



October 9, 2026
NS United Kaiun Kaisha, Ltd.

Notice of Publication of Integrated Report “NS UNITED REPORT 2026”

NS United Kaiun Kaisha, Ltd. is pleased to announce the publication of its integrated report, “NS UNITED REPORT 2026” (English version). This report provides a comprehensive overview of the NS United Kaiun Group’s management policies, business activities, and environmental and social initiatives, with the aim of helping all stakeholders gain a better understanding of the Group as a whole. We hope this report will contribute to enhancing your understanding of our Group.

The main contents of the report are as follows.

Part 1. Value Creation Story: In addition to the President’s Message, this section features new content, including “Understanding the NSU Group through 4 Questions” and “Connectivity between Our Purpose and Management Strategy.” Through a question-and-answer format and visual diagrams, we introduce the overall picture of the Group and its approach to value creation in an accessible and easy-to-understand manner.

Part 2. Value Creation Strategy: Regarding the Medium-Term Business Plan “FORWARD 2030 II,” this section outlines a review of the first two years and the direction of initiatives for the latter half of the plan. It also introduces our financial strategy, as well as the challenges faced by our domestic and oceangoing businesses and the initiatives undertaken to address them.

Part 3. Value Creation Foundation: Based on our materialities, this section provides a systematic overview of our governance, strategies, risk management, and performance and results. It also presents our efforts to strengthen the management foundation that supports sustainable value creation through perspectives from those responsible for key initiatives, feature articles, and roundtable discussions.

The report is also available on the following website.

https://www.nsuship.co.jp/en/ir/library/nsu_reports.html

We welcome your comments and feedback on the integrated report via the following inquiry form.

[Contact Us | NS United Kaiun Kaisha, Ltd.](#)

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