	11.3	22.4
	Assets Turnover (%)	0.95	0.91	0.96	0.98	1.11	1.12	0.99	1.12	0.88	0.82	0.64
	EBITDA	103,897	10,168	104,797	90,472	111,978	24,678	(77,180)	67,567	(50,293)	65,746	167,779
	EV/EBITDA (Times)	6.00	62.82	6.28	6.97	5.63	21.53	(8.70)	9.57	(10.42)	7.72	3.67
	Price Earnings Ratio (PER) (Times)	7.66	—	16.49	12.56	11.29	—	—	22.44	—	14.37	2.18
	Price Book-value Ratio (PBR) (Times)	0.81	0.57	0.55	0.54	0.69	0.58	1.27	1.08	1.08	0.75	1.08
	Total Shareholders Return (TSR) (%)	—	—	—	—	—	—	135.78	114.40	54.59	37.25	116.28
TOPIX (%)	—	—	—	—	—	—	114.69	132.89	126.20	114.20	162.32	
Average during the period	Exchange rate (¥ / US\$)	86	79	82	100	109	121	109	111	111	109	106
	Fuel oil price (US\$ / ton)	489	672	671	626	541	295	265	349	450	467	363

*1. Rounded down to the nearest millions of yen

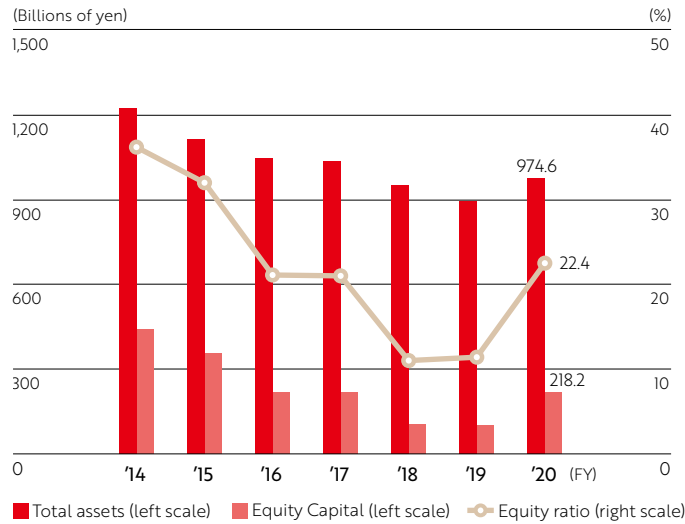
*2. Partial Amendments to the Accounting Standard for Tax Effect Accounting (ASBJ Statement No. 28, issued on February 16, 2018) has been applied from the beginning of fiscal 2018, and applied retroactively to the total assets and return on assets for fiscal 2017 for recalculation.

*3. The Company consolidated its common stock at a ratio of ten shares to one share, effective October 1, 2017. The above figures for profit attributable to owners of the parent per share and net assets per share have been calculated on the assumption that the share consolidation took place at the beginning of the previous fiscal year (April 1, 2016).

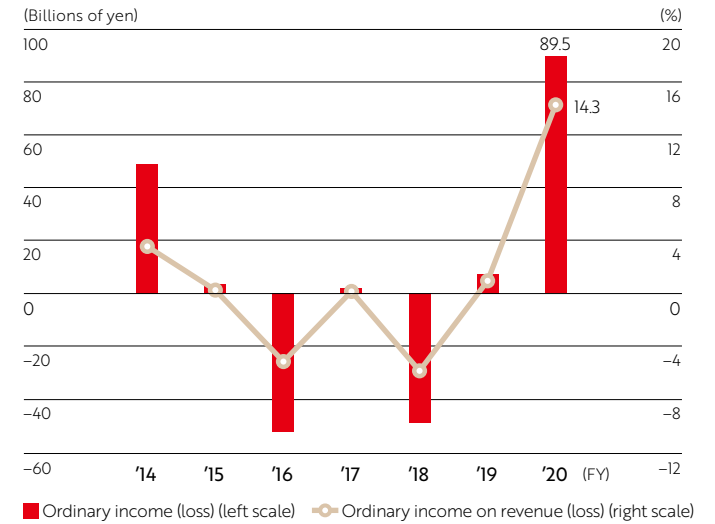
Operating Revenues, Assets Turnover



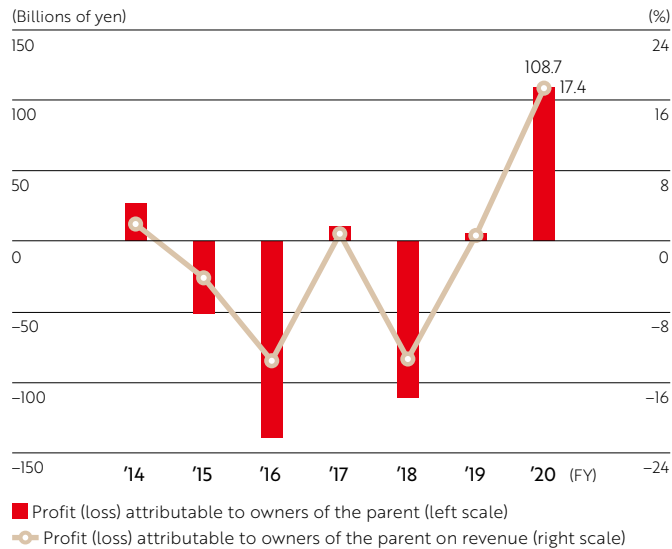
Total Assets, Equity Capital, Equity Ratio



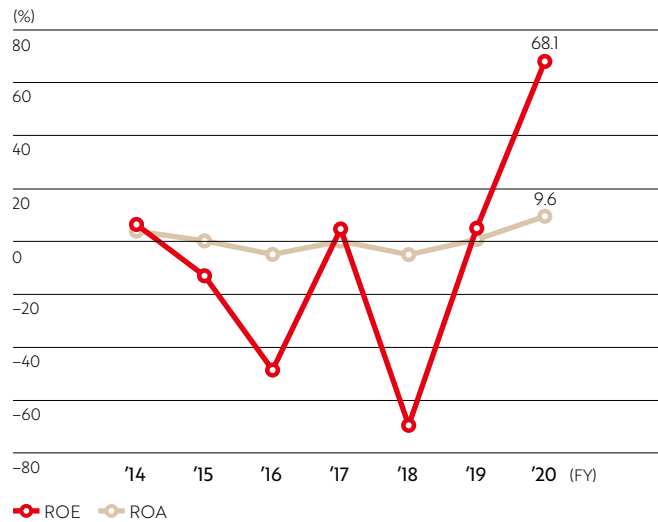
Ordinary Income (Loss), Ordinary Income (Loss) on Revenue



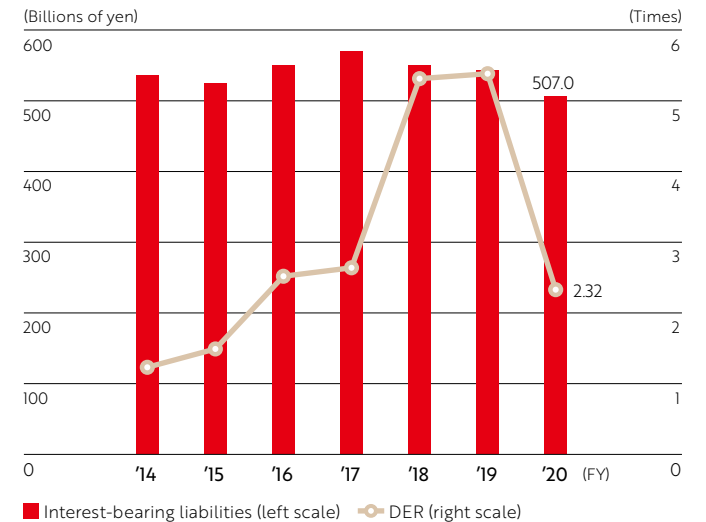
Profit (Loss) Attributable to Owners of the Parent, Profit (Loss) Attributable to Owners of the Parent on Revenue



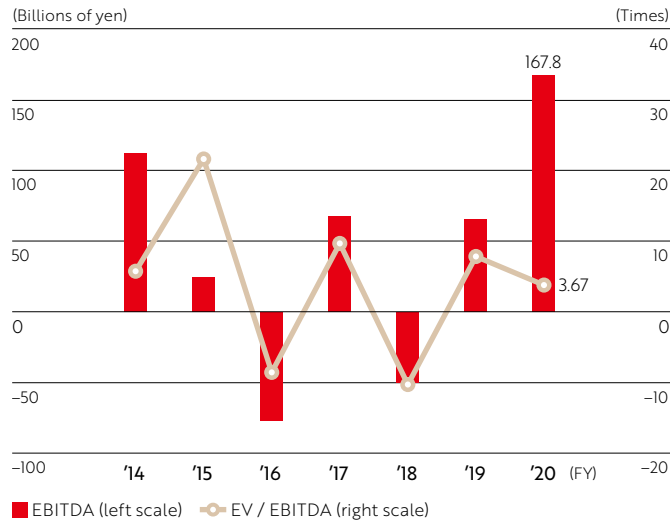
Return on Equity (ROE), Return on Assets (ROA)



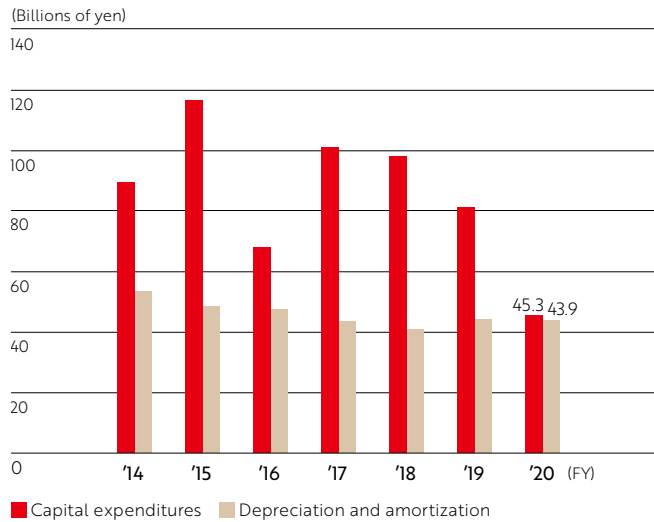
Interest-Bearing Liabilities, Debt Equity Ratio (DER)



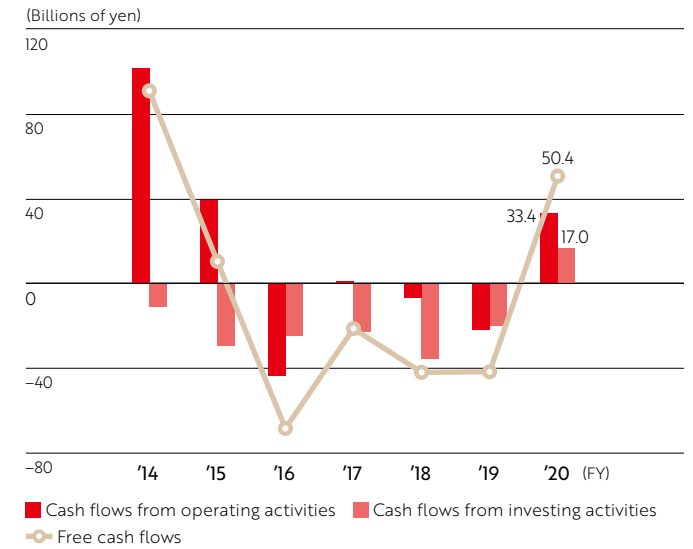
EBITDA·EV / EBITDA



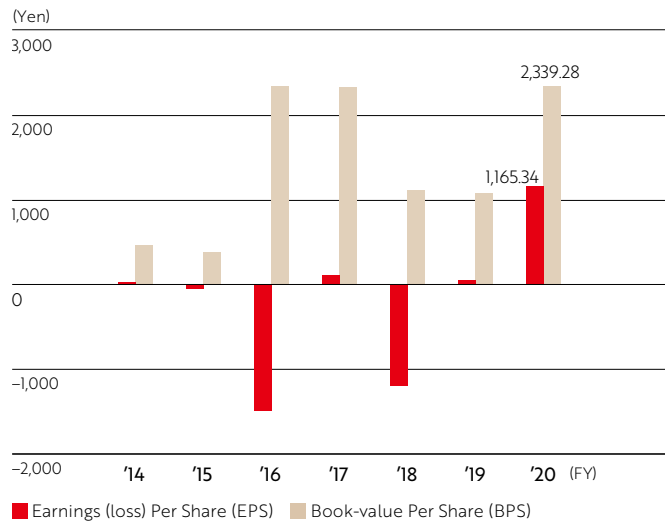
Capital Expenditures, Depreciation and Amortization



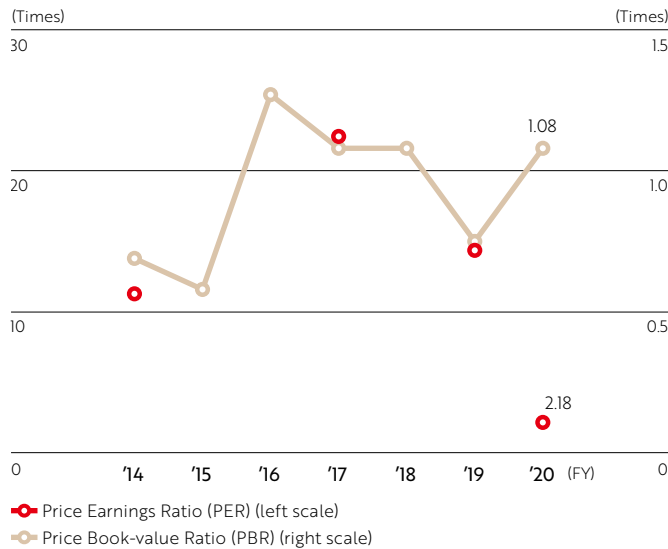
Cash Flows



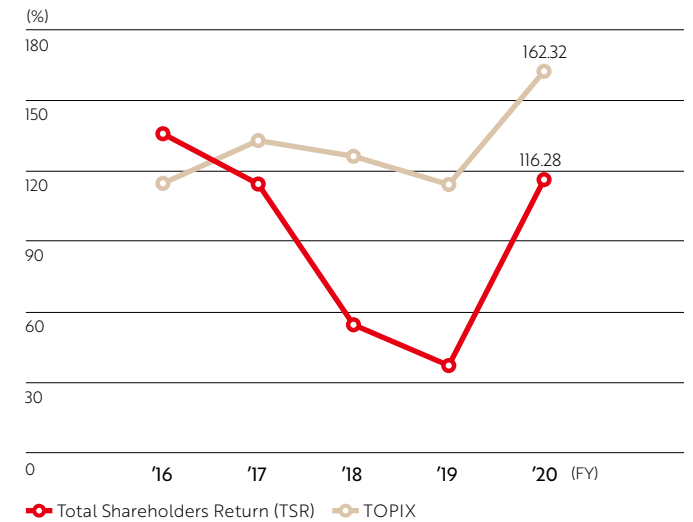
Earnings (Loss) Per Share (EPS), Book-value Per Share (BPS)



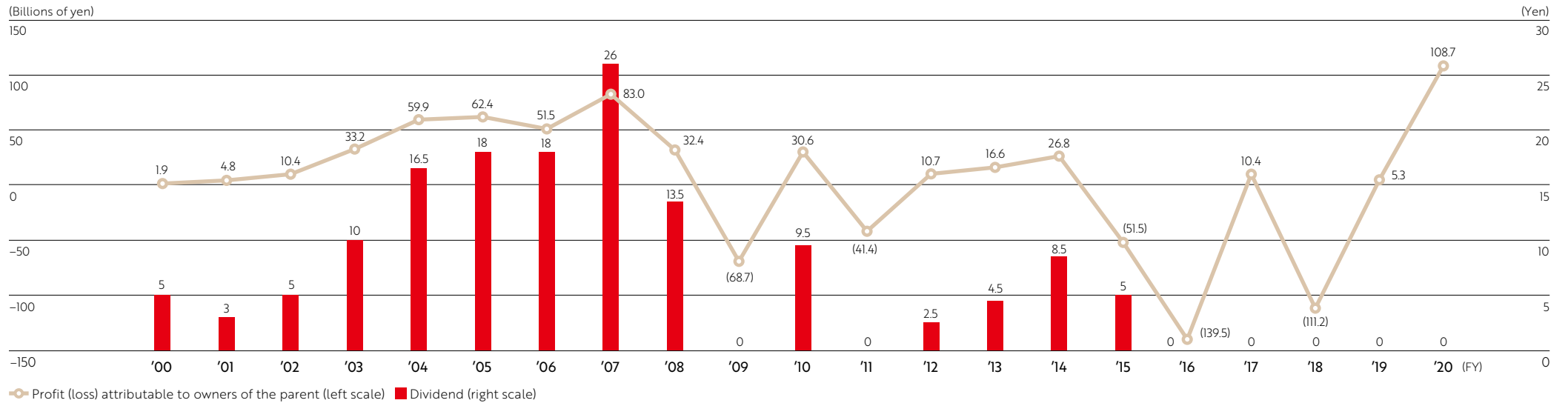
Price Earnings Ratio (PER), Price to Book-value Ratio (PBR)



Total Shareholders Return (TSR)

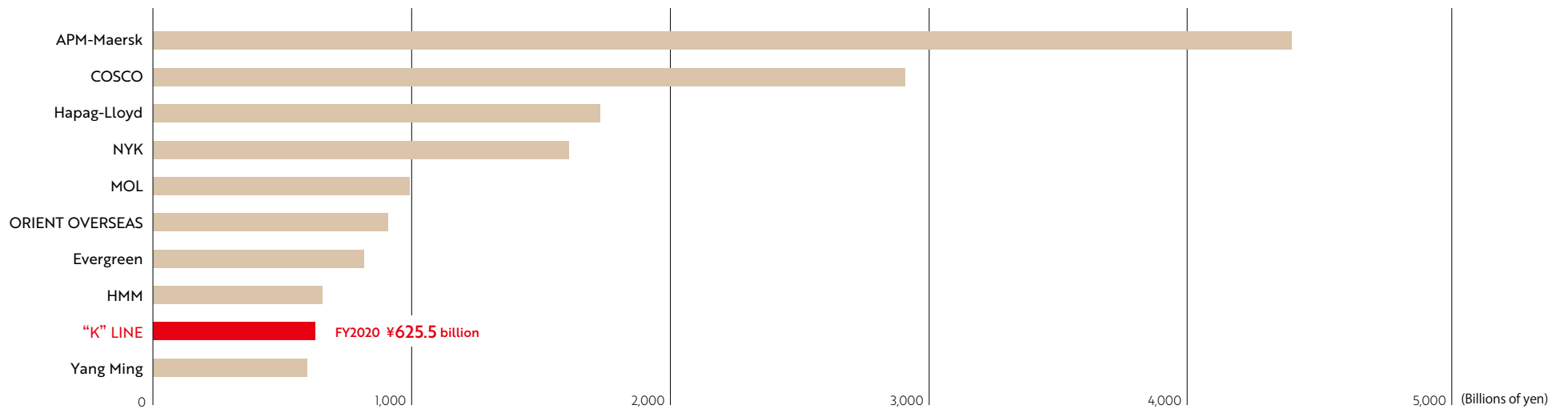


Profit (Loss) Attributable to Owners of the Parent and Dividend



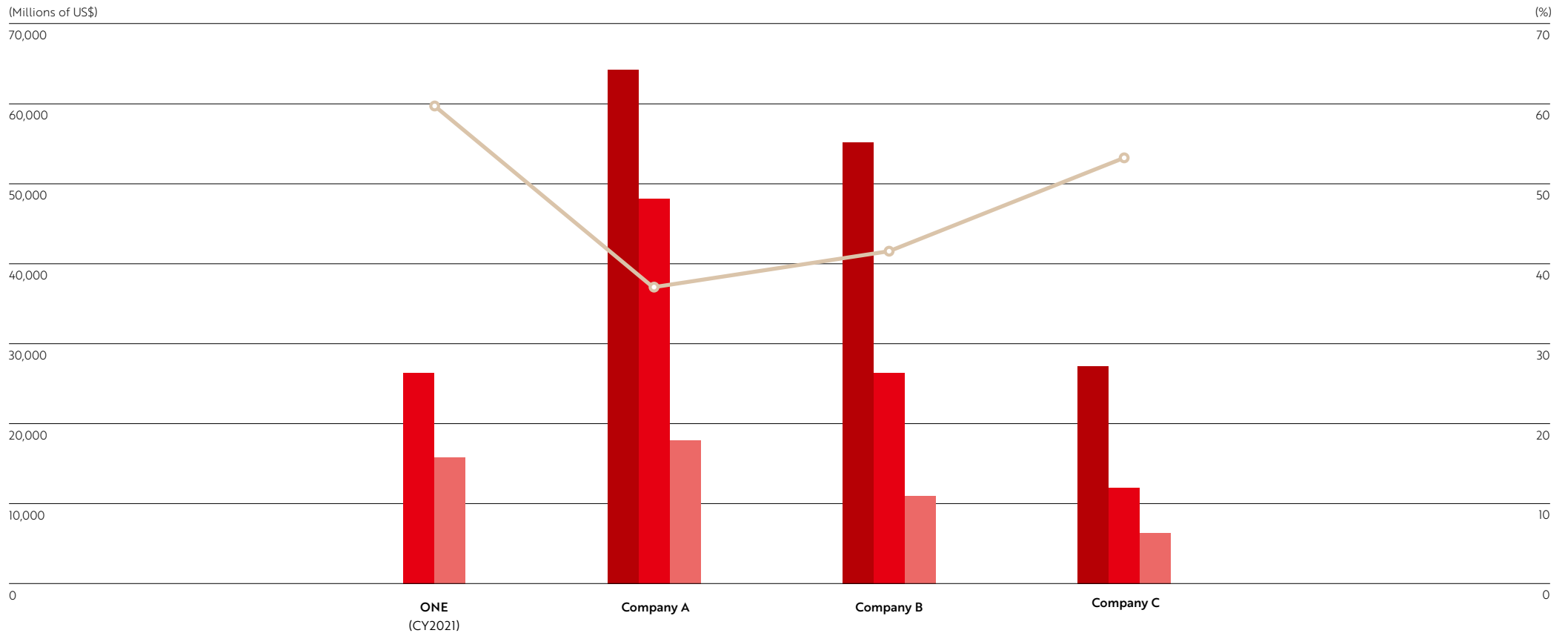
Annual Revenue Ranking of Listed Shipping Companies (FY2020)

(as of June 2021)



Source: Refinitiv

Major Containerships companies CY2021 Full-year Results Comparison



■ Market Capitalization (Millions of US\$)	N/A	\$64,397	\$55,306	\$27,270
■ Revenue (Millions of US\$)	\$26,389	\$48,232	\$26,400	\$11,986
■ EBIT (Millions of US\$)	\$15,802	\$17,963	\$11,000	\$6,398
○ EBIT margin (%)	59.9%	37.2%	41.7%	53.4%
Fleet Scale (Vessels)	211	738	257	204

■ Market Capitalization (Millions of US\$) ■ Revenue (Millions of US\$) ■ EBIT (Millions of US\$) ○ EBIT margin (%)

*1 Estimated by "K" LINE based on publicly available information

*2 ONE's results of 2021 is calculated on calendar year basis.

