

Environmental Data

(Scope) All offices and vessels operated by NS United Kaiun Group

GHG emissions [tCO2e]		2022	2023	2024
Scope 1 (Direct emission from our activities)		2,423,532	2,342,423	2,469,010
Scope 2 (Indirect emission from the use of purchased electricity, heat, and steam)		128	140	130
Scope 3 (Other emission)		336,617	372,574	351,375
	Category 1 (purchased products and services)	2,142	6,497	9,447
	Category 2 (capital goods)	—	37,291	4,221
	Category 3 (upstream fuel & power)	333,743	327,541	336,357
	Category 5 * (waste)	63	70	76
	Category 6 (business trip)	476	993	1,084
	Category 7 (commuting)	193	184	189
Total GHG emissions		2,760,278	2,715,137	2,820,514

*Please refer to the scope of the "Waste" below.

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Environmental Data

(Scope) All vessels operated by NS United Kaiun Group

Fleet		2022	2023	2024
Fuel consumption [thousand tons]				
HFO				
	Non-consolidated	675	649	678
	Consolidated	701	670	697
MDO				
	Non-consolidated	42	38	38
	Consolidated	76	78	78
CO2 emissions [thousand tons]				
Non-consolidated		2,249	2,156	2,233
Consolidated		2,433	2,344	2,421
CO2 emissions per transportation unit (ton-mile) [g-CO2/ton.mile]				
Non-consolidated		3	3	3
SOx and NOx emissions [thousand tons]				
SOx emissions				
	Non-consolidated	6.8	6.6	6.9
	Consolidated	7.5	7.2	7.4
NOx emissions				
	Non-consolidated	49.4	47.0	48.8
	Consolidated	52.3	49.8	51.6

Environmental Data

(Scope)NS United Kaiun Kaisha, Ltd.and consolidated subsidiaries
(ratio based on consolidated sales : 99%)

Tokyo Office (Head Office Building)	2022	2023	2024
Electric power [kWh]	299,657	261,066	233,624
Steam [MJ]	489,146	395,870	467,076
Cold water [MJ]	899,304	1,106,554	1,030,332
Wastewater [ton]*	2,434	2,329	2,642

* Most water used on ships is generated from seawater and recycled.

(Scope)NS United Kaiun Kaisha, Ltd.and consolidated subsidiaries
(ratio based on consolidated sales : 99%*¹)

Waste	2022	2023	2024
Tokyo Office [ton]	16	16	15
Material recycling* ²	62.6%	55.6%	5150.0%
Thermal recycling* ³	37.4%	44.4%	4850.0%
Vessel under our management [ton]* ⁴	632	712	812

*¹ : Excluding *⁴.

*² : Recycling method using waste materials as raw materials

*³ : Recycling method that recovers and uses waste incineration heat energy

*⁴ : Vessels operated by NS United Kaiun Kaisha, Ltd. (ratio based on consolidated transportation volume) 2022 : 35%, 2023 : 28%, 2024 : 30%

(Scope)All NS United Kaiun group consolidated sites

Violations of environmental laws and regulations	2022	2023	2024
Number of cases	0	0	0
Fine (yen)	0	0	0

Environmental certification	2022	2023	2024
Percentage of sales	89.5%	87.8%	87.5%

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Social Data

Human Resources & Diversity		FY2022	FY2023	FY2024
Number of all employees				
Consolidated		657	649	656
	Male	564	555	558
	Female	93	94	98
	Ratio of female	14.2%	14.5%	14.9%
Non-consolidated		232	234	247
	Male	181	181	193
	Female	51	53	54
	Ratio of female	22.0%	22.6%	21.9%
Number of employees by occupation type*				
Non-consolidated	Office workers	184	184	189
		Male	139	136
		Female	45	48
		Ratio of female	32.4%	35.3%
	Seafarers	48	50	58
		Male	42	54
		Female	6	4
		Ratio of female	14.3%	10.0%

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Social Data

Human Resources & Diversity		FY2022	FY2023	FY2024
Fixed term employees				
Consolidated				
	Number	25	22	28
	Ratio	3.8%	3.4%	4.3%
Non-consolidated				
	Number	15	16	14
	Ratio	6.5%	6.8%	5.7%
Number of women in executive positions				
Non-consolidated		13	13	13
	Number	0	3	3
	Ratio	-	23.1%	23.1%
Number of women in managerial positions				
Consolidated		111	106	111
	Number	1	1	1
	Ratio	0.9%	0.8%	0.9%
Non-consolidated		58	59	63
	Number	0	0	0
	Ratio	-	-	-