*3 Company C's results (Revenue/EBIT/EBIT margin) are calculated on 9 months basis.(as of September 30, 2021)

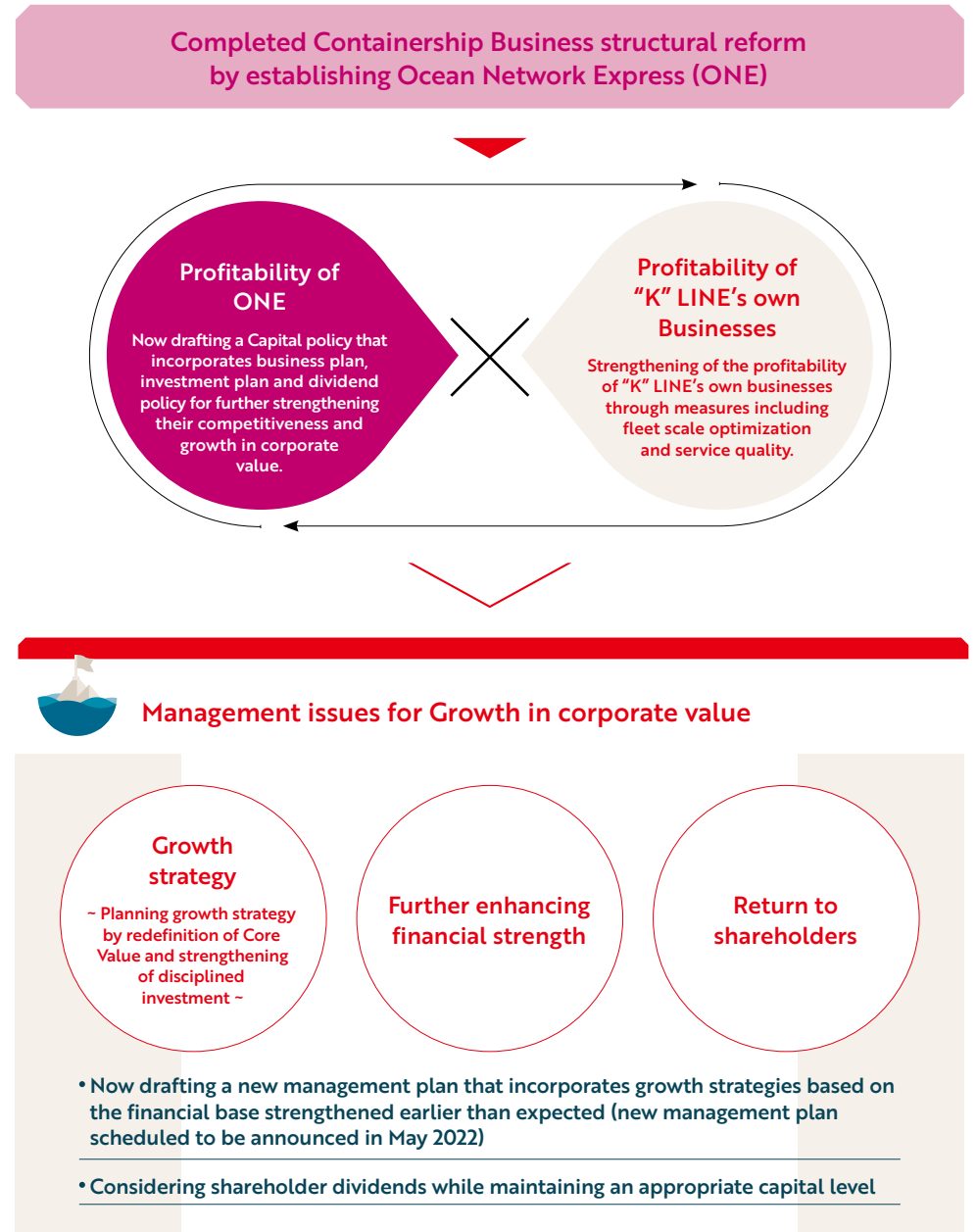
*4 Market capitalization: As of December 31, 2021

*5 Fleet Scale: As of January 2022

Megatrends



Initiatives for Growth in Corporate Value



Outline of Management Plan

		Growing Area	
Refining our Four-pillar Business <ul style="list-style-type: none"> Fortifying our ability to provide clients with new ideas Continuing our fleet optimization in line with plans Expanding our base of stable-income businesses Refocus investments Better use of data Rigorous pursuit of efficiency in vessel allocation 	Dry Bulk	Accelerating business development abroad <ul style="list-style-type: none"> Expand overseas site Deploying our global network and Collaboration with local partner 	Studying incorporation of growth areas <ul style="list-style-type: none"> Utilizing Environmental Technologies Utilizing AI and DX Technologies
	Energy Resource Transport	<ul style="list-style-type: none"> Further strengthening transport in both emerging markets and between third countries 	<ul style="list-style-type: none"> Installation of Seawing on dry bulk carrier (fiscal 2022 onwards)
	Car Carrier	<ul style="list-style-type: none"> Responding to diversifying energy demand 	<ul style="list-style-type: none"> Offshore Support Vessel for offshore wind power generation Offshore wind power generation in Japan Transport utilizing new energy Transportation by Small-Scale LNG Carrier LNG-related business such as LNG Bunkering Vessel CCS demonstration trials in thermal coal carrier
	Logistics / Short Sea and Coastal	<ul style="list-style-type: none"> Responding to EV growth, particularly in China 	<ul style="list-style-type: none"> Expand introduction of LNG-fueled car carriers Increasing H&H cargo volume
		<ul style="list-style-type: none"> Business development rooted in the area 	

Containership

"K" LINE, as a shareholder, continues to support ONE as Containership Business is one of our important businesses.

Core theme

- Continuing to expand a stronger financial base
- R&D of environmental technologies
- Deploying in-house talent and outside knowledge
- Providing safe, reliable, high-quality services
- Strengthening Governance
- Promoting DX
- Sharing knowledge throughout the whole group
- Improving operation efficiency

Profit Level / Financial Indicators

	FY2020	Until the Mid-2020s	Until FY2030
Ordinary Income	¥89.5 billion	¥30 billion	¥50 billion
Equity Capital	¥218.2 billion	¥300 billion or more	¥400 billion or more
Equity Ratio	22.4%	30% or more	40% or more
Return on Equity (ROE)	68.1%	10% or more	

Investment Plan

Refocusing investments in the short term

- Overall investment in the five years beginning in fiscal 2021 will be about ¥250 billion, within the scope of operating cash flow.
- Looking ahead to after improving our financial base, we will consider investing in new growth areas.

Strategic investment (R&D / DX)

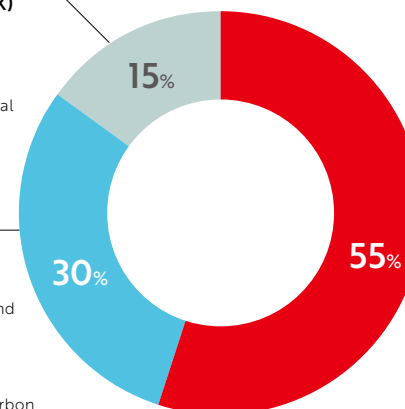
R&D for New Environmental Technologies
Investment for promoting DX

- Investment for R&D for environmental technologies
- R&D for zero carbon
- Strengthen AI / Digitalization

Growing Areas Environment

Prioritize investment in Energy resource, Environment-related area and Growing area

- Vessels using alternative fuels
- Environmental response equipment
- New business contributing to low carbon



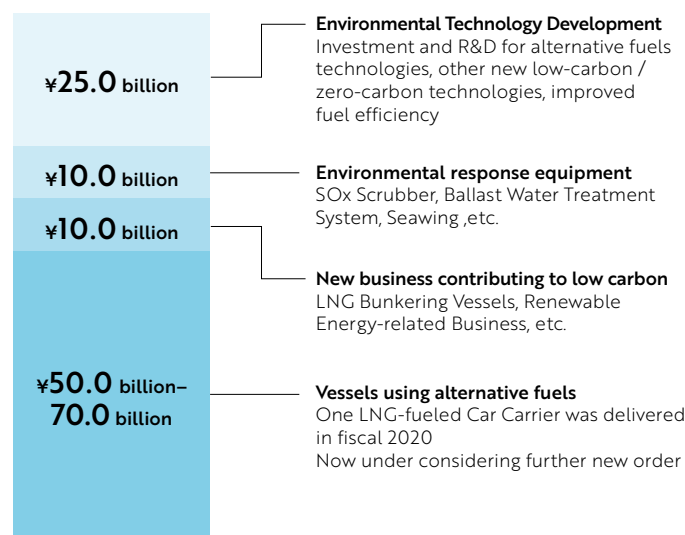
Replacement

Replacement Investment mainly Stable-Income Business

- Investment based on long-term Contracts
- Expansion of Stable-Income Business
- Strengthen Profitability

Environment-Related Investment

Environment investment budget ¥100.0 billion scale (From fiscal 2021 for five years in total)



Other Initiatives

- Promoting investment in low carbon by setting ICP* on investment
 - Looking ahead to after improving our financial base, we will consider investing in new growing areas.
- Promoting investments that incorporate transition finance

* Internal carbon pricing (ICP) means carbon pricing that is set and used inside the Company.

Strategies for Specific Businesses

	FY2021		Mid-2020s	
	Business Performance and Market Condition	Strategy and Challenges	Business Performance and Market Condition	Strategy and Challenges
Dry Bulk	<ul style="list-style-type: none"> As the global economy recovers, increasing demand for transportation amid limited new vessels delivery, we think the balance of supply and demand will improve, and the dry bulk market will rise. 	<ul style="list-style-type: none"> As demand for transportation grows increasingly diverse and complex, we are focused on deploying our fleet efficiently and economically. Our domestic and overseas locations are working together to fortify our customer base and explore new sales opportunities. Our emphasis on safe, environmentally friendly operations and DX approach help set us apart from our competitors and enhance the efficiency of our operations. 	<ul style="list-style-type: none"> Growing demand for transportation, and the limitation of supply pressures from new vessels delivery will combine to accelerate the retirement of uneconomical vessels. Expecting to see ongoing improvement in the balance of supply and demand. 	<ul style="list-style-type: none"> Strengthen our profitability not affected by market volatility by optimization of fleet scale / portfolio and continuing to aim for stable income and a growing customer base. Contribution to lessening burdens on the environment through conversion to new kinds of fuel and reduction of greenhouse gas emissions. Enhancing our competitiveness by training highly qualified personnel and strengthening group synergies.
Energy Resource Transport	<ul style="list-style-type: none"> Depressed demand for energy now recovering from the pandemic. Expansion of initiatives for zero carbon. 	<ul style="list-style-type: none"> As demand for energy transport recovers, being the high quality of our transportation services and environmental initiative (prevention of marine pollution, Seawing etc) driving force for helping us to generate stable earnings from major clients. With our newly established carbon-neutral promotion group, we are stepping up efforts to enter new business areas such as renewable energy sources. 	<ul style="list-style-type: none"> Progress is being made in efforts to switch from zero carbon, but coal and oil still remain the dominant sources of energy, alongside the relatively cleaner LNG. Specification of low carbonization required for both new and existing vessels. 	<ul style="list-style-type: none"> Attract new customers through our reputation as a shipping company with advanced environmental initiatives such as developing new technologies that will contribute to low-carbon shipping specifications and safety of operations. Creating a firm foothold for entry to the future of carbon-neutral technologies, with new businesses aimed at renewable energy, GHG reduction, transport of liquefied hydrogen and liquefied ammonia, CCUS, etc., together with our existing businesses such as FPSO.
Product Logistics Car Carrier	<ul style="list-style-type: none"> The recent shortage of semiconductor chips is generating concerns about the impact on production, but demand for transportation has increased greatly since last year. Securing higher profitability through fleet scale optimization and route rationalization, etc. 	<ul style="list-style-type: none"> Making efforts to find new ways to add value, through increased H&H freight volume, optimization of our global organization, expansion of business revenues, transformation of our fleet for carbon neutrality, and improved quality and efficiency management through DX, etc. 	<ul style="list-style-type: none"> Creating a platform for sustained earnings growth and revenue scale expansion by gradually recovering for demand of completed car transport and expansion of business revenue base. 	<ul style="list-style-type: none"> Establishing a trusted new business model for completed car transport, in line with the changing needs of society and our customers through realization of add value by transforming our fleet to carbon neutrality, reforming our business in other ways, and through DX, etc.
Product Logistics Logistics · Short Sea and Coastal · Terminal	<ul style="list-style-type: none"> We must swiftly and surely capture the markets as they recover from the impact of the pandemic, to support the improvement of our business profitability as a whole. 	<ul style="list-style-type: none"> Assessing the process of selection and concentration with maximizing our business profitability based on our existing sales systems. Considering suitable investments to expand our business, including lateral development of logistics systems, primarily in Asia. In domestic terminal business, finding new third-party customer shipping companies, by shifting our operations from Daikoku to Minami Honmoku in Yokohama port. 	<ul style="list-style-type: none"> To increase revenues, which are the main pillar of the stable earnings of the "K" LINE Group, we must accurately gauge the market and expand the business scale. 	<ul style="list-style-type: none"> Establishing our group business model in logistics. Planning and realizing the logistics services systems of the future by looking forward to the times ahead, through lateral development of our organization, networking through rationalization of our organizations abroad, and fortifying management on a consolidated basis. In domestic terminal business, aiming to expand revenue through a process of selection and concentration by each port and building up systems for receiving larger-size vessels.

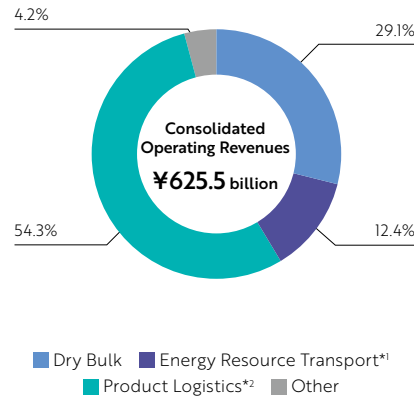
Segment	Business	Business Overview
Dry Bulk	Coal & Iron Ore Carrier Business / Bulk Carrier Business	 We transport a large volume of dry bulk cargoes including iron ore, woodchip, grain and coal. We are expanding our business internationally by actively engaging in transportation of cargoes bound for not only Japan but also China, India and other emerging economies, as well as trade between third countries within the Atlantic region.
Energy Resource Transport	Tanker Business / Fuel Business	 We transport oil-related cargoes such as crude oil and liquefied petroleum gas (LPG). We have developed a global business for customers both in Japan and overseas, accumulating expertise in marine technical and safety operation. In addition to procuring bunker fuel for "K" LINE fleets, the Fuel Business conducts demonstration testing of LNG bunkering and liquefied hydrogen carriers aimed at enhancing fleet environmental performance.
	Electricity and Offshore Business	 Our "Corona Series" of wide-beam, shallow-draft coal carriers, developed in-house in accordance with port restrictions of Japan's thermal power plants, provides safe and reliable transportation of coal mainly to power utility companies in Japan and Taiwan. In the Offshore Business, we have an offshore support vessel business in the North Sea and participate in a drillship project of Brazil and an FPSO of Ghana.
	LNG Carrier Business / Carbon Neutral Business	 We globally transport liquefied natural gas (LNG), a relatively low environmental burden energy drawing increasing demand worldwide. In Carbon-neutral Business, we promote to develop businesses for CO ₂ Net Zero such as renewable energy including offshore wind power generation, CCUS, alternative marine fuel and carbon offset etc.
Product Logistics	Car Carrier Business	 We have been recognized as a pioneer in safe and prompt transportation of cars, trucks and other vehicles. The business is applying its transportation quality honed over 50 years to further enhance its RORO cargo services (roll-on, roll-off cargo services using specialized handling equipment). LNG-fueled car carrier was delivered in fiscal 2020 and fleet maintenance is also conducted with special care for environmental factors.
	Logistics and Terminal Business	 We provide comprehensive logistics services to meet various customer needs for ocean cargo transportation as well as air cargo transportation, tugboats, land transportation, warehousing, and automotive logistics. In addition, it operates container terminals at four ports in Japan—Tokyo, Yokohama, Osaka, and Kobe.
	Short Sea and Coastal Business	 Kawasaki Kinkai Kisen Kaisha, Ltd. provides domestic marine transportation and ferry services. It operates passenger ferries, RORO vessels, dedicated limestone carriers for steel mills, dedicated thermal coal carriers for electric power utility and also general cargo carriers. It also operates general cargo and bulk carriers for cargo to and from Asia. Furthermore, it has entered the offshore support vessel operations around Japan to further enhance the business.
	Containership Business	 In April 2018, the containership businesses of three Japanese shipping companies integrated to a new company, ONE. Drawing on its enhanced service route network, it provides stable, reliable, high-quality and competitive services and is capable of swiftly adapting to changes in the environment.
Other		Ship management business, travel agency business and real estate rental and management business.

Vessel Types	Cargo Types
Capesize	Iron Ore, Coking Coal and Bauxite
Panamax	Steaming Coal, Iron Ore, Grain, Salt, Nickel Ore, Steel Products and Alumina, etc.
Handymax	
Small Handy	
Woodchip Carriers	Woodchip, etc.

Vessel Types	Cargo Types / Business
Oil Tanker / VLCC	Crude oil
Oil Tanker / Aframax	
Chemical Tankers	Petrochemicals, etc.
LPG Carriers	Liquefied Petroleum Gas (Propane / Butane)
LNG Bunkering Vessel	LNG as marine fuel
Thermal Coal Carriers	Steaming Coal, etc.
Drillships	Mobile Offshore Drilling Unit
FPSO	Floating Production Storage and Offloading System
Offshore Support Vessels	Providing logistics support for offshore platform, handling anchors of oil rigs and tugboat work, etc.
LNG Carriers	LNG

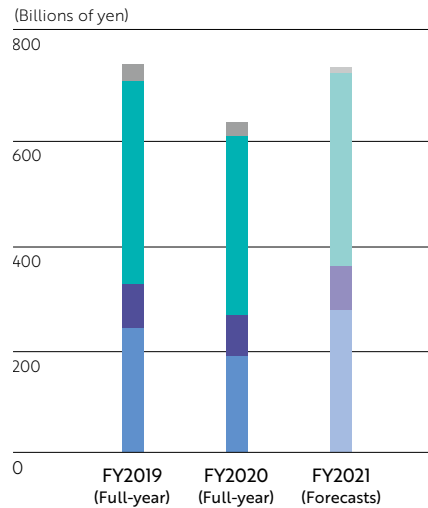
Vessel Types	Cargo Types
Car Carriers	Complete built-up cars, Large Vehicles (Bus / Trucks etc), Construction Machinery, Agricultural Machinery, Static Cargo, etc.
Short Sea, Coastal Ships, and Roll-on Roll-off ship	Coking Coal, Limestone, Steel Products, Biomass Power Generation Fuel, Paper Products, Foods and Construction Materials, etc.
Containerships	General Consumer Goods, Parts, Industrial Products, Precision machinery, Food, Wood Products, Dry cargo such as Raw materials, etc., and Frozen food, etc.

"K" LINE Group Operating Revenues by Segment (FY2020)

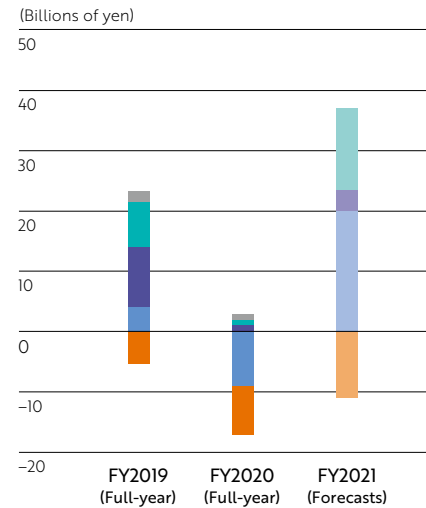


*1 Energy Resource Transport segment includes LNG Carrier Business, Electricity and Offshore Business, Tanker and Fuel Business, and Carbon Neutral Business.
 *2 Product Logistics segment includes Car Carriers Business, Logistics Business, Short Sea and Coastal Business, Containership Business and Terminal Business.

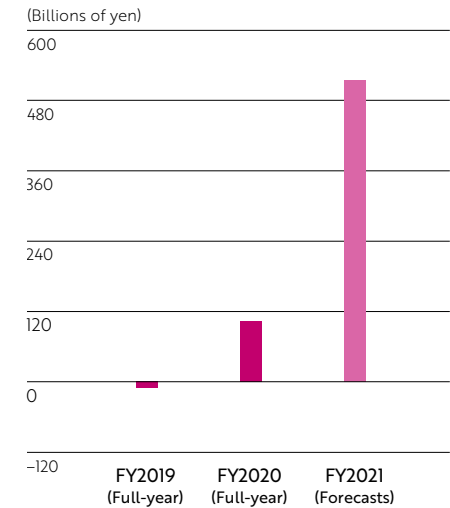
Operating Revenues by Segment



Ordinary Income by Segment ("K" LINE Own Businesses)

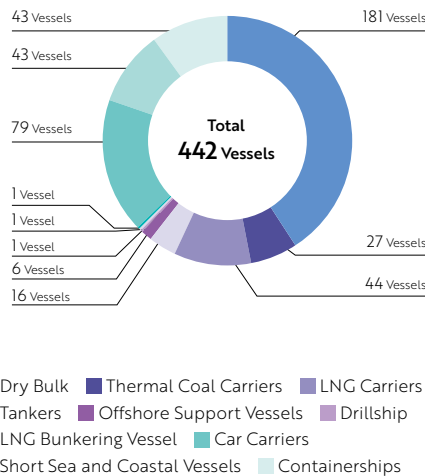


Containership Business Ordinary Income (Loss)



Note: FY2021's Forecasts for Operating Revenues by Segment, Ordinary Income by Segment ("K" LINE's own Businesses) and Containership Business's Ordinary Income are as of February, 2022.

"K" LINE Group Vessels in Operation (as of March 31, 2021)



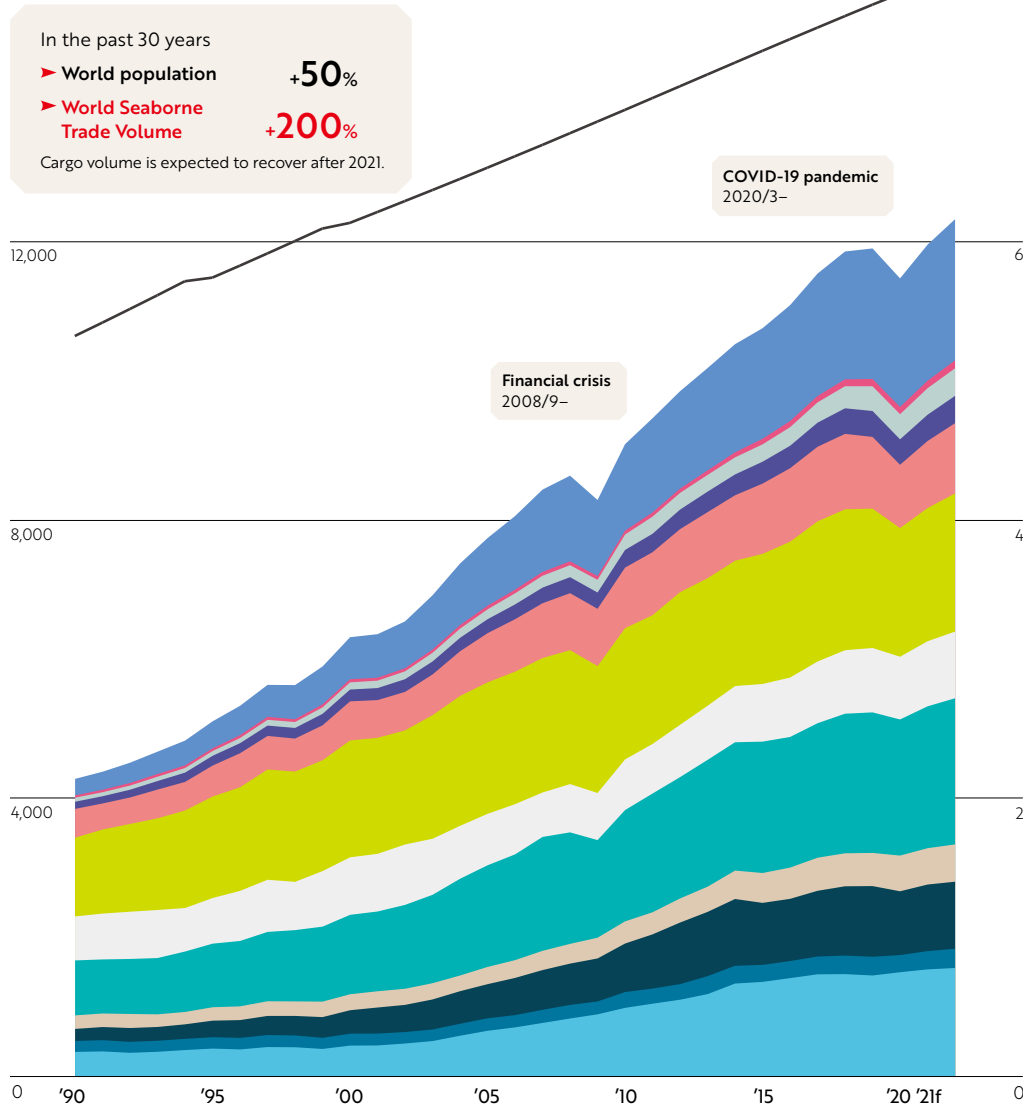
"K" LINE Group Vessels in Operation

Type of Vessel	FY2018			FY2019			FY2020		
	Owned	Chartered	Total	Owned	Chartered	Total	Owned	Chartered	Total
Dry Bulk	54	155	209	58	125	183	52	129	181
Thermal Coal Carriers	8	17	25	8	21	29	6	21	27
LNG Carriers	46	1	47	45	2	47	42	2	44
Tankers	9	13	22	12	5	17	11	5	16
Offshore Support Vessels	7	0	7	6	0	6	6	0	6
Drillship	1	0	1	1	0	1	1	0	1
FPSO	1	0	1	1	0	1	1	0	1
LNG Bunkering Vessel	0	0	0	0	0	0	1	0	1
Car Carriers	32	58	90	38	51	89	33	46	79
Short Sea and Coastal Vessels	26	28	54	25	24	49	25	18	43
Containerships	7	57	64	7	39	46	7	36	43
Total	191	329	520	201	267	468	185	257	442

Notes: 1. The number of owned vessels includes co-owned vessels, and deadweight tonnage (DWT) includes share of other companies' ownership in co-owned vessels.
 2. Includes flagships and spot and/or short-term activities at the end of term.

World Seaborne Trade Volume by Major Cargoes and World Population

(Trade volume, million tons) (World population, billion people)

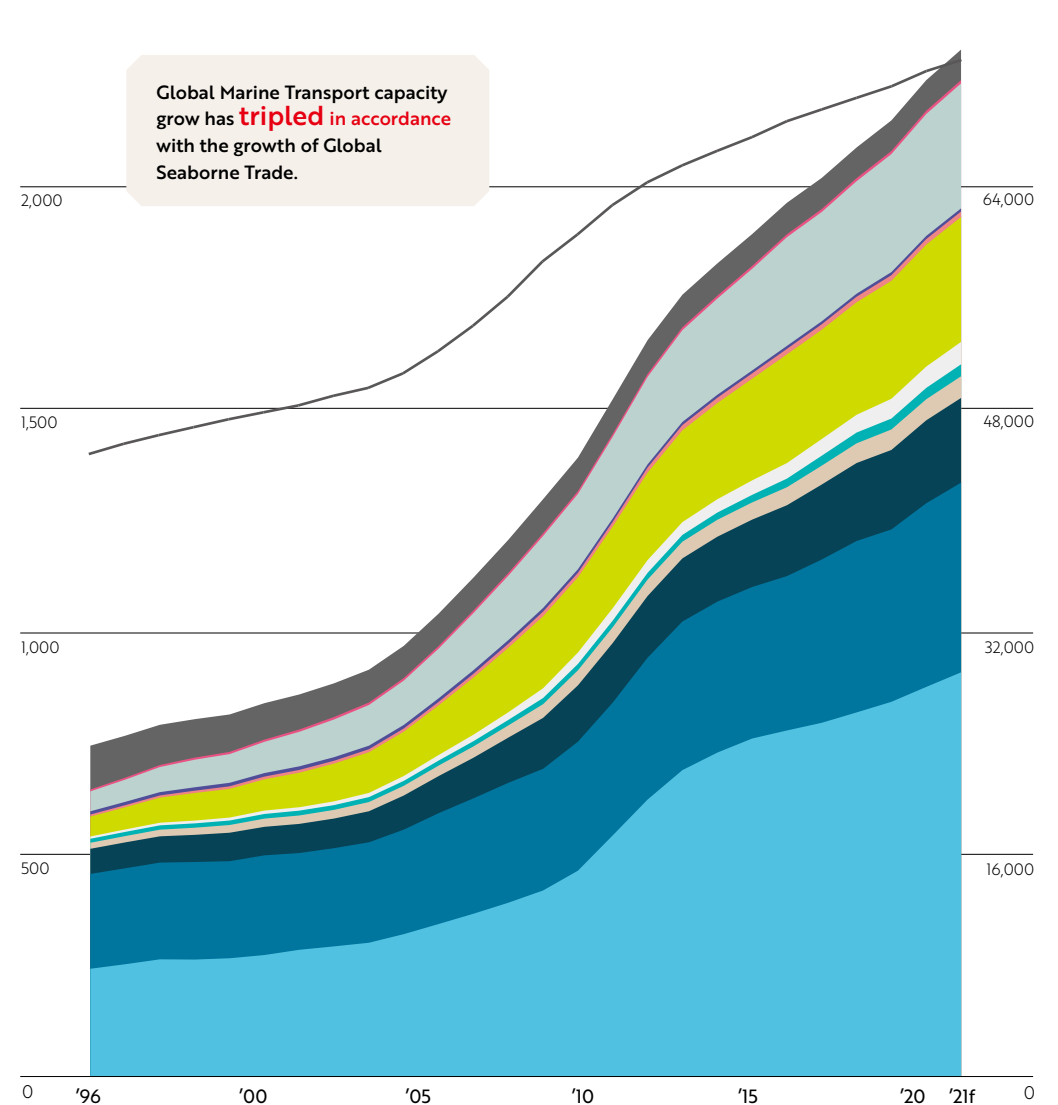


Iron Ore, Coking Coal, Steaming Coal, Grain, Minor bulk cargo, Other Dry, Crude oil, Oil Products, Chemical, LNG, LPG, Containers, World population

Own-editing based on Clarksons Shipping Review & Outlook Spring 2021 and database of Ministry of Internal Affairs and Communications, Japan etc.

Total World Transportation Capacity and Number of Vessels in operation

(Transport capacity, billion DWT) (Number of Vessels in Operation)



Bulkers, Crude Tankers, Product Tankers, Chemical / Special Tankers, LPG Carriers, LNG Carriers, Offshore, PCC, Ro-Ro, Containership, Passenger & Cruise, Others, Number of Vessels in Operation

Own-editing based on Clarksons Shipping Review & Outlook Spring 2021

Dry Bulk (All Types) Fleet Ranking

(as of January 2022)

Ranking	Operator	100,000 DWT	Vessels
1	China COSCO Shipping	376.4	336
2	Fredriksen Group	146.5	109
3	NYK	145.1	150
4	Star Bulk Carriers	142.7	129
5	China Merchants	134.1	118
6	Berge Bulk	124.2	66
7	"K" LINE	122.2	101
8	Pan Ocean	113.0	79
9	ICBC	106.9	39
10	MOL	102.5	83

Note: Owned vessels and a part of chartered vessels

Source: Clarksons

Capesize Fleet Ranking

(as of January 2022)

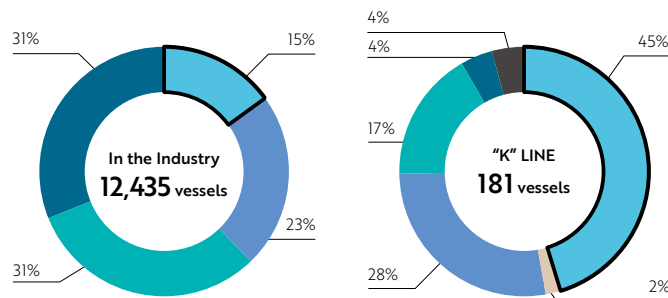
Ranking	Operator	100,000 DWT	Vessels
1	China COSCO Shipping	239.9	98
2	Berge Bulk	119.7	55
3	Fredriksen Group	107.8	58
4	ICBC	100.0	29
5	H-Line Shipping	89.3	44
6	Angelicooussis Group	88.4	51
7	Pan Ocean	86.0	33
8	China Merchants	82.8	29
9	Star Bulk Carriers	79.0	42
10	"K" LINE	78.5	40

Note: Owned vessels and a part of chartered vessels

Source: Clarksons

Dry Bulk Fleet Composition

(as of March 2021)



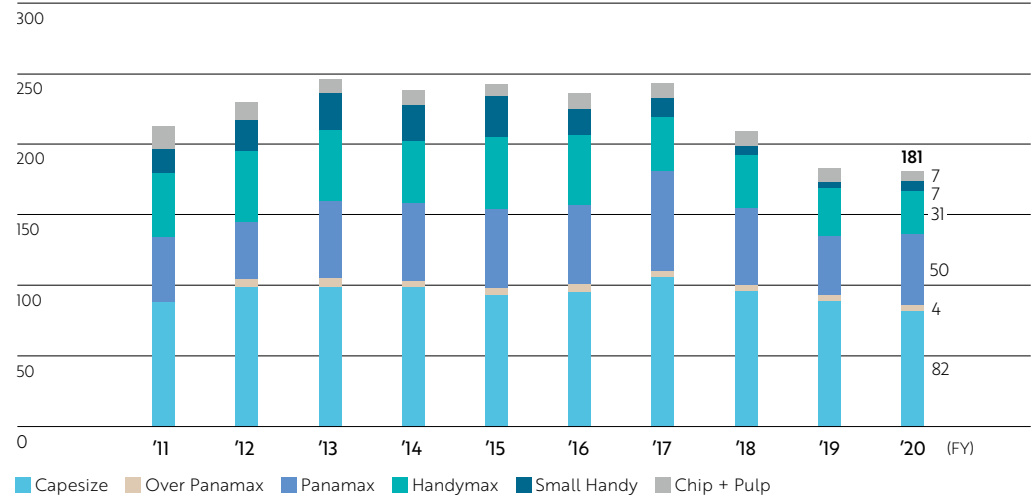
Source: Clarksons

■ Capesize
 ■ Over Panamax
 ■ Panamax
 ■ Handymax
 ■ Small Handy
 ■ Chip

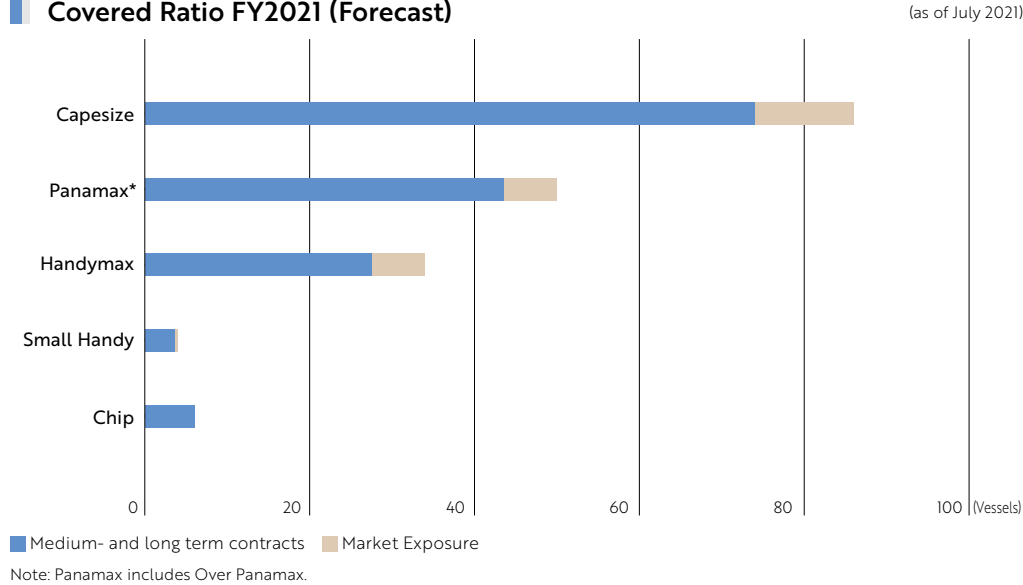
Note: Panamax includes Over Panamax.

"K" LINE Dry Bulk Fleet

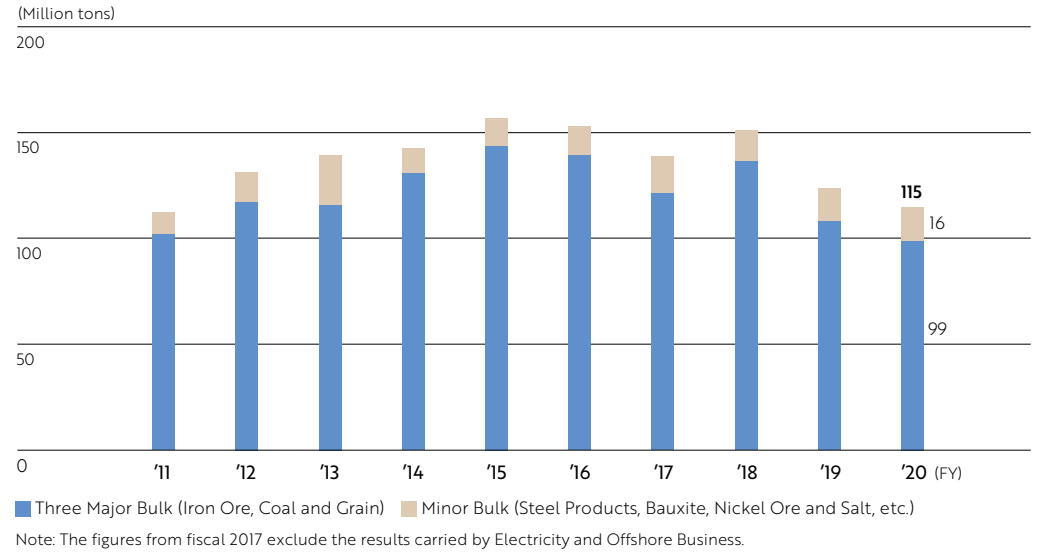
(Vessels)



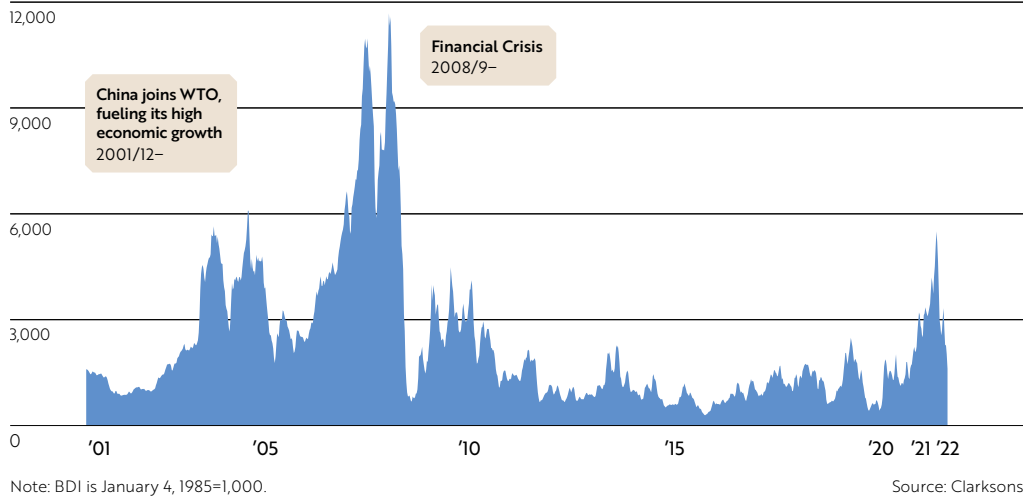
"K" LINE's Dry Bulk Fleet Medium- and Long Term Contracts Covered Ratio FY2021 (Forecast)



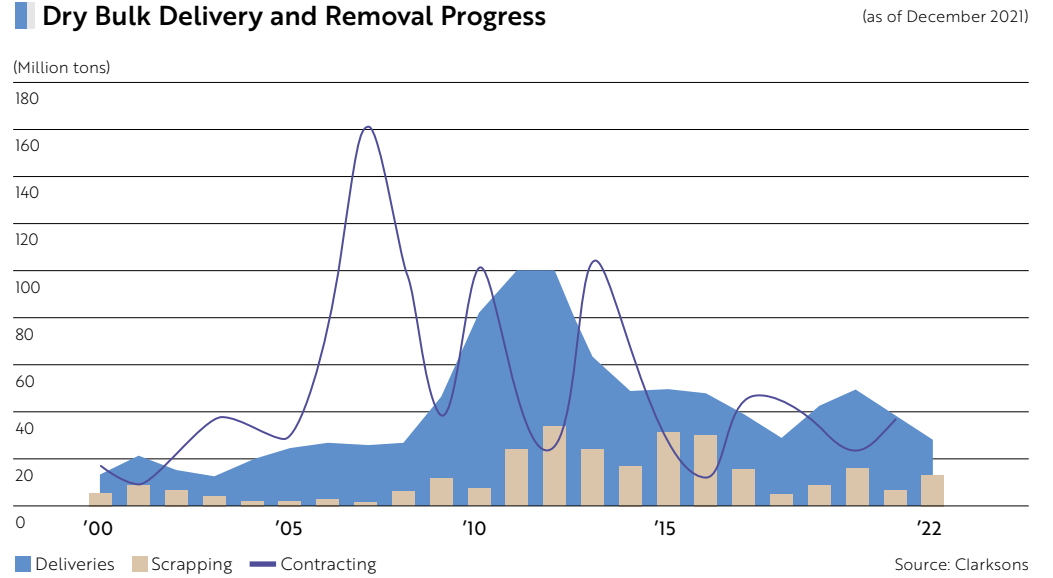
"K" LINE Cargo Tonnage Carried by Dry Bulk Carriers



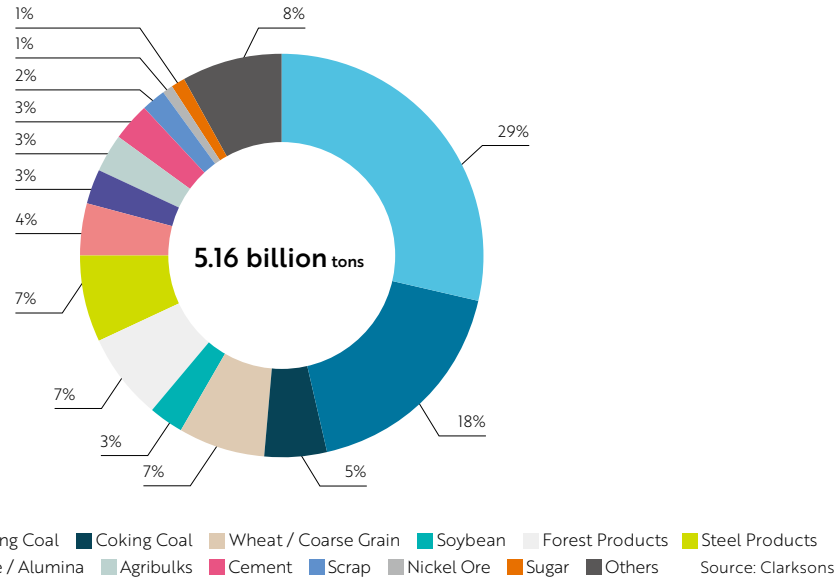
BDI (Baltic Dry Index)



Dry Bulk Delivery and Removal Progress

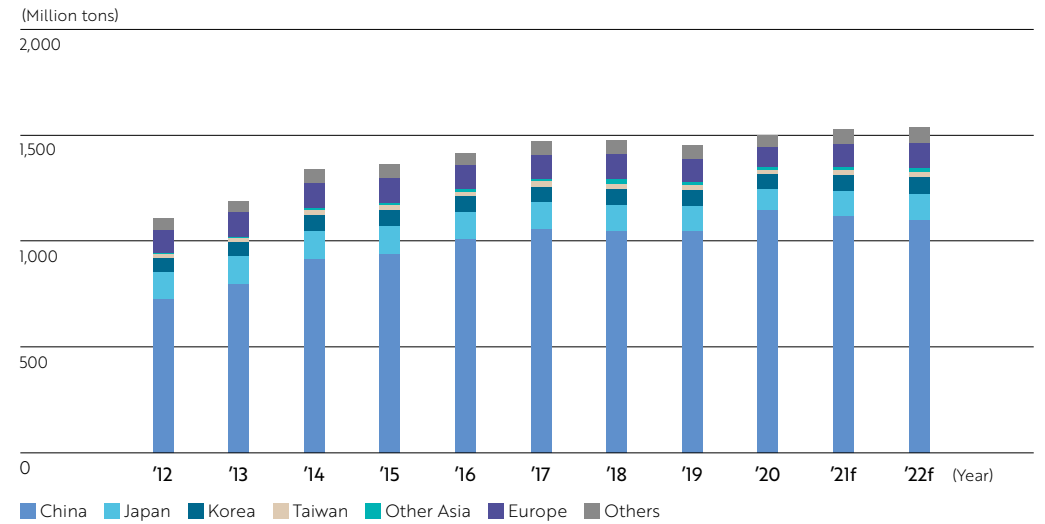


2020 Dry Bulk Cargo: Ocean Transport Commodity Breakdown



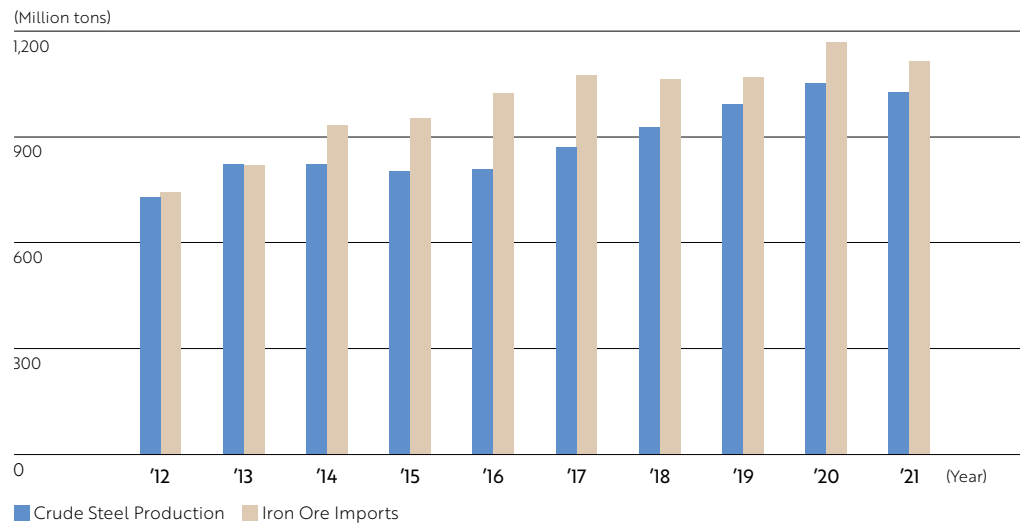
Seaborne Iron Ore Imports by Major Countries

(as of September 2021)



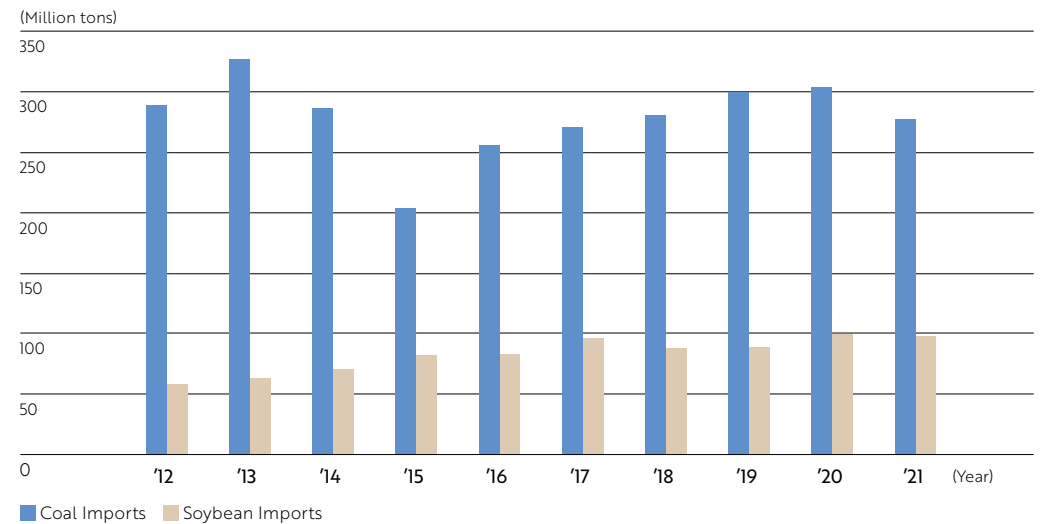
Crude Steel Production and Iron Ore Imports by China

(as of December 2021)



Coal and Soybean Imports by China

(as of December 2021)



LNG Carrier Fleet Ranking

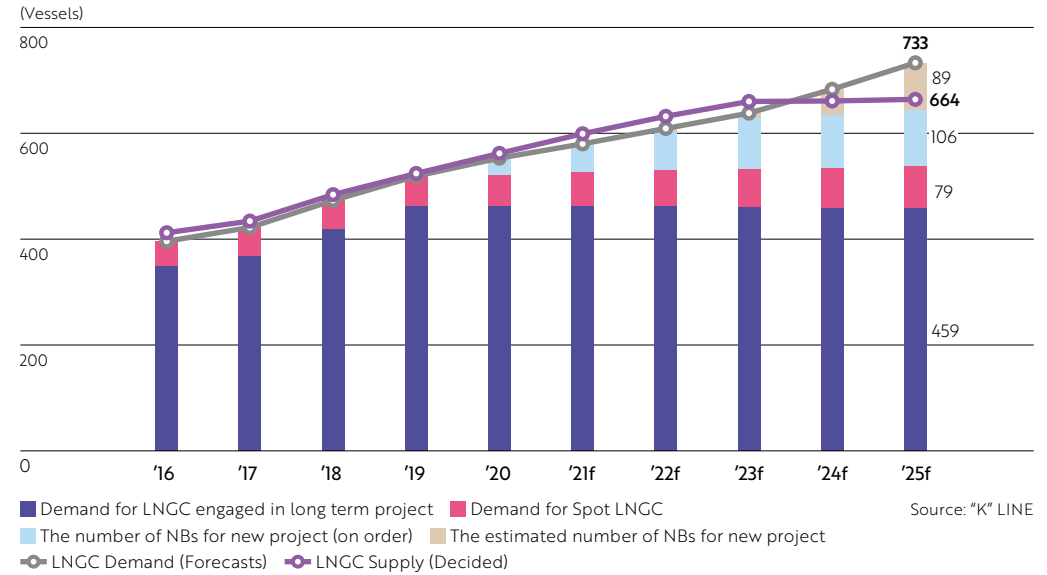
(as of June 2021)

Ranking	Operator	Vessels
1	MOL	89
2	NYK	76
3	Nakilat	69
4	Teekay	47
5	"K" LINE	44
6	Maran Gas	37
7	MISC	29
8	Gaslog	25
8	Iino Lines	25
10	Bergesen Worldwide	21
11	Golar	15

Source: "K" LINE

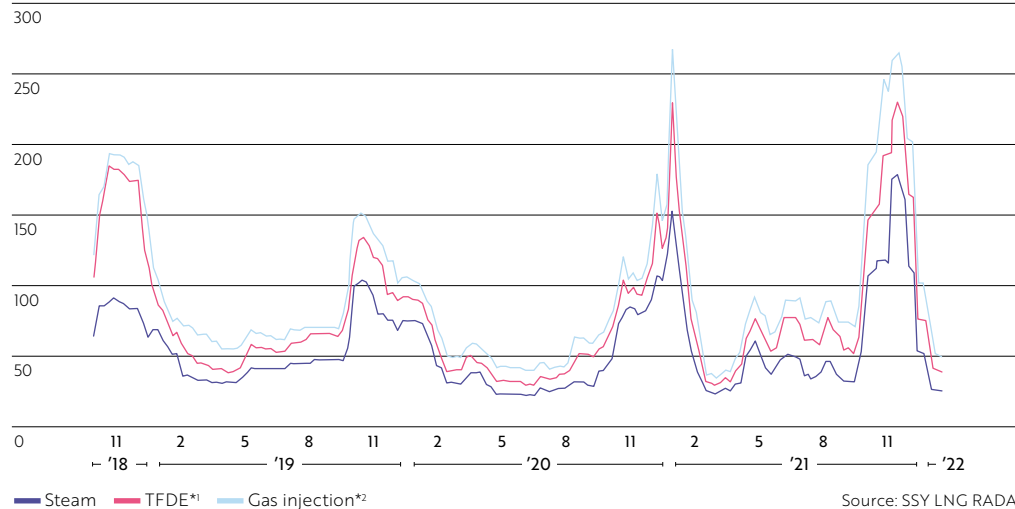
LNG Carrier Supply and Demand

(as of June 2021)



LNG Carrier Spot Market

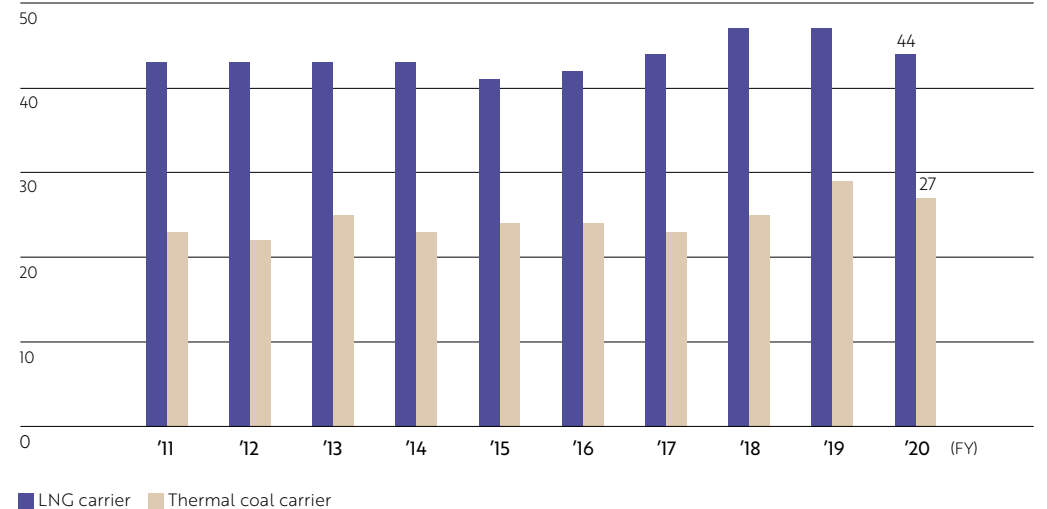
(Thousand US\$ / day)



*1 TFDE (Tri Fuel Diesel Electric) propulsion plant is propelled by electric motors utilizing power generated by the four-stroke engines being fueled by boil-off gas or marine diesel oil or heavy oil.
 *2 Gas injection propulsion plant is propelled by the two-stroke engines being fueled by boil-off gas or marine diesel oil or heavy oil

"K" LINE LNG Carrier and Thermal Coal Carrier Fleet (Including Co-Owned)

(Vessels)



VLCC Fleet Ranking

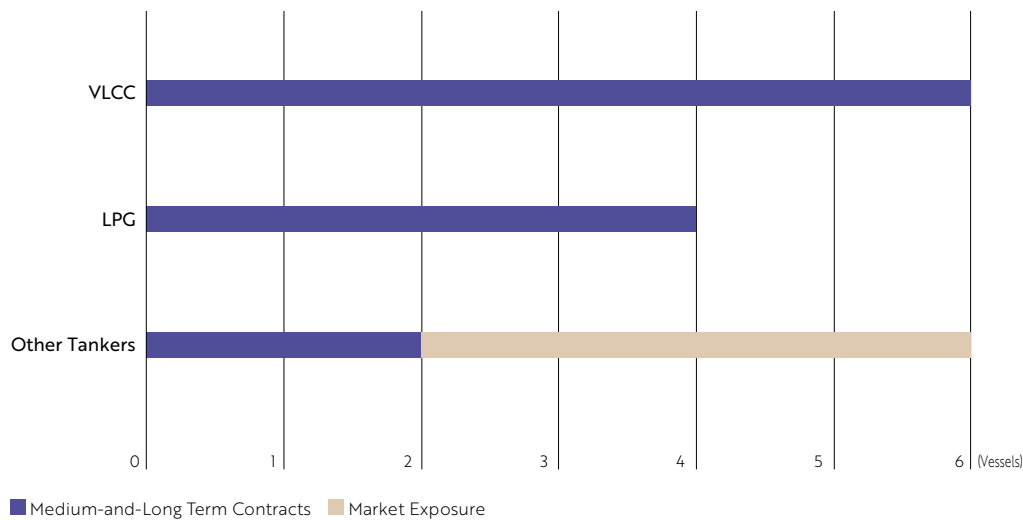
(as of January 2022)

Ranking	Operator	100,000 DWT	Vessels
1	China Merchants	157.7	51
2	China COSCO Shipping	146.8	48
3	Euronav NV	146.0	47
4	Bahri	131.1	42
5	Nat Iranian Tanker	117.6	38
6	Angelicooussis Group	114.6	36
7	DHT Holdings	80.5	26
8	MOL	77.1	25
9	SK Shipping	69.1	22
10	Oman Shipping Co	59.3	19
36	"K" LINE	18.4	6

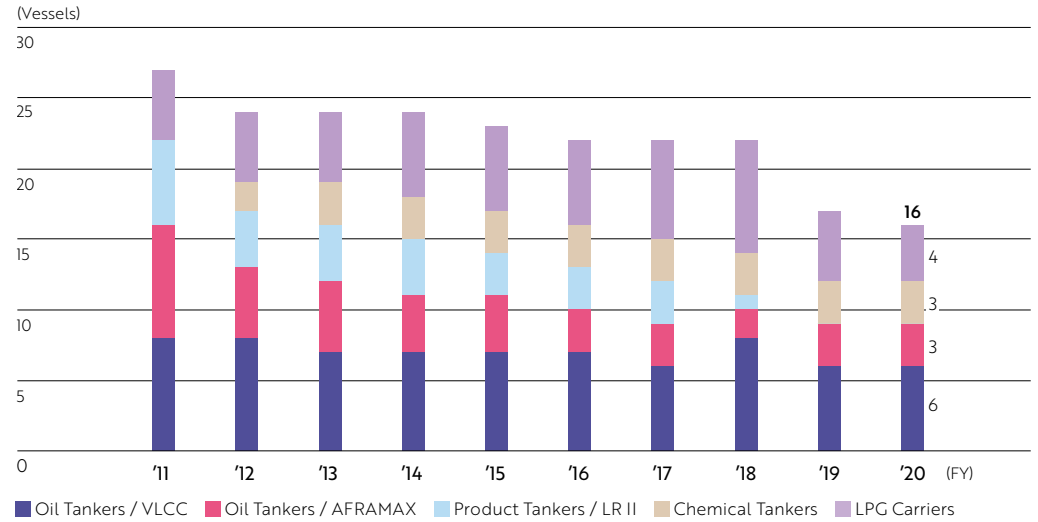
Source: Clarksons

"K" LINE's Tanker Fleet Medium-and-Long Term Contracts Covered Ratio FY2021 (Forecast)

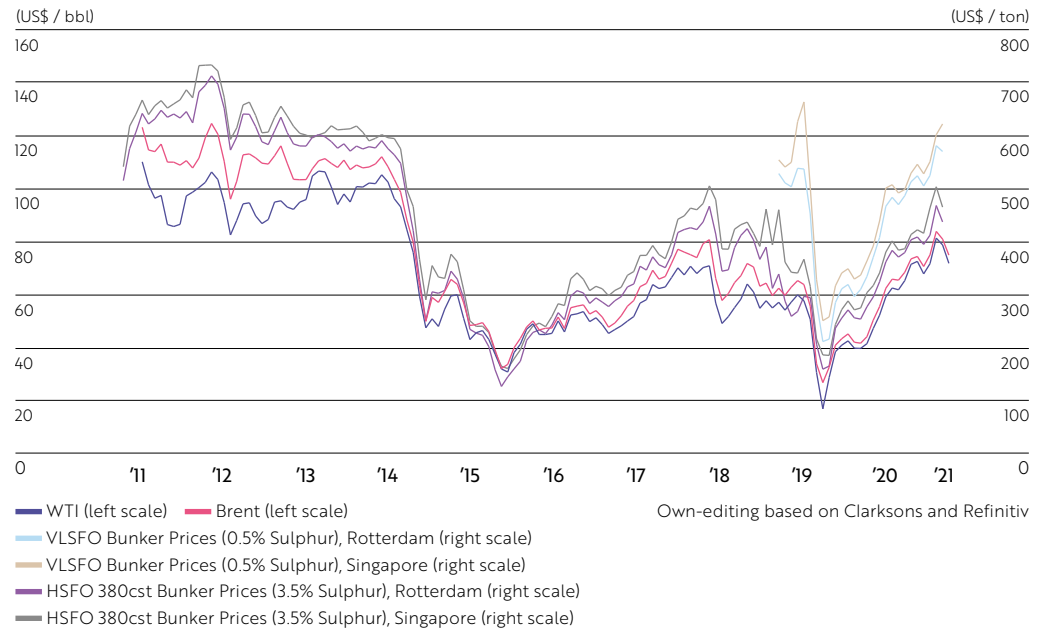
(as of February 2022)



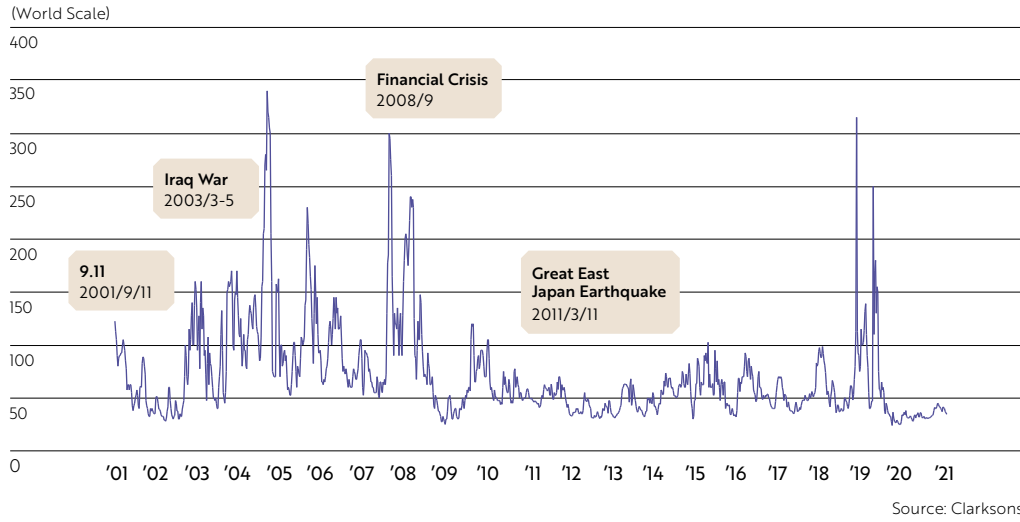
"K" LINE Tanker Fleet Scale



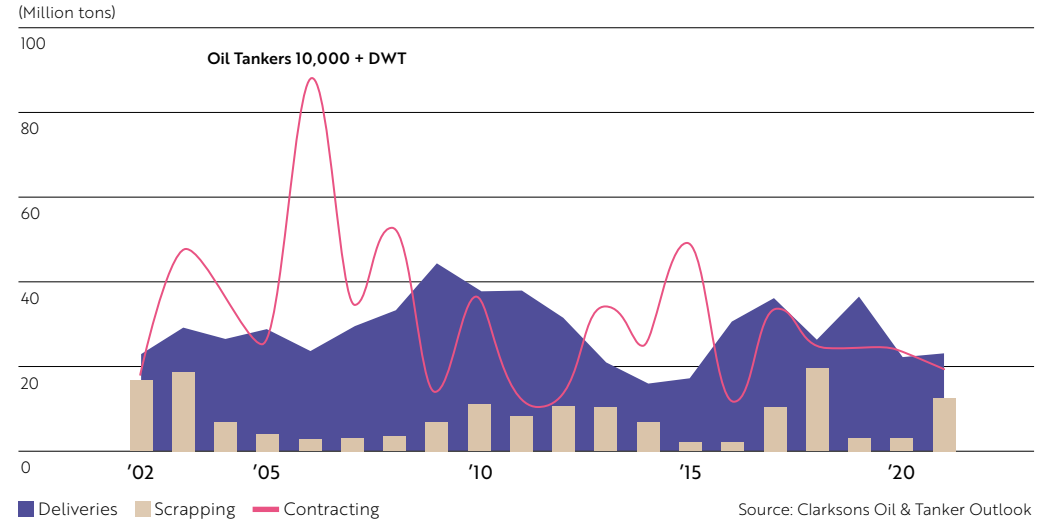
Historical Oil and Bunker Price Trends



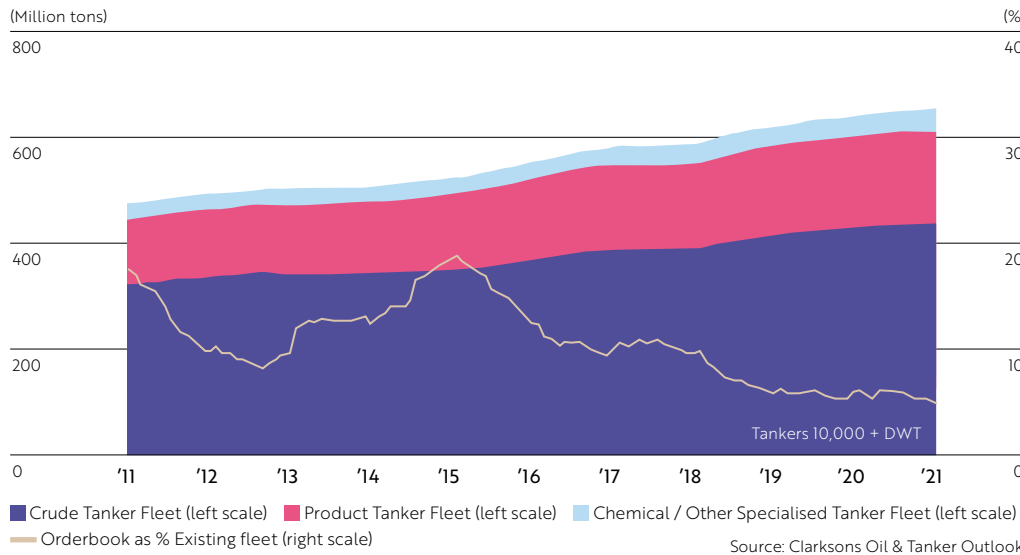
Tanker Freight Index (World Scale)



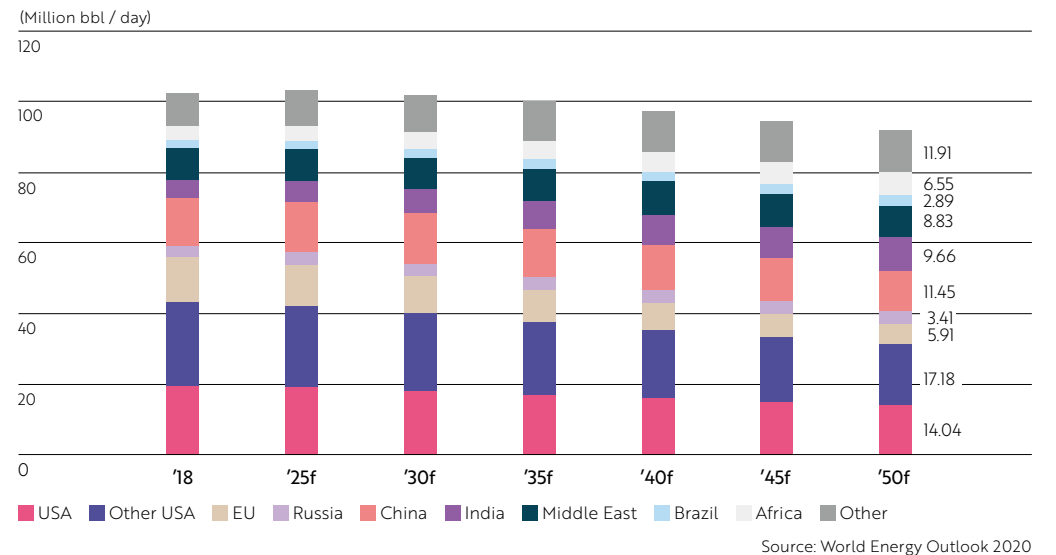
Tanker Delivery and Removal Progress



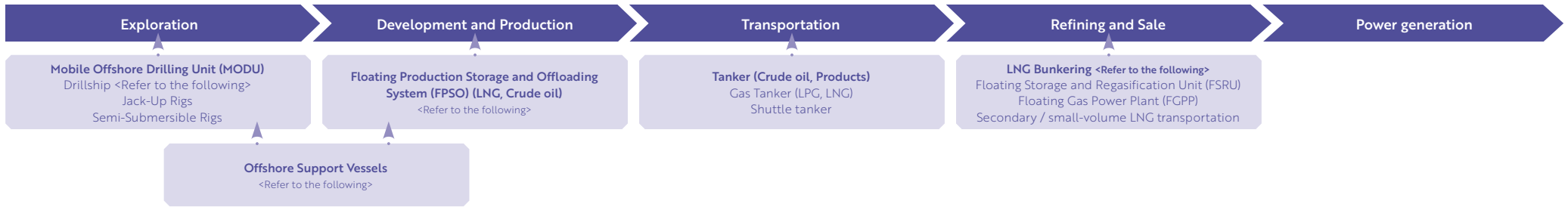
Tanker Fleet and Order Book



Forecast of Oil Demand by Country



Initiatives in Energy Value Chain —from Upstream to Downstream—



Offshore Support Vessels



Four high transport efficiency largest size PSVs (Platform Supply Vessels)

PSVs are used to transport materials, equipment and fuel to offshore rig. KOAS's five PSVs have a deadweight capacity of 5,100 tons and deck area of 1,100 square meters.



Two Anchor Handling Tug Supply vessel (AHTSs) with the world's largest horsepower

AHTSs are engaged in supporting for offshore drilling rigs when they are moving locations, such as raising anchors with a motor power. KOAS's two AHTSs have a length of 95 meters, width of 24 meters and 34,000 BHP at the same level as VLCCs.

"K" LINE Group expands Offshore Energy Development Services through its subsidiary company called "K" LINE Offshore AS (KOAS) in Norway.

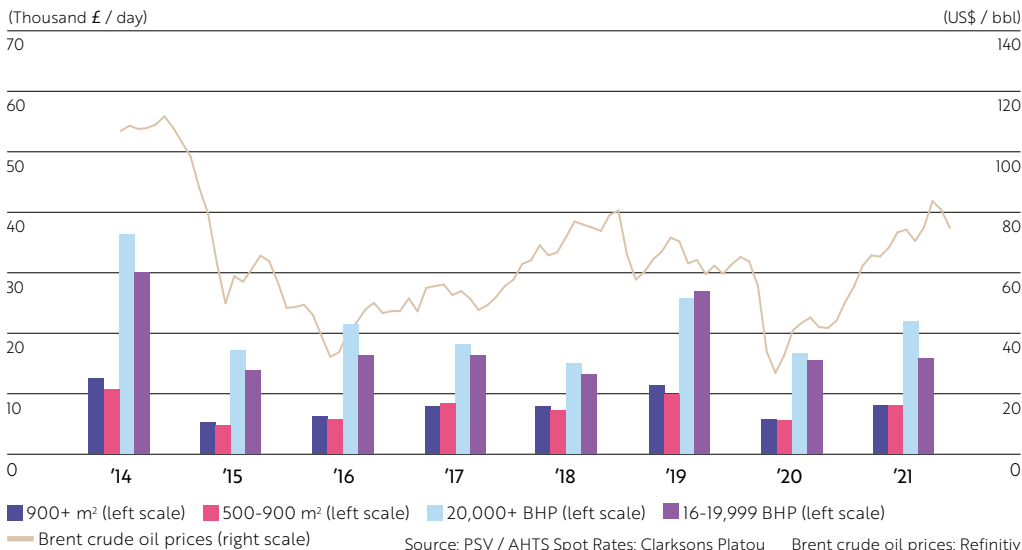
* Agreement reached for the sale of KOAS's vessels and the liquidation of the subsidiary company in December 2021

Mobile Offshore Drilling Unit (MODU)



- In 2009 "K" LINE participated in the ETESCO project for ultra-deepwater drillship.
- This ship has been under charter to Petrobras since April 2012. The first well will be drilled in the Franco SW block in water approximately 2,000 meters deep about 200 kilometers off Rio de Janeiro. The area is located in pre-salt fields in which Petrobras holds an interest.
- It is capable of drilling in water depths of 10,000 feet (3,000 meters) and down to 30,000 feet (9,000 meters).

PSV / AHTS Spot Rates Annual Average and Brent Crude Oil Prices



Floating Production Storage and Offloading System (FPSO)



- In 2017, an agreement was made on an FPSO owning and chartering business for an Oil and Gas Field, offshore Ghana.
- From 2017, Chartering for Eni Ghana Exploration and Production Ltd. (15-year long-term)
- Producing oil at Offshore Cape Three Point Block (OCTP), approximately 60 kilometers south west of Ghana.
- In July 2020, announcement of participation in FPSO Owning and Chartering Business for Marlim II Project, Offshore of Brazil

LNG Bunkering Business



- Commencement of LNG bunkering business in the Chubu region through a joint venture company with JERA Co. Inc. (JERA), Toyota Tsusho Corporation, Nippon Yusen Kabushiki Kaisha (NYK) and "K" LINE in October 2020.
- LNG bunkering vessel, Kaguya made Ship-to-Ship LNG fuel supply to our LNG fueled car carrier CENTURY HIGHWAY GREEN in March, 2021.
- Commencement of technical management of Singapore's first LNG bunkering vessel FUELNG BELLINA owned by FueLNG Pte Ltd.* from February 2021.

* A joint venture of LNG Bunkering business between Keppel Offshore & Marine Ltd (Keppel O&M) and Shell Eastern Petroleum (Pte) Ltd.

Car Carrier Fleet Ranking

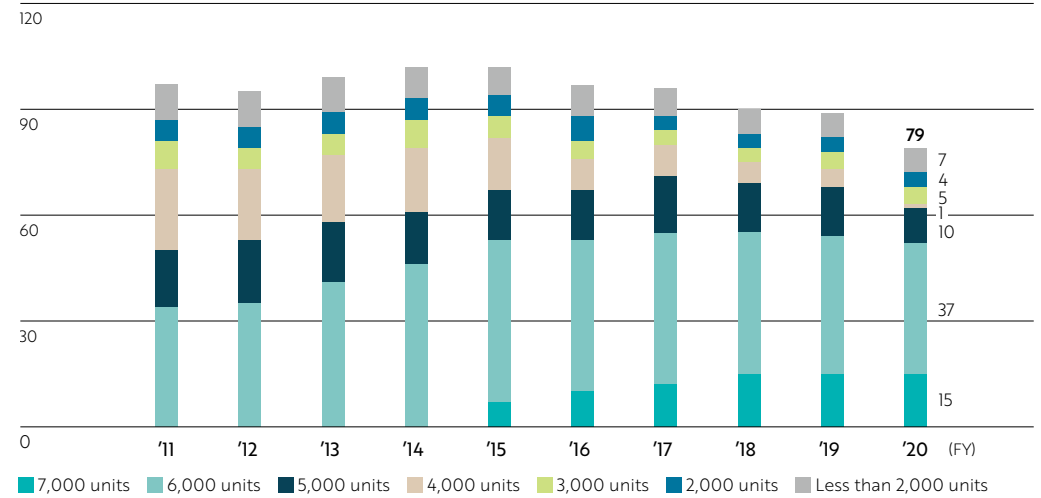
(as of May 2021)

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"

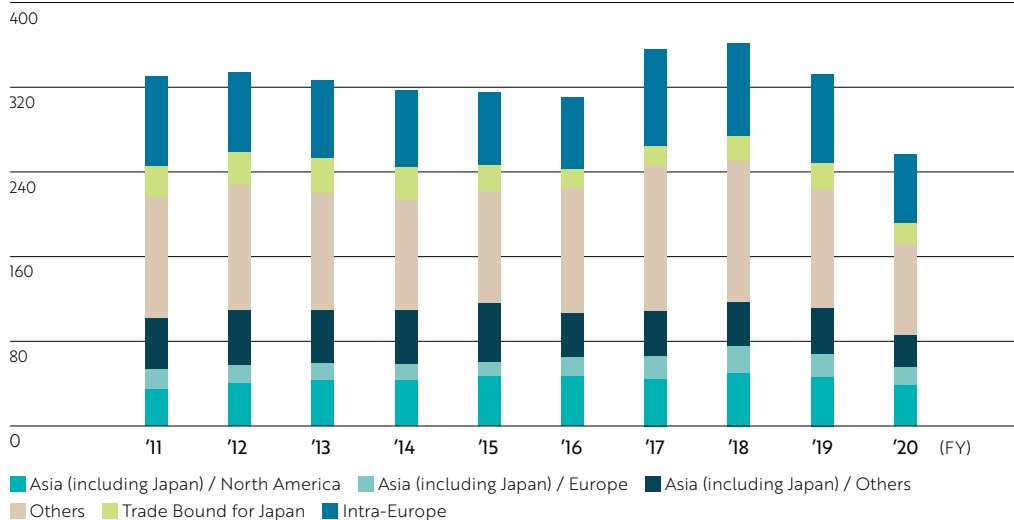
"K" LINE Car Carrier Fleet

(Vessels)



Cars and Trucks Transported by "K" LINE

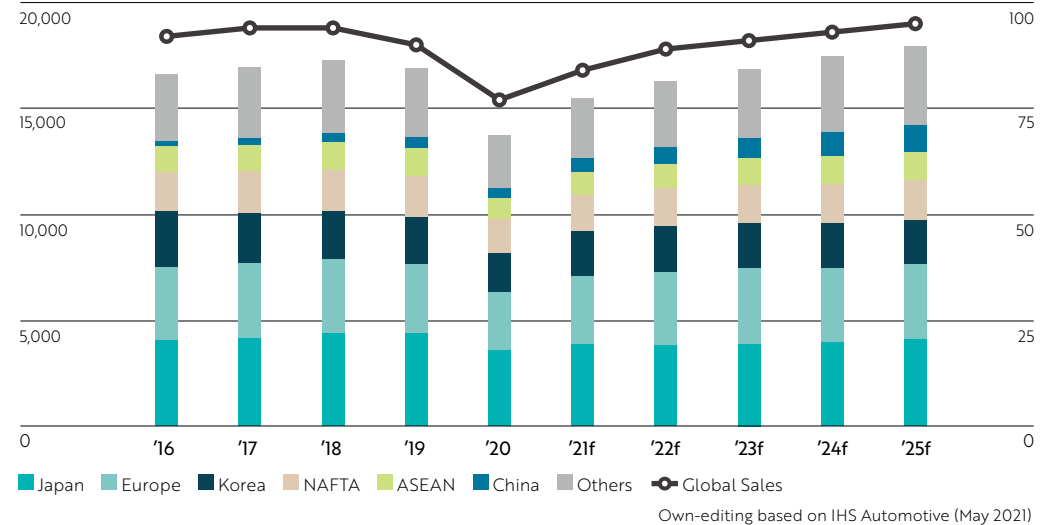
(10,000 cars)



Worldwide Car Ocean Transportation Volume

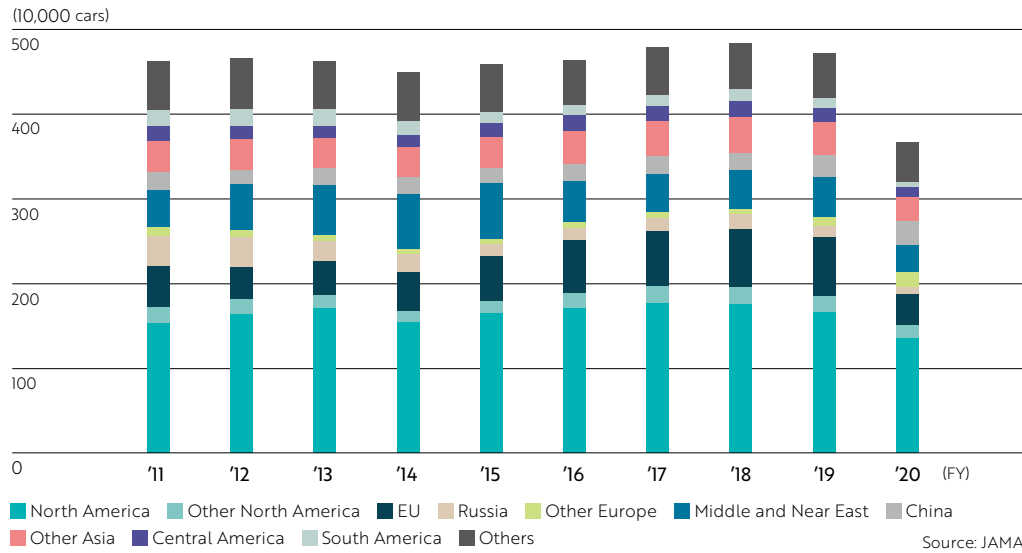
(1,000 cars)

(Global Sales: Million Cars)

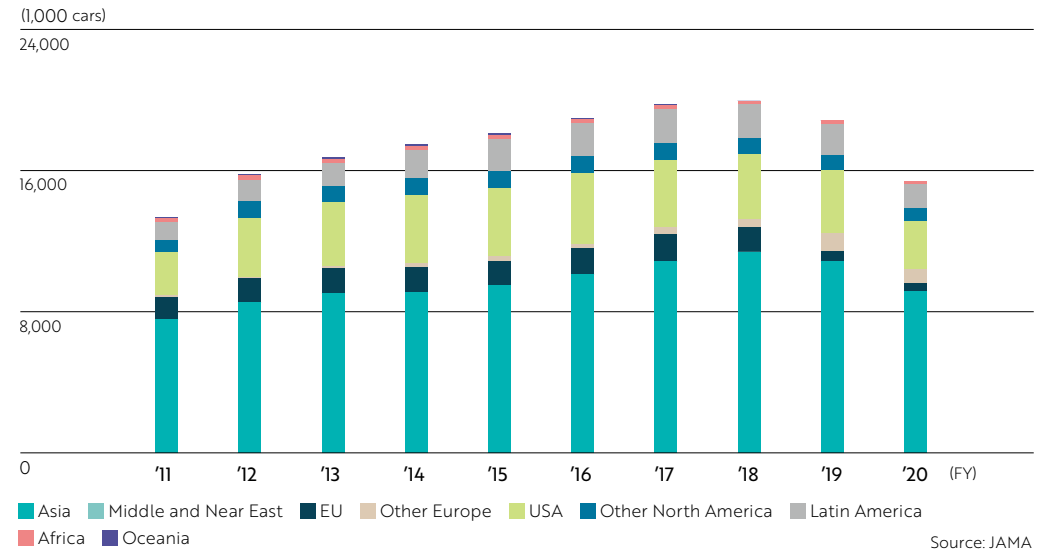


Own-editing based on IHS Automotive (May 2021)

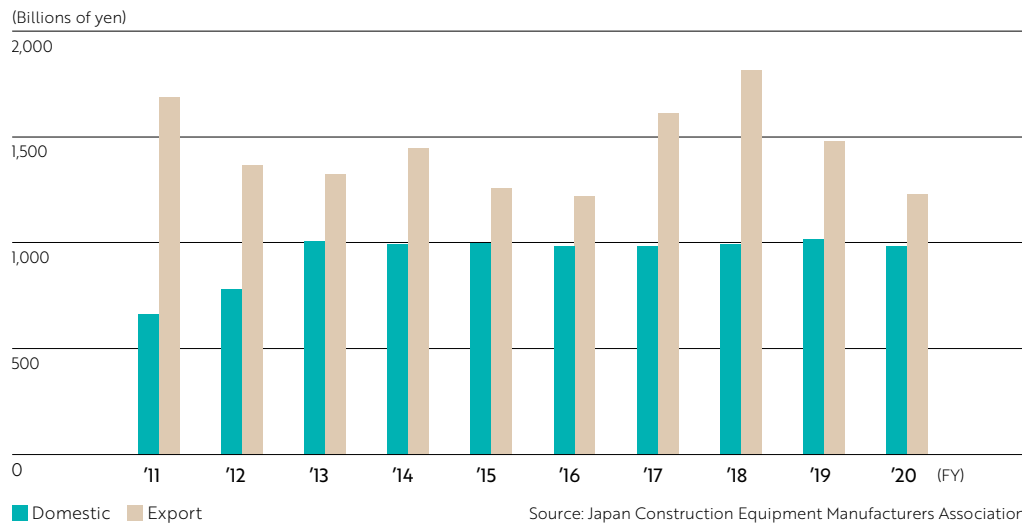
Total Cars and Trucks Exported from Japan



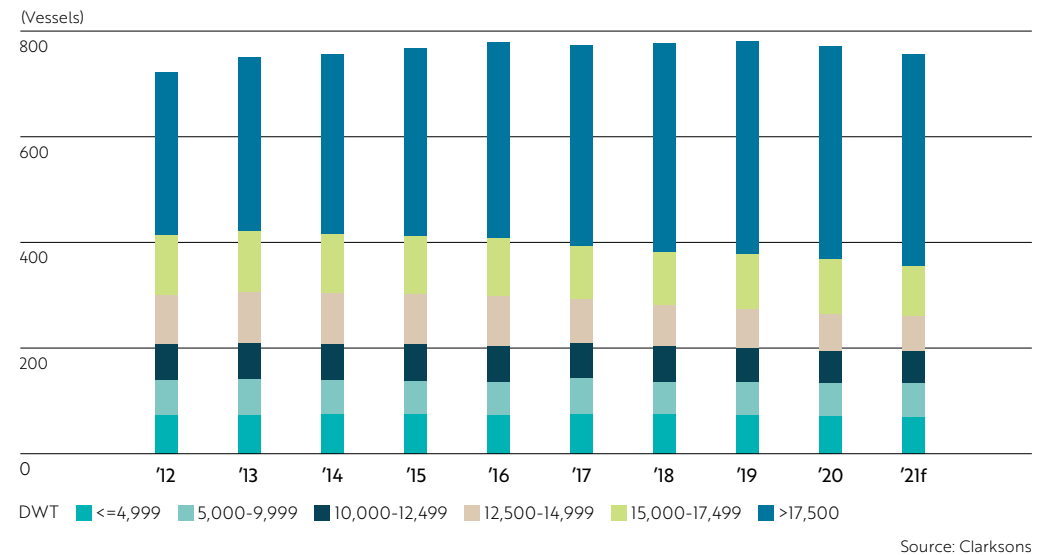
Japanese Automakers' Overseas Vehicle Production



Japanese Construction Machine Sales Results



Pure Car Carrier Fleet Development



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

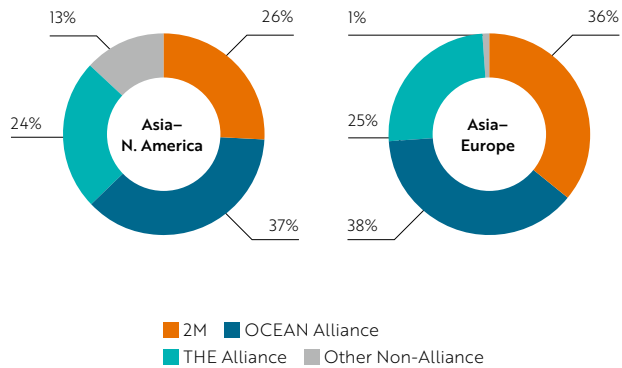
- Complete built-up car transport service
- Two-wheeler transport service
- Pre-delivery inspection (PDI)
- Land transport (container transport service / truck transport service)
- Warehousing business
- Cold storage business
- ◆ NVOCC business
- ▲ In-house logistics

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%

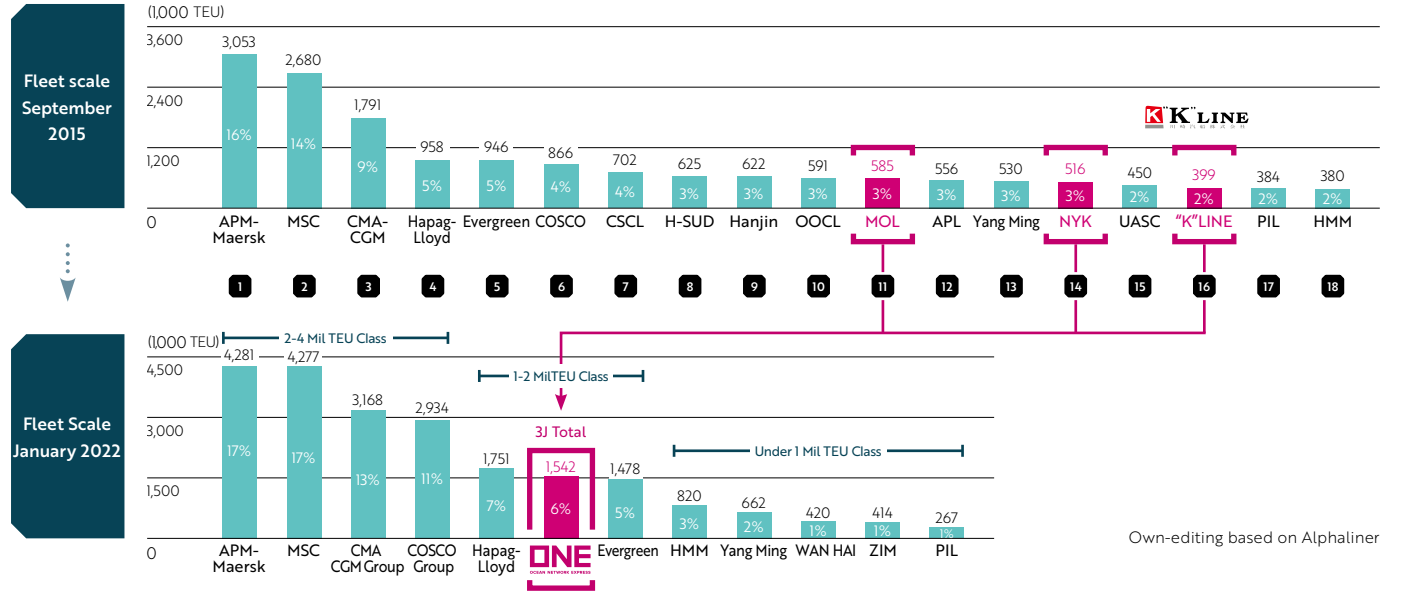
Members of each alliance
 ● THE Alliance: ONE, Hapag-Lloyd, Yang Ming, HMM
 ● OCEAN Alliance: COSCO Group, CMA CGM Group, Evergreen
 ● 2M: APM-Maersk, MSC
 Own-editing based on Alphaliner

Trade Capacity Share by Alliance (as of January 2022)



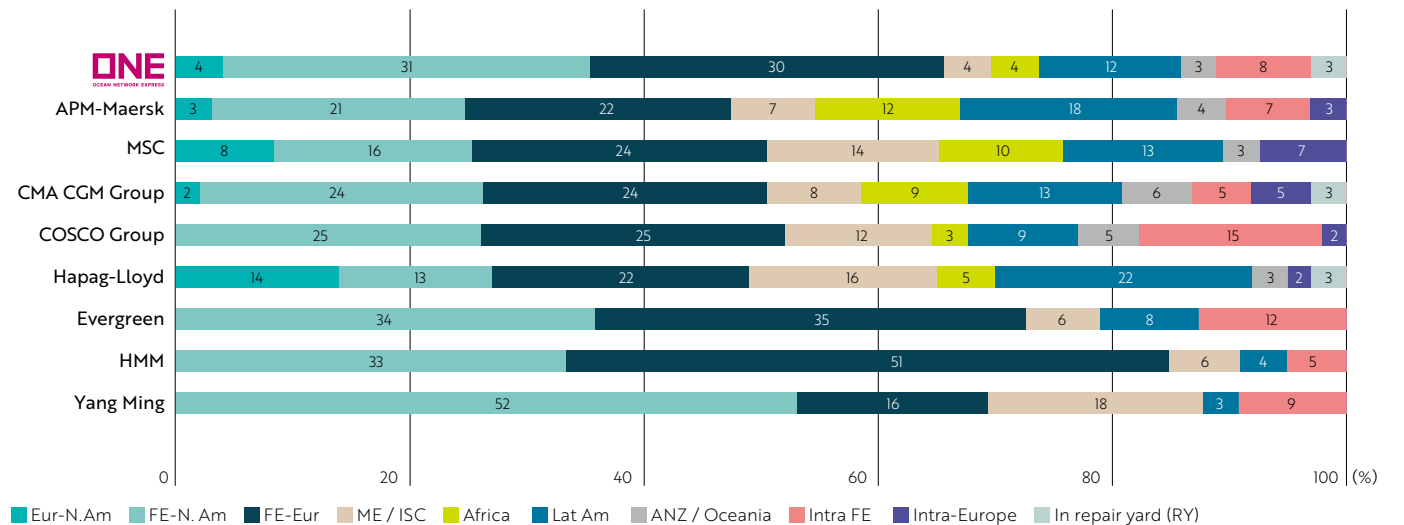
Source: Alphaliner

Containership Change for Number of the Company and Capacity Scale



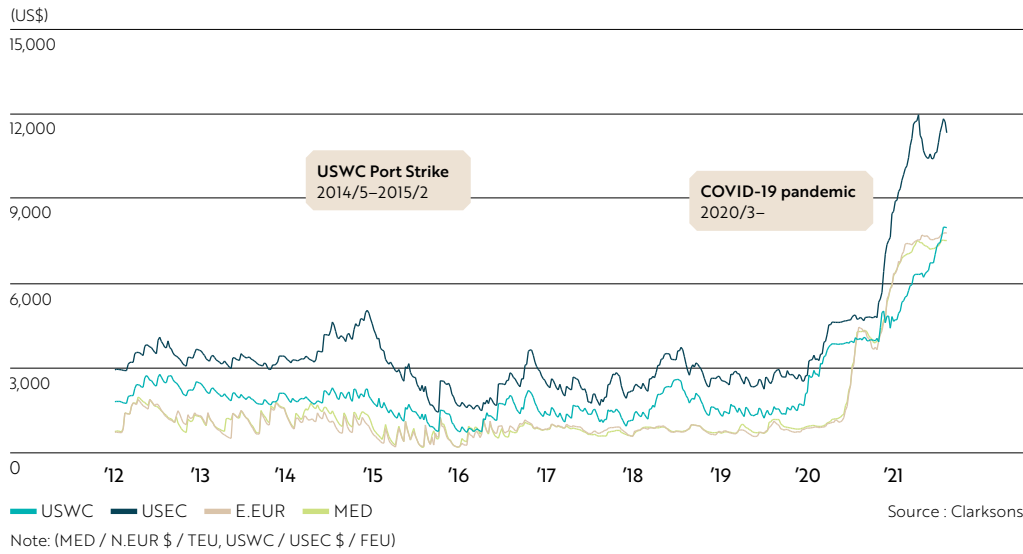
Own-editing based on Alphaliner

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

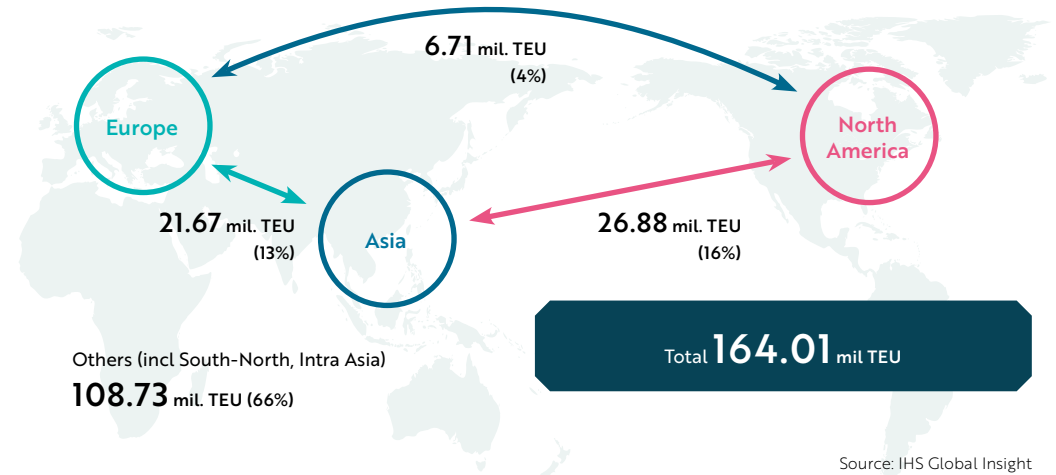


Source: Alphaliner

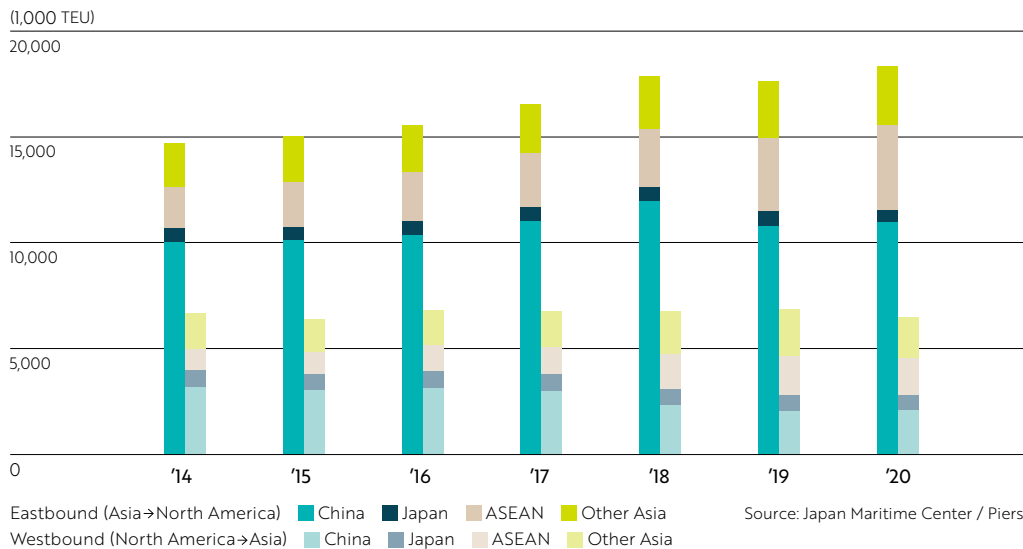
Transition of Shanghai Containerized Freight Index (SCFI)



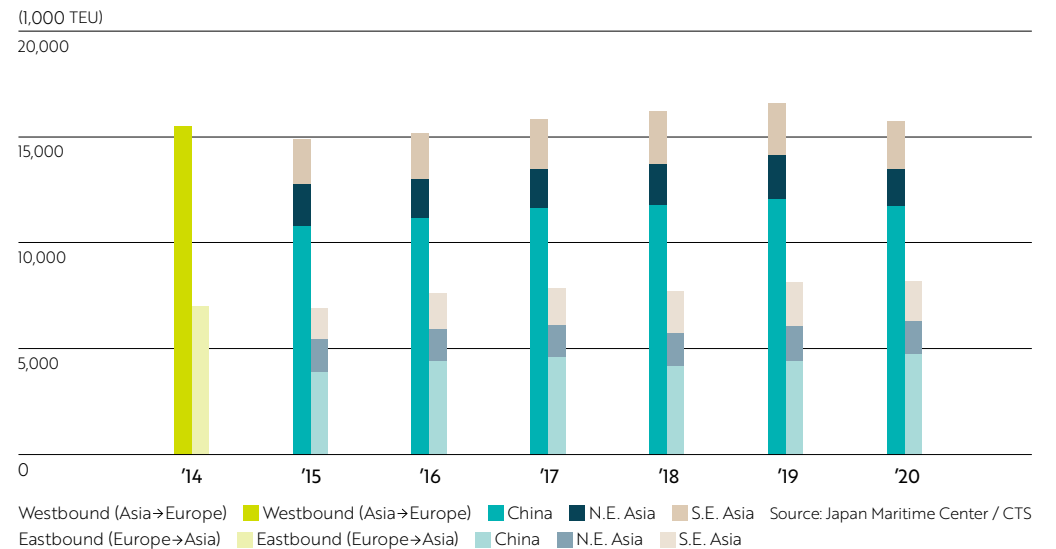
Container Cargo Movements (2020)



Asia-North America Cargo Volume

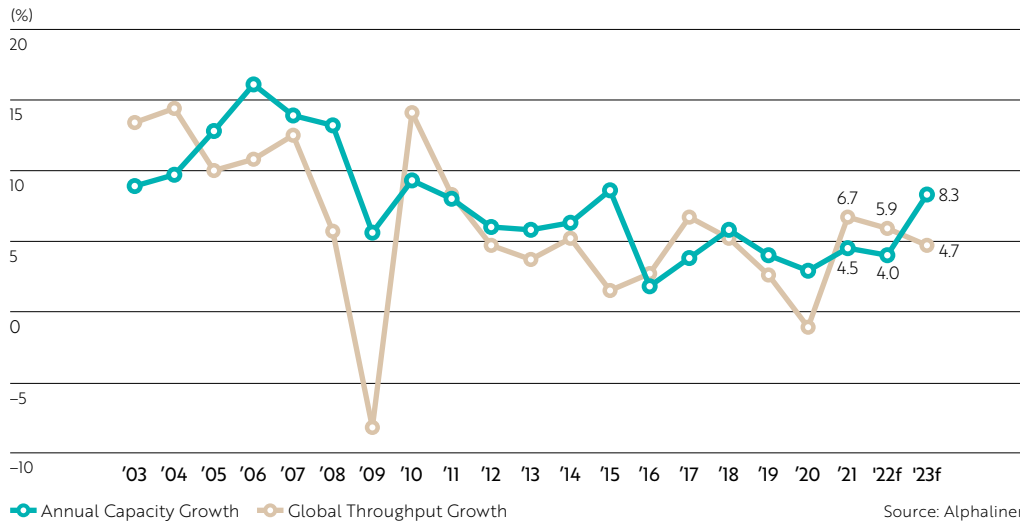


Asia-Europe Cargo Volume



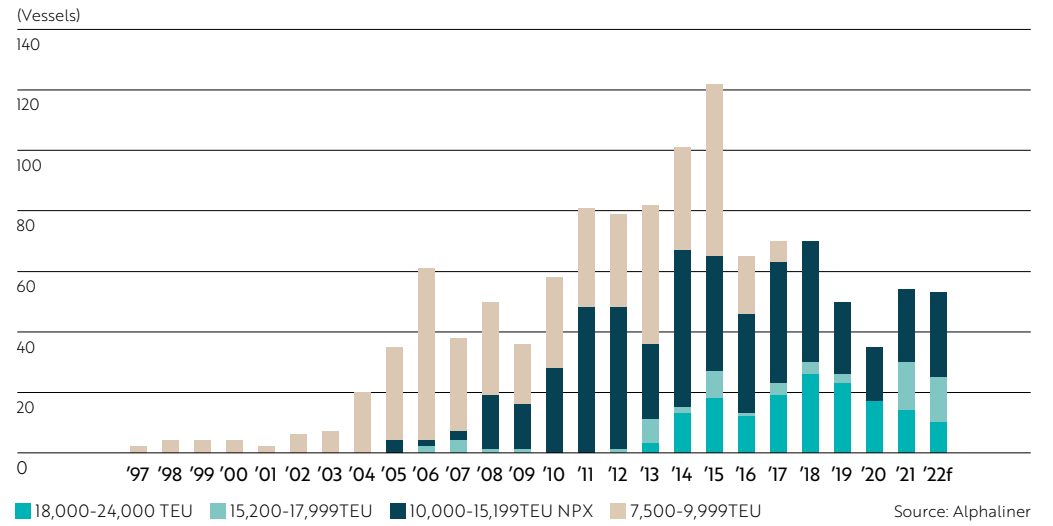
Container Fleet Capacity, Supply and Demand

(as of January 2022)



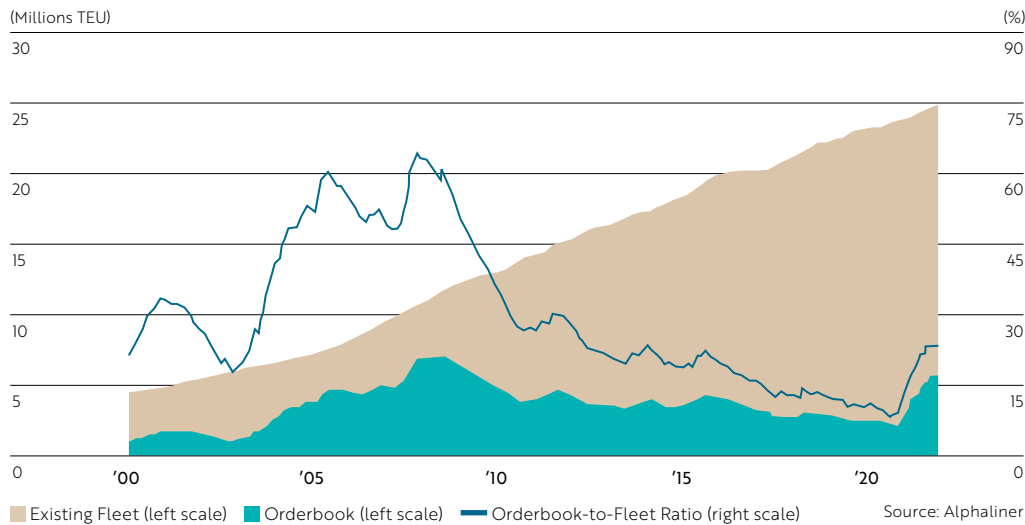
Delivery of Very Large Container Ships

(as of January 2022)



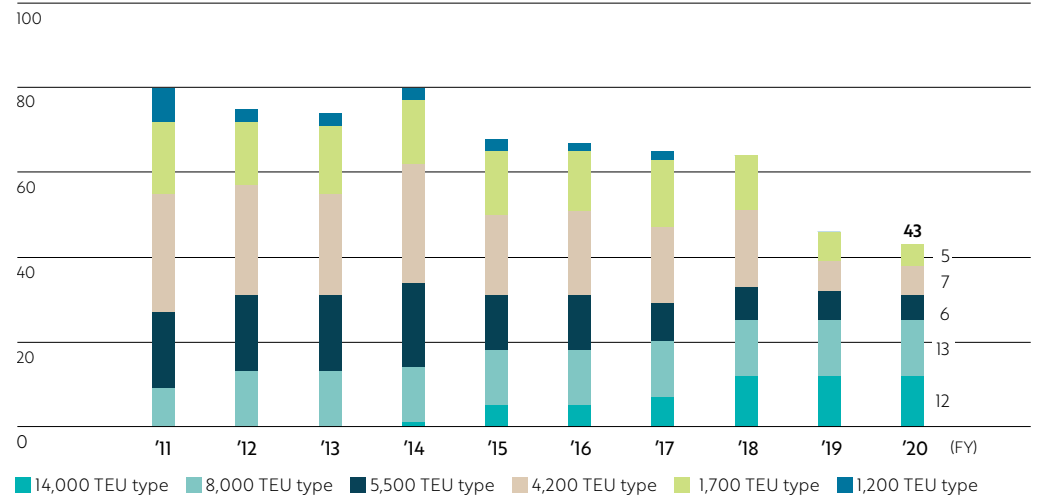
Orderbook-to-Fleet Ratio

(as of January 2022)

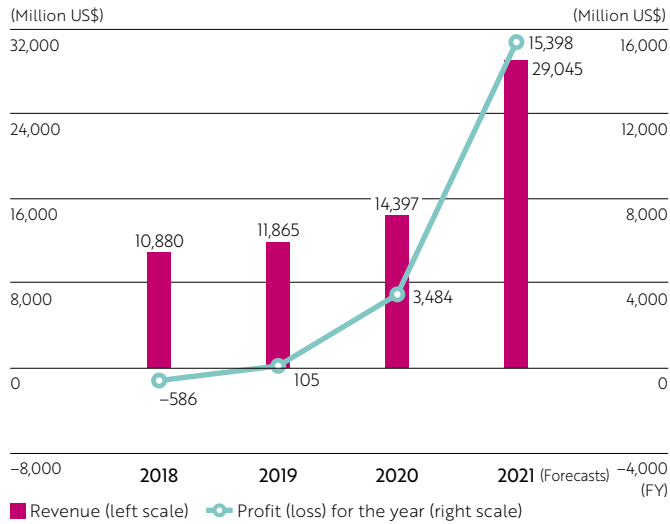


"K" LINE Containership Fleet

(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

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

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

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

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

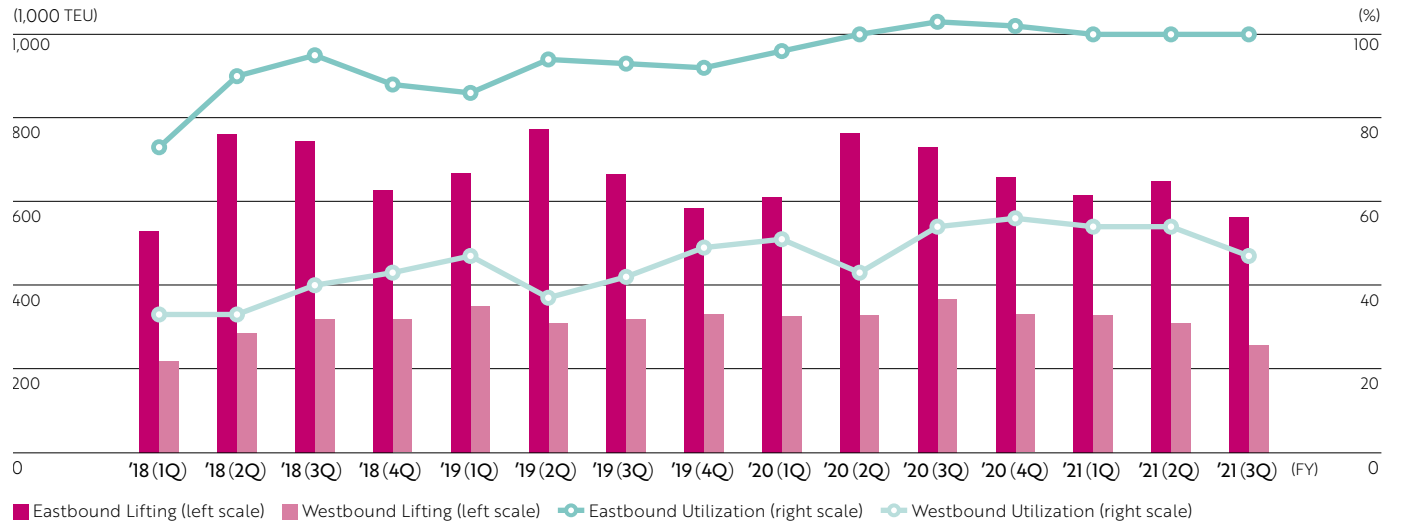
* The forecasts for 4Q of FY2021 is as of January 2022.

Other Full-Year Results

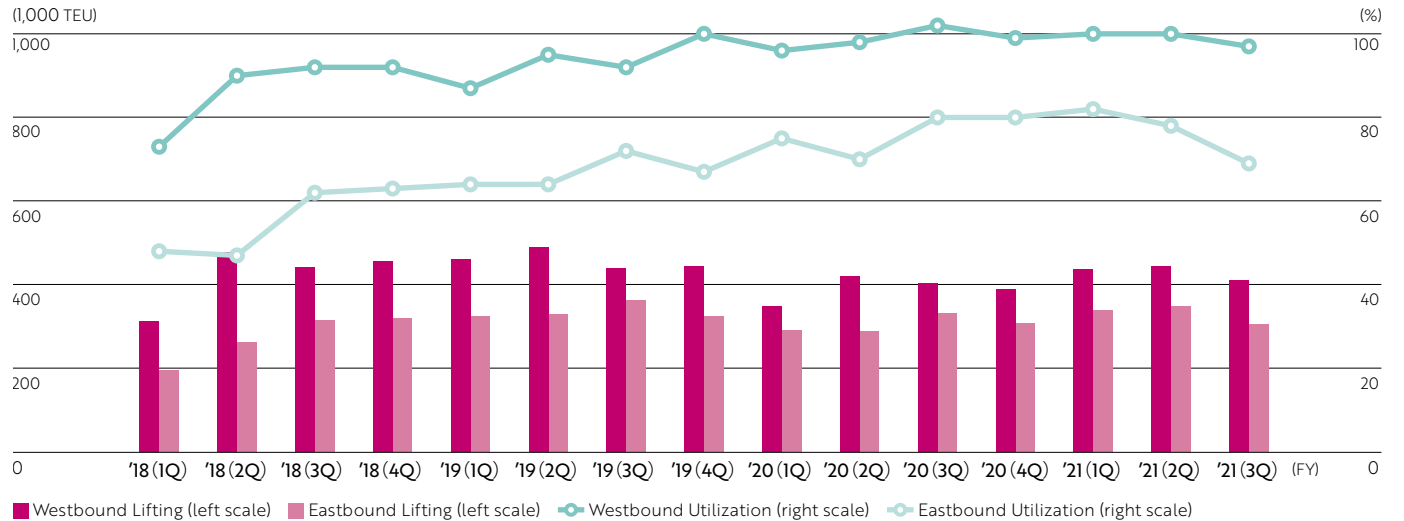
	FY2019	FY2020	FY2021 (Forecasts)	(Units)
EBITDA	1,368	4,855	16,862	Million US\$
EBIT	422	3,832	15,800	Million US\$
Annual Lifting	12,399	11,964	-	1,000 TEU
Annual Bunker Consumption	4.2	3.6	-	Million MT

* The forecasts for FY2021 is as of January 2022.

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



Transition of ONE Liftings / Utilization (Asia-Europe)



Basic CSR Policy Priority	Themes / Material Issues	Key Initiatives	Related SDGs
Building a Management Structure that Emphasizes Social Responsibility	Corporate governance Establishment of a management structure that responds to the demands of society	<ul style="list-style-type: none"> Introduce a Unit Supervisory System Introduce the Nomination Advisory Committee and Remuneration Advisory Committee Appoint outside directors (40% of directors) 	
	Stakeholder engagement Promotion of dialogue with stakeholders	<ul style="list-style-type: none"> Engage in investor relations in Japan and overseas Provide full disclosure Share feedback from shareholders and investors with managers and throughout the Company Open dialogue and collaborate with NPOs and NGOs Be a signatory of the United Nations Global Compact 	
Managing the Impact of our Business Activities	Environmental preservation Reinforcement of environmental management Environment-friendly business activities	<ul style="list-style-type: none"> Reduce CO₂ emissions and improve emission efficiency (aiming for decarbonization in 2050) Promote the transport and supply of new energy for a low-carbon society Reduce the shipping operation's impact on the sea and air, including zero oil spills Step up our activities and support for public environmental improvement efforts 	
		<ul style="list-style-type: none"> Enhance the Safety Management System Strengthen the Ship Management System Secure and train maritime technical personnel 	
	Safety in navigation and cargo operations Prevention of major accidents	<ul style="list-style-type: none"> Understand human rights issues by attending international conferences and engage with NGOs and international organizations 	
	Human rights Prevention of discrimination Respect of basic labor rights Prevention of forced labor and child labor	<ul style="list-style-type: none"> Become a certified Health & Productivity Management Outstanding Organization (Large Enterprise Category) in 2020 Receive a Kurumin "next-generation" mark in 2020 as a company supporting childcare Renew our certification as a leading company for prevention of seafarer labor accidents 	
	Labor practices Prevention of over-long working hours Promotion of diverse work styles Improvement of occupational health and safety	<ul style="list-style-type: none"> Create a system to prevent Competition Law violation recurrence Create a bribery prevention system Create a system for compliance with economic sanctions Enhance the internal reporting system (register as a Whistleblowing Compliance Management System [WCMS]) Expand our educational programs 	
	Compliance Prevention of corruption Prevention of anti-competitive behavior	<ul style="list-style-type: none"> Launch a BCP for the COVID-19 pandemic Conduct response drills for a large-scale accident Have the Crisis Management Committee and the Management Risk Committee apply the PDCA cycle to risk management 	
	Risk management Business Continuity Plans (BCPs) to response to large-scale disasters Enhancement of response capabilities for major accidents Crisis and risk management system		

Basic CSR Policy Priority	Themes / Material Issues	Key Initiatives	Related SDGs
Creating New Values	Human resource development Improvement of corporate culture Development of global leaders Promotion of diversity	<ul style="list-style-type: none"> Expand and strengthen position-based training Create new training systems, including on-ship training for all employees and accounting and finance training Introduce a headquarters work program for non-Japanese seafarers 	
		<ul style="list-style-type: none"> Use the Kawasaki Integrated Maritime Solutions to enhance our safety and environmental performance Install the Seawing automated kite system on ships to harness natural energy Introduce LNG-fueled car carriers 	
	Community involvement and development Assistance in recovery / reconstruction from natural disasters Promotion of social contribution activities utilizing corporate resources	<ul style="list-style-type: none"> Donate to areas affected by natural disasters Collaborate with free cargo transport operations to emerging countries 	
	Employment creation and skills development Support for education and employment creation	<ul style="list-style-type: none"> Host ship and training center tours for children and teachers Send lecturers to maritime education institutions to assist in the cultivation of future maritime technical personnel 	

Process to Identify Materiality

The "K" LINE Group uses the following process and refers to international regulations and initiatives and Global Reporting Initiative (GRI) guidelines to identify important (material) issues.



Specify Themes Related to the "K" LINE Group's Business Activities

The "K" LINE Group, through dialogue with internal and external stakeholders and by referring to OECD Guidelines for Multinational Enterprises, ISO 26000, GRI Guidelines, and other frameworks, has specified environmental and social themes that the Group's operations around the world may affect or contribute to.

Select "Material Issues"

The Group has selected 10 of the themes identified in STEP 1 to prioritize in terms of the significance of their economic, environmental, and social impacts and the effects on stakeholder evaluations and decision-making. These themes and two additional themes deemed essential to establish the relevant management structure to address them have been designated "material issues" requiring action by the Group.

Formulate CSR Action Plans

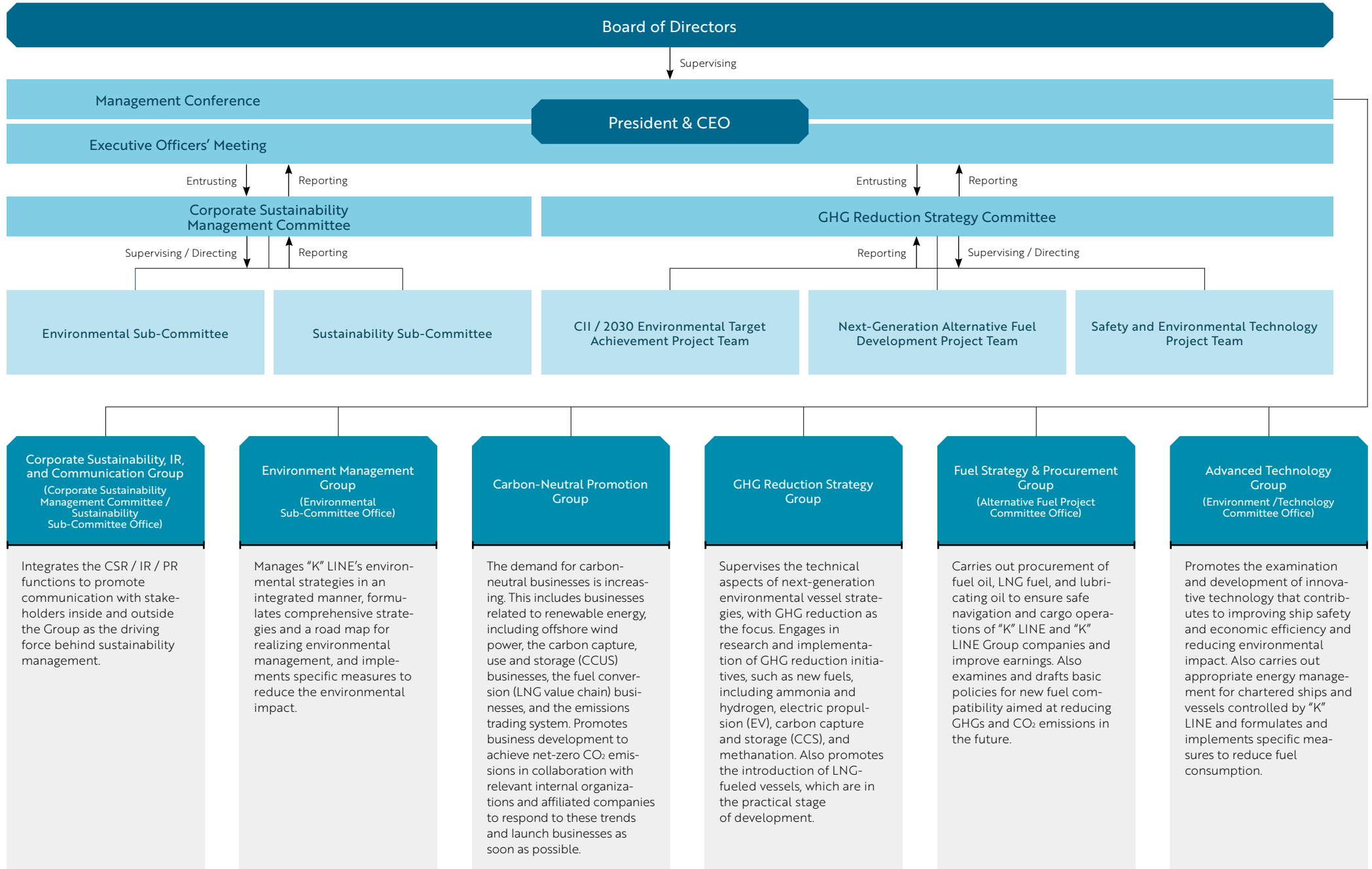
The Group has set medium- and long-term targets for the 12 material issues designated in STEP 2 and formulates annual CSR Action Plans geared to each target.

Match with SDGs

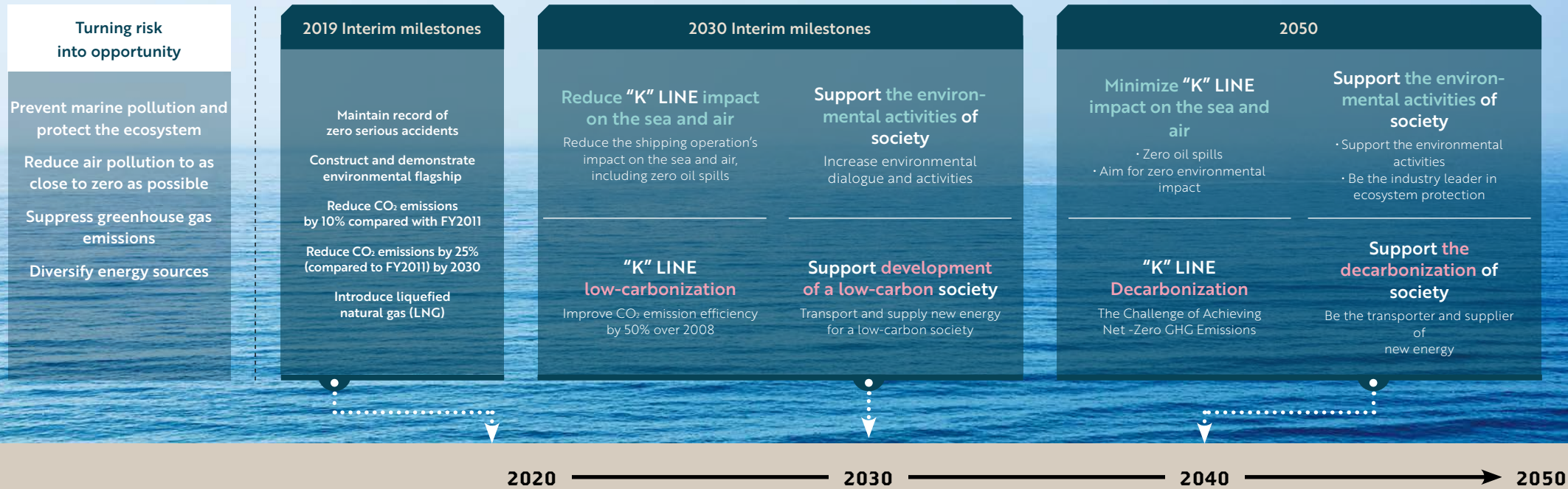
The Group has aligned the CSR Action Plans outlined in STEP 3 with the 17 SDGs adopted by the United Nations in 2015 to ensure that the objectives are compatible.

Review

The Group semiannually reviews the progress of the CSR Action Plans, and revises or modifies them as necessary. At the end of each fiscal year, the Group evaluates the progress and results of the CSR Action Plans and, based on the progress toward the medium- and long-term goals and the social changes relevant to its businesses, formulates new plans for the next fiscal year.



"K" LINE Environmental Vision 2050 ~Blue Seas for the Future~



Action Plan Road Map

Category	Item	Phase	Timeline
Decarbonization of "K" LINE's operations	LNG- and LPG-fueled vessels	R&D	2020 - 2030 (Conduct and expand)
	Zero-emission vessels	R&D	2020 - 2030 (Conduct and expand)
	Seawing / Wind power propulsion	R&D	2020 - 2030 (Conduct and expand)
	Better operating efficiency	Enhance	2020 - 2050
Contributions toward a decarbonized society	Contributions from renewable energy generation business, transport of new types of fuel, transport of CO ₂ , etc.	Expand	2020 - 2050



For Environment-Related Investment, please see page 9

Introduction of Internal Carbon Pricing (ICP)

Evaluate investment projects with a benchmark economic value of ¥4,000 future revenue contribution per ton of CO₂

emissions to promote investment in low carbon by setting ICP on investment.

First Climate Transition Finance in Japan

- In March 2021, "K" LINE secured funds for the construction of LNG-fueled car carrier, *CENTURY HIGHWAY GREEN*, by obtaining Japan's first ever climate transition loan.
- The concept of Climate Transition Finance is to accelerate the efficient flow of financing to the companies, which address climate change risk as material issues for their core business activities and to achieve their GHG emission reduction target to contribute to the global goals for decarbonization.

- In September 2021, "K" LINE procured roughly ¥110.0 billion through transition linked loan. "K" Line expects to use the loan, the purpose of which is unspecified, for a range of decarbonization-oriented environmental initiatives.
- The transition linked loan is designed to stimulate "K" LINE's efforts to help realize a decarbonized society by establishing sustainability performance targets (SPTs) that are consistent with the Company's decarbonization-oriented transition strategy and reflecting them in the loan's interest rate terms.

For further details, please visit our website.



Top > Sustainability > Sustainable Finance
https://www.kline.co.jp/en/csr/sustainable_finance.html

Outline of Transition Loan

Scheme	Operating lease
Charterer	"K" LINE
Owners / Borrowers	Leasing companies' SPC
Agreement date	March 10, 2021
Loan amount	About ¥5.9 billion
Loan arranger	Mizuho Bank, Ltd. (MHBK)
Loan co-arranger	Sumitomo Mitsui Trust Bank (SMTB)
Transition structuring agent	MHBK, Mizuho Securities Co., Ltd., SMTB
Lenders	MHBK, SMTB
Use of proceeds	Purchase of a Next-Generation Environmentally Friendly LNG-fueled Car Carrier
Evaluator	Japan Credit Rating Agency, Ltd.
Overall evaluation	Green 1 (T)

Outline of Transition Linked Loan

Scheme	Transition linked loan
Borrower	"K" LINE
Loan amount	Approx. ¥110.0 billion
Lead time	Five years
Agreement date	September 27, 2021
Loan arranger	Mizuho Bank, Ltd.
Loan co-arrangers	Development Bank of Japan Inc., Sumitomo Mitsui Trust Bank, Limited
Lenders	Kansai Mirai Bank, Limited, The Saikyo Bank, Ltd., The San-In Godo Bank, Ltd., San ju San Bank, Ltd., Shinkin Central Bank, Suruga Bank Ltd., The Chugoku Bank, Limited, The Tochigi Bank, Ltd., Development Bank of Japan Inc., The Norinchukin Bank, The Hachijuni Bank, Ltd., The Higo Bank, Ltd., The Hyakujushi Bank, Ltd., The Hokuriku Bank, Ltd., Mizuho Bank, Ltd., Mizuho Trust & Banking Co., Ltd., Sumitomo Mitsui Trust Bank, Limited, The Yamaguchi Bank, Ltd., The Bank of Yokohama, Ltd., and other lenders.
Transition structuring agent	Mizuho Securities Co., Ltd., Mizuho Bank, Ltd.
Rating agency	Japan Credit Rating Agency, Ltd.
SPTs to achieve before date of repayment	① Reduction of total GHG emissions ② Reduction of CO ₂ emissions per freight ton-mile ③ Selection for CDP rating

Initiatives for Environmental Preservation

Initiative by project team reporting directly to CEO

- Develop next-generation automation ship navigation system
- R&D alternative fuel and fuel supply
 - ▶ Established the "GHG Reduction Strategy Committee" in October 2021
- Onboard work-style reform

Expand safety, environment, service-quality initiatives

- Implementation of Seawing*1
- Conduct CCS*2 demonstration trial

Promote ongoing R&D projects at present

- Delivery of LNG-Fueled Digital Flagship Car Carrier
- FuelNG
- LNG Bunkering Vessel in Ise Bay
- Expand Kawasaki Integrated Maritime Solutions implementation
- Start CO₂-free hydrogen supply chain HySTRA*3
- Promoting trials and implementation of next-generation ship-to-shore communication systems
- Improving ship-to-shore video communications
- Building and maintaining onboard cybersecurity
- Kick off "Joint Study" framework for studying ammonia as an alternative marine fuel
- Ordered our first LNG-fueled Capesize Bulk Carrier
- Establishment of "K" LINE Wind Service, Ltd. for Offshore Support Vessel Operation jointly with Kawasaki Kinkai Kisen Kaisha Ltd.
- Commencement of Joint Development Agreement for a Tidal Energy Project in Canada



Installing CO₂ Capture Plant on vessel by CC-Ocean Project



LNG-fueled Capesize Bulk Carrier and Seawing



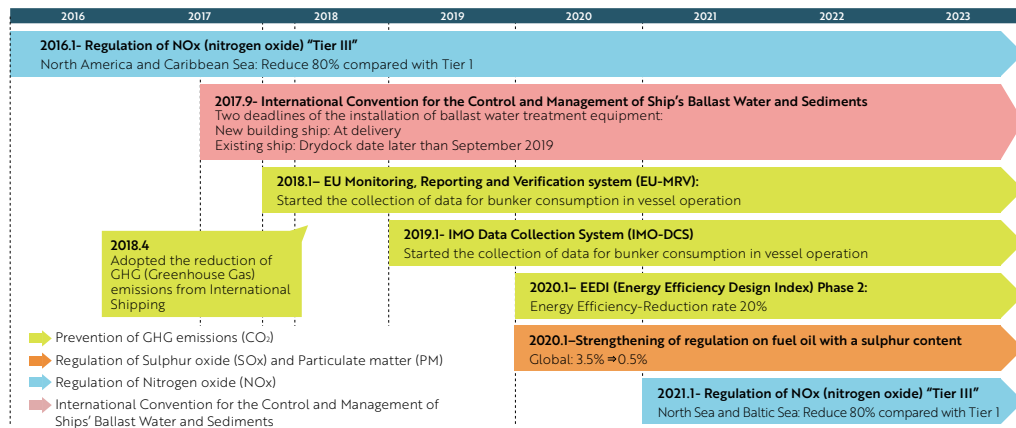
Logo of "K" Line Wind Service, Ltd.

*1 The Seawing system adds natural wind energy to power a ship with a kite mounted on the ship bow and expected to reduce emissions by more than 20%, about 5,200 tons of CO₂ per vessel annually.

*2 Carbon Capture and Storage (CCS) is an emission reduction process for capturing and storing carbon dioxide (CO₂) emissions from the use of fossil fuels to prevent carbon dioxide (CO₂) from being released into the atmosphere. This project conducted CCS demonstration trials at sea and named it "Carbon Capture on the Ocean" (CC-Ocean).

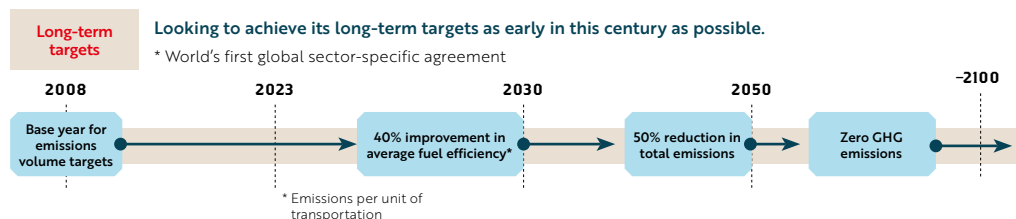
*3 CO₂-Free Hydrogen Energy Supply-Chain Technology Research Association", is an association working towards creating an international CO₂-free energy supply chain comprised of hydrogen production effectively utilizing brown coal, its liquefaction, transportation, storage and utilization.

Environmental Regulatory Trends of International Shipping



Source: Japan Maritime Public Relations Center "Shipping Now 2020-2021"

Targets of the International Maritime Organization's GHG Reduction Strategy



Source: Japan Maritime Public Relations Center "Shipping Now 2021-2022"

Global Warming Energy Efficiency Design Index (EEDI and SEEMP)

This is a regulation that came into force in 2013, and in principle, it applies to vessels engaged in international voyages with gross tonnage of 400 tons or more.

EEDI (Energy Efficiency Design Index)

It is defined as the number of grams of CO₂ emitted when carrying one ton of cargo for one mile, and DWT (deadweight tonnage) unique to the ship is used for the calculation. Ships cannot be constructed unless the EEDI is below the reference value. Moreover, this reference value differs for each ship type and DWT, and it will gradually be strengthened.

Level	Contract date of construction	Reduction rate
Phase 0	Jan. 1, 2013-31st Dec. 31, 2014	0%
Phase 1	Jan. 1, 2015-31st Dec. 31, 2019	10%
Phase 2	Jan. 1, 2020-31st Dec. 31, 2024	20%*1
Phase 3*2	Jan. 1, 2025-	30%

*1 Some ships have a reduction rate of 15%.

*2 Currently, the IMO's sub-committee is considering the introduction of Phase 4 or the advancement of the start of Phase 3 for some ships. Therefore, there is a possibility that the start of Phase 3 will be earlier than 2025 depending on this consideration.

SEEMP (Ship Energy Efficiency Management Plan)

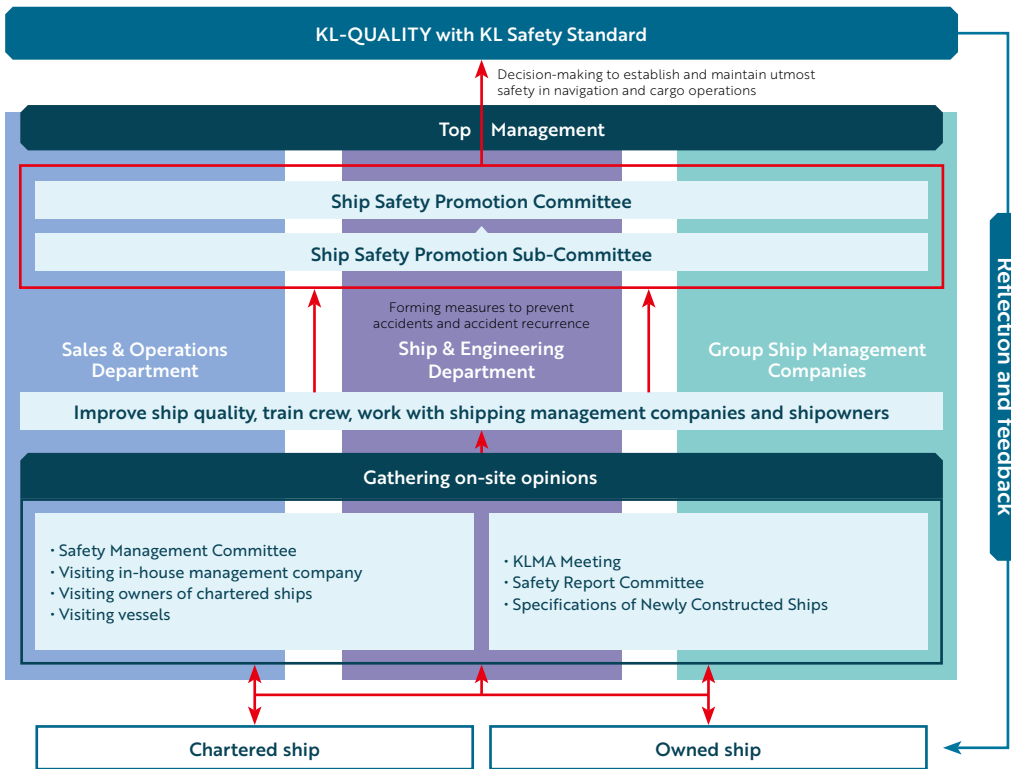
This is a management plan for more effectively implementing measures to improve the energy efficiency of ships during actual operation, such as deceleration operation, selection of optimum routes taking into consideration weather and sea conditions, and appropriate maintenance, etc. It is mandatory that it be put onboard.

		FY2018	FY2019	FY2020	
CO ₂ emissions of "K" LINE group	Scope 1	12,536,134	10,325,224	9,202,613	
	Scope 2	Location basis	27,306	26,397	25,191
		Market basis	23,135	26,220	21,780
Scope 3		1,424,198	1,304,803	1,219,525	
Environmental Data of "K" LINE's vessels	Fuel oil consumption (tons)		3,823,776	3,140,039	2,809,074
	CO ₂ emissions (tons)		11,932,022	9,799,932	8,761,756
	SO _x emissions (tons)		188,102	129,786	35,983
	NO _x emissions (tons)		262,226	202,678	181,429
Environmental Data per Transportation Unit of "K" LINE's vessels*2	Input of energy	Fuel oil (g/ton-mile)	1.65	1.51	1.39
		Lub.oil (g/ton-mile)	0.014	0.013	0.012
	Volume of CO ₂ emissions (gram-CO ₂ /ton-mile)	All types of vessels	5.32	4.82	4.49
		Containerships	8.43	7.70	7.03
	Volume of SO _x emissions (gram-SO _x /ton-mile)	Bulk carriers+Tankers	2.98	2.86	2.75
		All types of vessels	0.08	0.067	0.022
Volume of NO _x emissions (gram-NO _x /ton-mile)		All types of vessels	0.112	0.097	0.089
Other Environmental Data of "K" LINE's vessels	Waste generation, etc. (All types of vessels)	Bilge (m ³ /ship-month)	5.54	4.15	4.02
		Sludge (m ³ /ship-month)	4.1	3.9	4.0
	Gray water from "K" LINE Vessels (owned ships) (MT)	Garbage on board (m ³ /ship-month)	4.0	3.5	3.5
		All types of vessels (owned ships)	90,841.80	82,485.00	64,421.60
Environmental Data of Offices	Annual consumption	Electricity (kWh)	821,109	789,971	736,212
		Office Paper (sheets)	4,406,968	3,852,224	2,178,527
	Annual consumption per person	Water (m ³)	546	509	318
		Electricity (kWh)	866	860	836
		Office Paper (sheets)	4,649	4,196	2,473
		Water (m ³)	0.79	0.75	0.50
Total quantity of recycle	Ship recycle (Tons)	All types of vessels	5,923	13,774	114,055
Waste (ton)	All offices		1,022	823	571
	All vessels		9,110	7,477	6,361
Environmental Data of "K" LINE Group	Energy Water (m ³)		101,239	102,171	96,018
	Number of companies covered		(20 domestic, 34 overseas)	(20 domestic, 35 overseas)	(19 domestic, 37 overseas)

*1 The data covers the "K" LINE's consolidated subsidiaries, and almost 100% of consolidated operating revenues are covered.

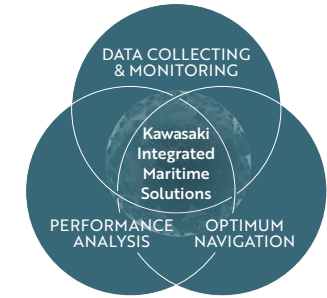
*2 Index for transporting one ton of cargo one nautical mile (1,852 meters).

Enhancing Safety Management System



Kawasaki Integrated Maritime Solutions (a comprehensive system to maintain and improve safety in navigation and cargo operation, economic operation, and environmental preservation, which was developed jointly with the Kawasaki Heavy Industries Group)

- The system was installed on approximately 140 of our vessels, including owned vessels, and some chartered vessels by 2020, and we launched a full-scale effort to install the system on our medium- and long-term chartered vessels from the end of 2020.
- We can grasp the operating conditions in real time and from multiple directions, advancing the operational management of the vessel. Additionally, we are introducing AI-based data analysis technology to enable highly accurate evaluation of operational performance, with the aim of further maintaining and improving the performance of the vessel.



Implementing Remote Vessel Inspections

- As a COVID-19 countermeasure, we launched remote vessel inspections through smartphones and the network environment to conduct vessel inspections via video calls. It is possible to carry out inspections while minimizing the risk of infection from people entering and leaving the vessel.
- The use of IT and digital equipment has the advantage of facilitating the presence of people other than the owners, management companies, and other supervisors in charge of the vessel, allowing for better information sharing. Going forward, we will consider expanding the functions of remote inspections.

"K" LINE Maritime Academy (KLMA)

- The "K" LINE Maritime Academy (KLMA) is a generic term for our educational philosophies including educational policies for fostering "K" LINE Seafarers.
- Our maritime engineers are given onshore training at our six training facilities in Japan, the Philippines, India, Bangladesh, East Europe, and Central Europe, and onboard training programs. They also receive advancement in both onshore and offshore careers. KLMA (Philippines) is positioned as the core of training for Filipino seafarers, who comprise approximately 70% of "K" LINE Group crew members, and it accepts a total of 10,000 seafarers every year.

Initiatives

Pre-embarkation Briefing	Sharing our basic safety policy and the latest specific information
KL-QUALITY	Our own quality guidelines and standards for our ship supervisions
Safety Report System	Reporting system of near-miss on ship
Accident Information Management System (AIMS)	System analyzing accident information and trends
"K" LINE-Drive to No Accident (K-DNA)	Our unique safety equipment installation guidelines that transcend the decree
Safety Campaign	Annual Company-wide safety awareness-raising activities under the theme of "safety in navigation and cargo operations" and "environmental preservation"
Trouble News	Newsletters for all operating vessels, such as on preventing the recurrence of accidents
Emergency Response Drill	Establish accident response headquarters and conduct accident readiness drills



Note: The target range is our consolidated range, which corresponds to 100% of operating revenues.

Human Resource Development (Onshore Workers)



- Stratified Training Programs**
 Stratified training programs for each level of employees to learn ways of thinking and skills necessary as fundamentals for business persons playing important roles in the global business fields. (Employees entered as new graduates must take the programs every year from the first year to the fifth.)
- Training Programs for Middle Managers for newly appointed middle managers**
 Learning skills and knowledge necessary for the management. In addition, the Company has been offering training programs about labor compliance, in which more than 90% of middle managers has participated so far.
- Development of Onshore Workers**
 Two programs: on-the job training (OJT) for mastering knowledge, skills, and procedures on-site, and job-class-specific group training (OFF-JT) as key means of development.

Onboard Workstyle Reform



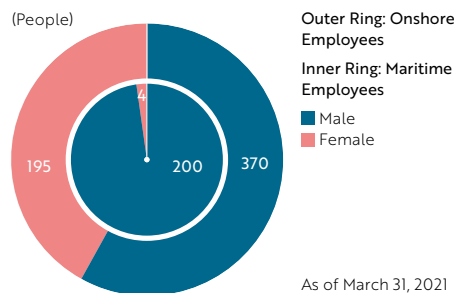
- We are working on the IT development and digitalization of our vessels, installing high-spec computers, which already support IT development, and promoting the introduction of a communications infrastructure capable of handling large amounts of data to reduce the workload of maritime personnel onboard.
- On *CENTURY HIGHWAY GREEN*, which was delivered in March 2021, we introduced a Long-Term Evolution (LTE) network that uses IP / MPLS solutions, in addition to the traditional satellite communication system, and realized a balance of sufficient communication speed and highly encrypted communication through a Field Area Network (FAN) environment between the onshore and offshore points

Human Rights Awareness Initiatives

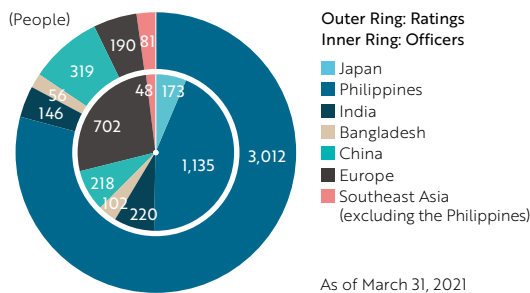


- In April 2020, we signed the UN Global Compact and declared our support for the principles related to human rights, "support and respect the protection of human rights" and "not be complicit in human rights abuses," and the principles related to labor, "elimination of forced and compulsory labor," "effective abolition of child labor," and "elimination of discrimination in respect of employment and occupation."
- "K" LINE is working to first establish internal awareness of human rights through e-learning and our newsletter as our human rights due diligence initiatives, which are based on the UN Guiding Principles on Business and Human Rights.

Onshore and Maritime employees (Non-consolidated)



Crew members by nationality



Item	Unit	Fiscal year						
		FY2018		FY2019		FY2020		
		Seafarer	Onshore	Seafarer	Onshore	Seafarer	Onshore	
Number of employees	Male	Persons	362	199	368	202	370	200
	Female	Persons	190	5	194	3	195	4
	Subtotal	Persons	552	204	562	205	565	204
	Total	Persons	756		767		769	
	Female employment ratio	%	34.4	2.5	34.5	1.5	34.5	2.0
Employees in management positions	Male	Persons	127		126		120	
	Female	Persons	6		5		5	
	Female employment ratio	%	4.51		3.82		4.00	
General managers or higher	Male	Persons	33		37		33	
	Female	Persons	1		1		0	
	Female employment ratio	%	2.94		2.63		0.00	
Executives (Including Directors and Officers)	Male	Persons	28		31		27	
	Female	Persons	1		2		2	
	Female employment ratio	%	3.45		6.06		6.90	
Percentage of employees with disabilities ¹	%	2.05		1.96		1.82		
Number of occupational accidents ²	Cases	0	1	0	0	0	0	
Number of fatal occupational accidents	Cases	0	0	0	0	0	0	
Number of accidents requiring leave ³	Cases	0	0	0	0	0	0	
Labor union participation rate	%	69.4	75.1	67.1	77.5	67.5	75.8	

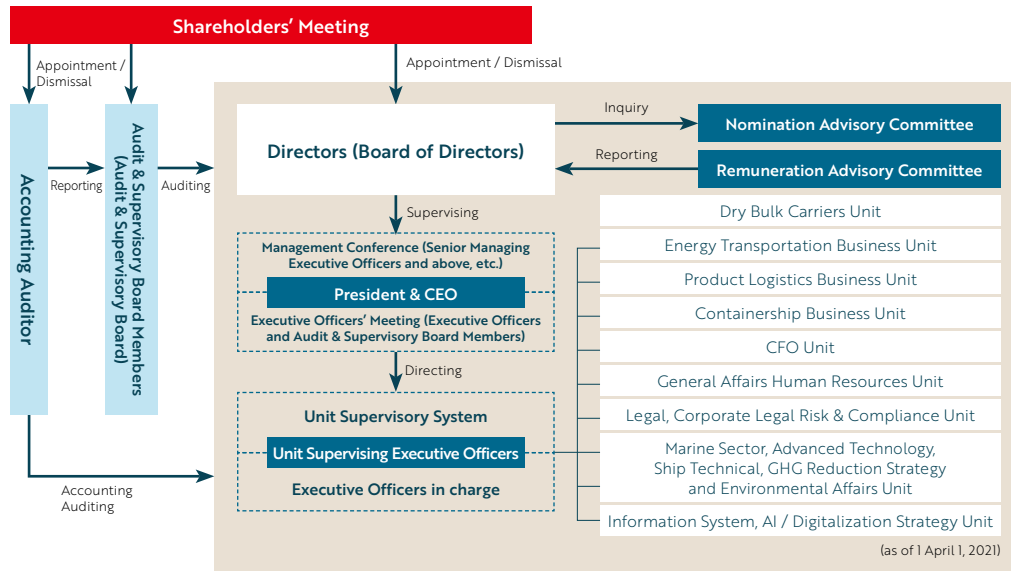
Notes: 1. These figures conform to the Act for Promotion of Employment of Persons with Disabilities. According to the Act, 90% exclusion rate applies to seafarers (excluding those on duty onshore).
 2. Excludes accidents while commuting.
 3. Number of injuries / illnesses, caused by occupational accidents, requiring one or more days of leave.

Systems for Comfortable and Fulfilling Working Experiences: Our Actions for Enabling Work-Life Balance

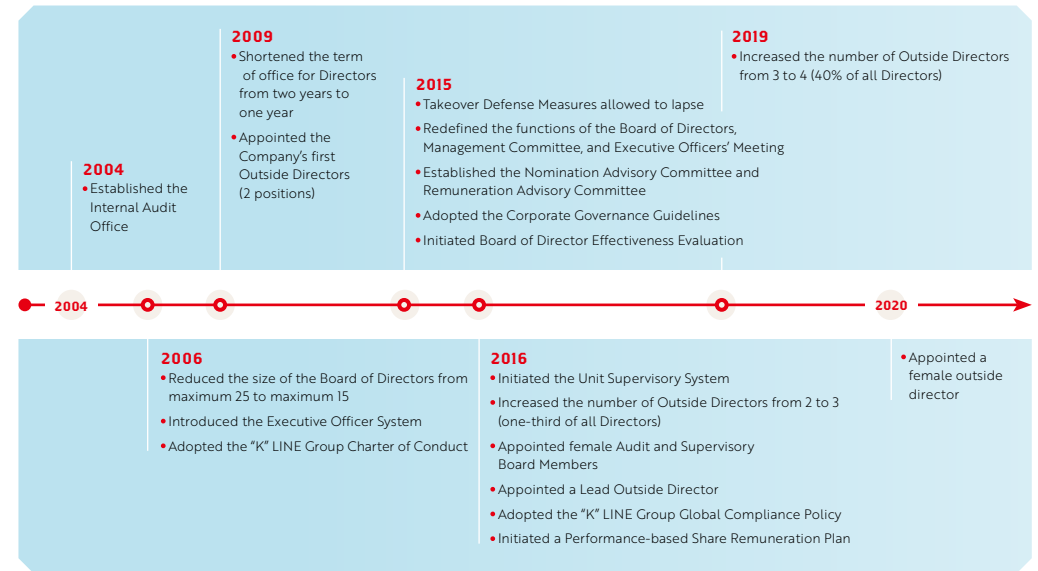
We have been very successful in establishing an excellent relationship with our labor union, and we are jointly seeking an opportunity to realize a better working environment and measures that enable "Work-Life Balance."

Primary Systems	Outline of our systems	Legal standard	Number of users in FY2020		
			Males	Females	Total
Health care during pregnancy	Reduced hours granted during pregnancy	Same as at left	—	0	0
	Hospital visits granted during work hours	Same as at left	—	1	1
Maternity leave	Granted from eight weeks prior to the expected date of birth	Granted from six weeks prior to the expected date of birth	—	11	11
	Maternity allowance granted during the period of eight to six weeks prior to birth	No established standards	—	11	11
Childcare leave	Granted until the child turns three years old	Granted until the child turns one year and six months	0	20	20
Childcare leave for Fathers	Granted for from five working days up to 10 working days	No established standards	2	—	2
Leave for advanced infertility treatment	Granted for up to 18 months	No established standards	0	0	0
Nursing care leave	Granted for up to two years	Granted for up to 93 days	0	0	0
Support programs during childcare or nursing care	Loan Program	Available for an employee who has a preschool child or a person requiring nursing care in his/her family. (Up to ¥2,000,000)	1	1	2
	Reduced working hours program	Granted until the child completes the third grade of elementary school	0	21	21
Flexible working hours	Introduced by various divisions with a core time of 11 a.m. to 3 p.m.	Depends on the labor-management agreement	—	—	—
Refreshment leave	Available in the 11th year at the company (seven consecutive days)	No established standards	6	0	6
	Available in the 21st year at the company (ten consecutive days)	No established standards	2	2	4
Administrative leave for accompanying on spouse's overseas/domestic assignment	Granted for two years for overseas assignment or one year in domestic assignment	No established standards	0	4	4

Corporate Governance Structure



Corporate Governance Reform



Officer Remuneration System

Classification	Type of remuneration	Nature of remuneration	Method of determination	Maximum limit of remuneration
Director	1. Monthly remuneration	Fixed remuneration	Remuneration is determined in accordance with position and performance rating.	Within ¥600 million / year
	2. Bonuses based on consolidated performance*	Variable remuneration	Linked to the degree of achievement of consolidated performance targets in single fiscal years	
	3. Performance-based share remuneration (BBT = Board Benefit Trust)*		Linked to the Company's medium- to long-term total shareholders return TSR TSR = The rate of increase of the Company's shares over a fixed period + The dividend rate over the fixed period (Total dividend ÷ Initial share price)	
Audit & Supervisory Board Member	Monthly remuneration only	Fixed remuneration	Determined following deliberation among Audit & Supervisory Board Members	Within ¥12 million / month

* Limited to Executive Directors

Training for Officers

Attending Officers	Timing of implementation	Content
Newly appointed Officers	Within three months of taking office	Providing opportunities to attend seminars on legal responsibilities pertaining to the Companies Act and the Financial Instruments and Exchange Act, etc.
All Officers	Yearly	Training related to compliance in such areas as competition law, insider trading regulations, and anti-bribery
Outside Directors / Outside Audit & Supervisory Board Members	Upon appointment	Explanations about the Group's business, financial, and organizational status, as well as the management status, operating environment, and business issues from heads of relevant divisions or Executive Officers in charge

Unit Supervisory System

- Clarified system for business execution responsibility
- Delegated authority to Unit Supervising Executive Officers
- Strengthened the supervisory function of the Board of Directors

Improved business execution efficiency

Nomination Advisory Committee, Remuneration Advisory Committee

As a company structured with an Audit & Supervisory Board, "K" LINE voluntarily established the Nomination Advisory Committee and Remuneration Advisory Committee to enhance the function of the Board of Directors. The committees are composed of Independent Outside Directors, the Chairman, and the President & CEO. The Independent Outside Directors on each committee nominate and select an Independent Outside Director to serve as their committee chairperson.

Cross-Shareholding Policies

- The Board of Directors will evaluate cross-shareholdings of listed securities from an objective and independent standpoint at least once a year. These evaluations will examine the purpose and medium- to long-term economic rationality of individual holdings to determine whether holdings should be continued.
- Sale of cross-shareholdings will be considered when evaluations of economic rationality determine that the returns gained through the holdings in a given fiscal year have fallen below the cost of capital.
- Each year, the Board of Directors will discuss the potential sale of cross-shareholdings that become applicable under the aforementioned standard in order to determine which holdings are to be sold.
- The Company decreased the number of stocks in its portfolio of cross-shareholdings to three stocks as of March 31, 2021, from 23 stocks on March 31, 2015.

Governance Data

Item	Breakdown	Unit	Fiscal year		
			FY2018	FY2019	FY2020
Board of Directors	Number of directors	Persons	9	10	10
	Male	Persons	9	10	9
	Female	Persons	0	0	1
	Ratio of females	%	0	0	10
	Number of outside directors (Number of Independent Outside Directors)	Persons	3 (3)	4 (3)	4 (3)
	Ratio of outside directors	%	33	40	40
	Number of meetings held	Times	14	14	18
	Average attendance ratio	%	97.1	98.9	99.6
Audit & Supervisory Board	Number of members	Persons	3	4	4
	Male	Persons	2	2	3
	Female	Persons	1	2	1
	Ratio of females	%	33	50	25
	Number of outside members	Persons	2	2	2
	Ratio of outside members	%	66	50	50
	Number of meetings held	Times	15	14	16
Nomination Advisory Committee ^{*1}	Number of members	Persons	5	5	4
	Number of outside members	Persons	3	3	3
	Ratio of outside members	%	60	60	75
	Number of meetings held	Times	10	13	7
Remuneration Advisory Committee ^{*1}	Number of members	Persons	5	5	4
	Number of outside members	Persons	3	3	3
	Ratio of outside members	%	60	60	75
	Number of meetings held	Times	10	6	4
Remuneration	Total remuneration paid to Directors (number of payees ^{*2})	¥ millions	299 (11)	312 (12)	319 (12)
	Total remuneration paid to Audit & Supervisory Board members (number of payees ^{*2})	¥ millions	49 (3)	73 (6)	84 (5)

*1 These advisory committees were established in November 2015.

*2 Includes those who retired during the year (Ordinary General Meeting of Shareholders).

"K" LINE's ESG and Sustainability Disclosure

Please refer to the documents below for detailed information on our ESG and sustainability initiatives.

"K" LINE REPORT

<https://www.kline.co.jp/en/ir/library/report.html>

ESG DATA BOOK

<https://www.kline.co.jp/ja/csr/esg.html>

"K" LINE Environmental Vision 2050

<https://www.kline.co.jp/en/csr/environment/management.html>




"K" LINE SUSTAINABILITY BOOKLET

<https://www.kline.co.jp/en/csr/group/booklet.html>






External Recognition

"K" LINE has been selected as a constituent in prominent socially responsible investment (SRI) indices and recognized with various awards worldwide for its CSR, ESG, and other non-financial related initiatives.

Selection for SRI and ESG Indices

 <p>Member of Dow Jones Sustainability Indices Powered by the S&P Global CSA.</p>	<ul style="list-style-type: none"> • Dow Jones Sustainability Asia/Pacific Index <p>The Dow Jones Sustainability Asia/Pacific Index, an ESG investment index published by S&P Dow Jones Indices of the U.S., recognizes the sustainability initiatives of major corporations around the world regarding the economy, the environment, and society.</p> <p>https://www.spglobal.com/esg/csa/indices/djsi-index-family</p>
 <p>FTSE Blossom Japan</p>	<ul style="list-style-type: none"> • FTSE Blossom Japan Index <p>The FTSE Blossom Japan Index, published by global index provider FTSE Russell, assesses the performance of Japanese companies demonstrating outstanding commitment to the environment, society, and governance (ESG). This index is widely used as a tool for the creation and evaluation of sustainable investment funds and other financial products.</p> <p>https://www.ftserussell.com/products/indices/blossom-japan</p>
<p>2022 CONSTITUENT MSCI JAPAN EMPOWERING WOMEN INDEX (WIN)</p>	<ul style="list-style-type: none"> • MSCI Japan Empowering Women Index (WIN) <p>The MSCI Japan Empowering Women Index (WIN), a stock price index developed by Morgan Stanley Capital International (MSCI) of the U.S., comprises Japanese companies demonstrating exceptional commitment to gender diversity that are selected based on MSCI's exclusive gender diversity scores.</p> <p>https://www.msci.com/our-solutions/indices/japan-empowering-women-index</p> <p>Note: The inclusion of "K" LINE in this index and its use of MSCI's logo, trademark, service mark, or index name does not imply the support, endorsement, or promotion of "K" LINE by MSCI or its affiliated companies in any way. This index is an exclusive property of MSCI and the names and logos of MSCI and its index are a trademark and service mark of MSCI and its affiliated companies.</p>
 <p>S&P/JPX Carbon Efficient Index</p>	<ul style="list-style-type: none"> • S&P/JPX Carbon Efficient Index <p>The S&P/JPX Carbon Efficient Index, an index focused on the environment (E) element of ESG indices selected by the Government Pension Investment Fund (GPIF), assesses the standard of environmental information disclosure and carbon efficiency (carbon emissions per unit of revenue) and determines the constituent weighting of each company.</p> <p>https://www.jpx.co.jp/english/markets/indices/carbon-efficient/index.html</p>

Major Awards and Evaluations

	<ul style="list-style-type: none"> • Selection for CDP Climate Change A List for the Sixth Consecutive Year <p>For the sixth consecutive year, "K" LINE was selected for the CDP Climate Change A List, the highest accreditation awarded to companies for their leading efforts at a global level in climate change response. The CDP is a non-governmental organization that promotes the disclosure of climate change information, measures to reduce GHG emissions, and other initiatives aimed at realizing sustainable economies worldwide.</p> <p>Due to more stringent evaluation standards, companies selected for the CDP Climate Change A List decreased from 280 companies in 2020 to 200 companies in 2021, of which 55 were Japanese companies.</p> <p>Also, we recognized as "Supplier Engagement Leaderboard" for four consecutive years, the top rating, on "Supplier Engagement Rating".</p> <p>https://www.cdp.net/en/companies/companies-scores</p>
	<p>Awarded ★4.0 in the Nikkei SDGs Management Survey</p> <p>https://www.nikkei-r.co.jp/service/survey/sdgs_survey/ (Japanese Only)</p>
	<p>Acquired next-generation certification mark Kurumin in 2020 for the second time in recognition of our efforts to support childcare</p> <p>https://www.mhlw.go.jp/stf/seisakunitsuite/bunya/kodomo/shokuba_kosodate/kurumin/index.html (Japanese Only)</p>
	<p>Received Excellence Award for four consecutive years at the 2021 Internet IR Awards</p> <p>https://www.daiwair.co.jp/news/internet_IR2021.html (Japanese Only)</p>
	<p>Received a Bronze rating from EcoVadis, an internationally recognized rating agency based in France, for a supply chain sustainability assessment held in 2021</p> <p>https://ecovadis.com</p>



<p>Japan</p> <p>Tokyo (Head office) Kobe (Registered head office) Nagoya Kansai</p> <p>Europe</p> <table border="0"> <tr><td>U.K.</td><td>London</td></tr> <tr><td></td><td>Southampton</td></tr> <tr><td>Germany</td><td>Bremen</td></tr> <tr><td></td><td>Bremerhaven</td></tr> <tr><td></td><td>Hamburg</td></tr> <tr><td>Norway</td><td>Arendal</td></tr> <tr><td>Belgium</td><td>Antwerp</td></tr> </table>	U.K.	London		Southampton	Germany	Bremen		Bremerhaven		Hamburg	Norway	Arendal	Belgium	Antwerp	<p>Africa</p> <p>South Africa Durban</p> <p>Middle East</p> <p>United Arab Emirates Dubai</p> <p>Asia</p> <table border="0"> <tr><td>India</td><td>Mumbai</td></tr> <tr><td>Indonesia</td><td>Jakarta</td></tr> <tr><td>Korea</td><td>Busan</td></tr> <tr><td></td><td>Seoul</td></tr> <tr><td>Taiwan</td><td>Kaohsiung</td></tr> <tr><td></td><td>Taipei</td></tr> <tr><td>Singapore</td><td>Singapore</td></tr> </table>	India	Mumbai	Indonesia	Jakarta	Korea	Busan		Seoul	Taiwan	Kaohsiung		Taipei	Singapore	Singapore	<p>Thailand</p> <p>Bangkok Laem Chabang</p> <p>China</p> <p>Guangzhou Shanghai Tianjin</p> <p>Philippines</p> <p>Manila</p> <p>Vietnam</p> <p>Haiphong Hanoi Ho Chi Minh City</p> <p>Malaysia</p> <p>Shah Alam</p> <p>Myanmar</p> <p>Yangon</p>	<p>Oceania</p> <p>Australia Fremantle Melbourne</p> <p>North America</p> <p>U.S.A. Baltimore Houston Los Angeles New York Portland Preston Richmond San Francisco</p>	<p>Central and South America</p> <p>Chile Santiago</p> <p>Brazil Rio de Janeiro Sao Paulo</p> <p>Peru Lima</p> <p>Mexico Altamira Mexico City</p>
U.K.	London																															
	Southampton																															
Germany	Bremen																															
	Bremerhaven																															
	Hamburg																															
Norway	Arendal																															
Belgium	Antwerp																															
India	Mumbai																															
Indonesia	Jakarta																															
Korea	Busan																															
	Seoul																															
Taiwan	Kaohsiung																															
	Taipei																															
Singapore	Singapore																															

Outline of the Company (as of March 31, 2021)

Name	Kawasaki Kisen Kaisha, Ltd. ("K" LINE)
Established	April 5, 1919
Paid-in capital	¥75,457.64 million
President	Yukikazu Myochin (Effective from April 1, 2019)
Employees	On-land Duty 565 At-sea Duty 204 Unconsolidated total 769 Consolidated total 6,080
Business lines	Marine transportation, Land transportation, Air transportation, Through transportation involving marine, land and air transportation, Harbor transportation, etc.

Offices

Head office Iino Building, 1-1, Uchisaiwaicho 2-chome, Chiyoda-ku, Tokyo 100-8540, Japan
Phone: (+81) 3-3595-5000
Fax: (+81) 3-3595-5001

Registered head office Shinko Building, 8 Kaigandori, Chuo-ku, Kobe 650-0024, Japan
Phone: (+81) 78-332-8020
Fax: (+81) 78-393-2676

Branches

Nagoya: Nagoya International Center Building, 47-1, Nagono 1-chome, Nakamura-ku, Nagoya 450-0001, Japan
Phone: (+81) 52-589-4510
Fax: (+81) 52-589-4585

Kansai: Shinko Building, 8 Kaigandori, Chuo-ku, Kobe 650-0024, Japan
Phone: (+81) 78-325-8727
Fax: (+81) 78-393-2676

Overseas representative offices Taipei, Manila, Yangon, Dubai

Overseas agents Korea, China, Taiwan, Thailand, Singapore, Malaysia, Indonesia, Vietnam, India, Australia, U.K., Germany, Belgium, Turkey, U.S.A., Mexico, Peru, Chile, Brazil, South Africa, etc.

Affiliated companies (to be consolidated) 28 (domestic), 282 (overseas)

Stock Information (as of March 31, 2021)

Authorized	200,000,000 shares of common stock
Issued	93,938,229 shares of common stock
Number of shareholders	26,708
Shareholder registry administrator	Sumitomo Mitsui Trust Bank, Limited 4-1, Marunouchi 1-chome, Chiyoda-ku, Tokyo, Japan
Listing of shares	Tokyo (first Section), (as of December 25, 2021)

Rating Information (as of January 18, 2022)

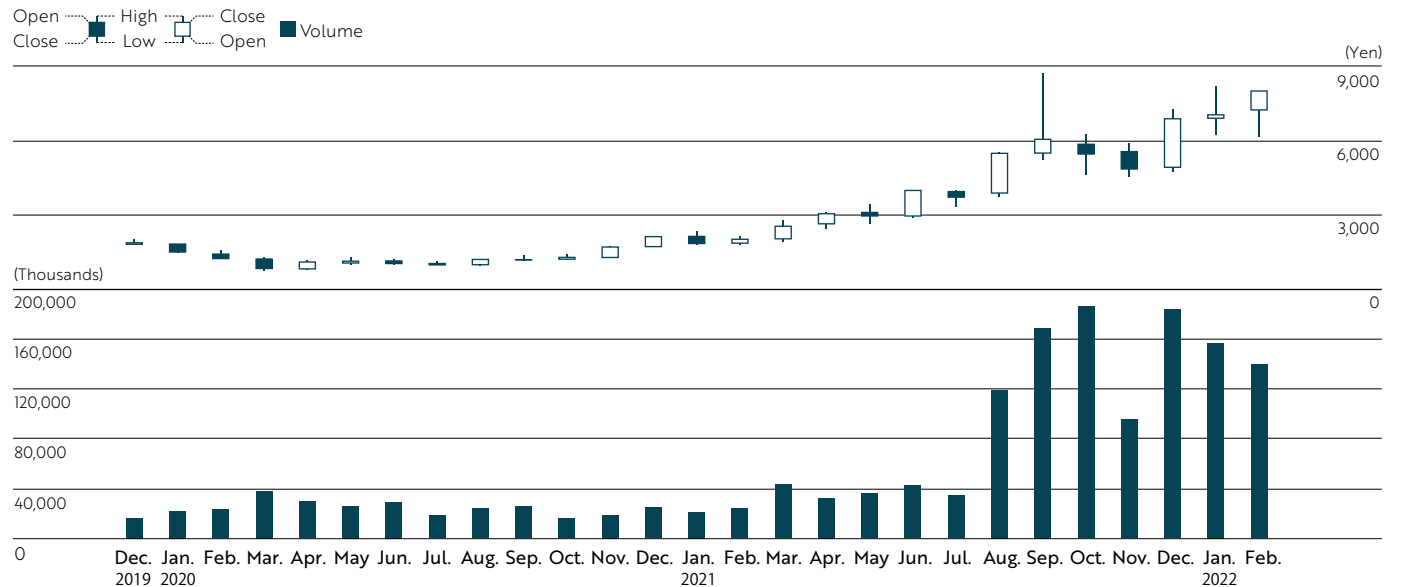
JCR	BBB (Positive)
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Major Shareholders (as of March 31, 2021)

Shareholders	Number of shares held (thousands)	Percentage of shares held (%)
ECM MF	10,716	11.43
GOLDMAN SACHS INTERNATIONAL	10,553	11.25
The Master Trust Bank of Japan, Ltd. (trust account)	5,836	6.22
MLI FOR CLIENT GENERAL OMNI NON COLLATERAL NON TREATY-PB	5,803	6.19
J.P. MORGAN SECURITIES PLC FOR AND ON BEHALF OF ITS CLIENTS JPMSP RE CLIENT ASSETS-SEGR ACCT	5,100	5.44
CGML PB CLIENT ACCOUNT / COLLATERAL	4,722	5.03
Custody Bank of Japan, Ltd. (trust account)	2,418	2.58
IMABARI SHIPBUILDING CO., LTD.	2,352	2.50
Custody Bank of Japan, Ltd. (Kawasaki Heavy Industries, Ltd. retirement benefit trust account re-entrusted by Mizuho Trust & Banking Co., Ltd.)	2,035	2.17
Sompo Japan Insurance Inc.	1,910	2.03

Note: Percentage of shares held is calculated excluding treasury stock (196,580 shares).

Stock Price Range and Trading Volume (Tokyo Stock Exchange)



Iino Building, 1-1, Uchisaiwaicho 2-Chome,
Chiyoda-ku, Tokyo 100-8540, Japan

KAWASAKI KISEN KAISHA, LTD.

IR and ESG Promotion Team,
Corporate Sustainability, IR & Communication Group
TEL: (+81)-(0)3-3595-5000
URL: <http://www.kline.co.jp/en/>

Disclaimer

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Forward-looking statements

This FACTBOOK contains forward-looking statements concerning future plans and forecasts, these statements are based on information currently available. Furthermore, "K" LINE therefore cautions readers that actual results may differ materially due to changes in economic conditions, supply and demand in the shipping industry, the bunker price, foreign currency exchange rates.