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Social Data

Human Resources & Diversity		FY2022	FY2023	FY2024
Average annual income (yen)				
Non-consolidated		10,735,315	11,432,364	11,020,063
Ratio of gender wage gap				
Non-consolidated				
	All employees	67.0%	73.5%	76.4%
	Regular employees	67.8%	74.1%	76.7%
	Non-regular employees	69.9%	77.2%	73.1%
Consolidated subsidiaries				
	All employees	67.8%	71.7%	69.0%
	Regular employees	67.2%	71.2%	68.5%
	Non-regular employees	-	-	-
Consolidated companies				
	All employees	76.7%	85.2%	69.0%
	Regular employees	77.1%	85.0%	69.5%
	Non-regular employees	77.1%	96.6%	57.9%
Number of employees using re-employment program				
Non-consolidated		7	8	0
Ratio of employees with disabilities				
Non-consolidated		1.9%	0.7%	0.4%

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Social Data

Number of Hires & Retention Rate		FY2022	FY2023	FY2024
Number of hires				
Non-consolidated		14	13	14
	Male	8	10	10
	Female	6	3	4
	Ratio of female	42.9%	23.1%	28.6%
Turnover rate				
Consolidated				
	Voluntary turnover rates	7.3%	7.9%	3.8%
Non-consolidated				
	Office workers	3.5%	6.3%	2.0%
	Seafarers	2.1%	8.2%	1.9%
	Voluntary turnover rates	1.8%	3.2%	2.1%
Number of employees who resigned with less than three years of service				
Non-consolidated				
	Office workers	0	0	0
	Seafarers	0	2	0
Average years of service				
Non-consolidated		13.8	13.8	14.7
	Male	14.7	14.7	15.7
	Female	10.2	10.3	11.5
Average age				
Non-consolidated		39.9	40.2	40.1
	Male	41.3	41.7	41.5
	Female	34.4	34.6	35.8

Social Data (non-consolidated)

Human Resource Development & Training	FY2022	FY2023	FY2024
Average training costs per employee (yen)			
Office workers	71,904	133,182	109,300
Seafarers	611,546	490,607	546,494
Total amount of training costs (yen)			
Office workers	13,230,251	24,505,558	20,766,983
Seafarers	30,577,291	25,020,977	31,696,642
Average training days per employee			
Office workers	-	3.5	3
Seafarers	17.8	15.2	15.6
Average training hours per employee			
Office workers	-	24.4	21.3
Seafarers	124.3	106.6	108.9
Total amount of training hours			
Office workers	-	4,484	4,048
Seafarers	6,216	5,439	6,314
Total hours of overseas training	-	5,922	5,926

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Social Data (non-consolidated)

Well - being	FY2022	FY2023	FY2024
Work hours & days of paid leave taken			
Average monthly overtime hours	11.2	8.8	7.7
Average days of paid leave taken	9.8	10.5	14
Number of employees using childcare leave system	3	8	11
Male	3	7	10
Female	0	1	1
Male usage rate	42.9%	71.4%	111.1%
Return rate of childcare leave	100.0%	100.0%	100.0%
Number of working mother*	7	7	7
Number of employees using nursing care leave system	0	0	0
Number of employees using the job return system	0	0	0

*Number of women with school-age children as of the end of the fi scal year

Occupational Health & Safety			FY2022	FY2023	FY2024
Number of persons certified as having an industrial accident					
Office workers			0	0	0
			Deaths	0	0
			Injuries	0	0
			Diseases	0	0
Seafarers	Japanese and non-Japanese seafarers		Diseases	1	0
	Japanese seafarers			1	0
			Injuries	1	0
			Diseases	0	0

Social Data (non-consolidated)

Occupational Health & Safety		FY2022	FY2023	FY2024
Rate of employees receiving health exams				
Office workers		87%	83%	100%
Seafarers		100%	100%	100%
LTIR*				
Seafarers	Japanese and non-Japanese seafarers	1.0%	0.3%	1.0%
Occupational health and safety training				
Responsibility for the safety		-	14	3
Harassment (in person)		-	30	39
Harassment (E-learning)		-	12	8
Full harness type fall arrest equipment		-	7	5
Accident analysis & risk management		-	22	7
Deck operations manager		-	7	7
Total		-	109	107

**Number of lost time injury cases identified in the workplace per one million hours worked by all employees

Number of cases × 1 million (hours) / Number of seamen × 24 (hours) × 365 (days)

Governance Data

Number of directors & auditors (As of June 2025)		Male		Female		合計	
		Number	Ratio	Number	Ratio	Number	Ratio
Directors		6	66.7%	3	33.3%	9	-
	Outside directors	2	50.0%	2	50.0%	4	44.4%
Audit & supervisory board member		4	100.0%	0	0.0%	4	-
	Outside audit & supervisory board member	3	100.0%	0	0.0%	3	75.0%
Executive Officer		10	76.9%	3	23.1%	13	-

Skill matrix (As of June 2025)		Skills expected of the board members								
Skills required for the Board of Directors		Inside directors					Outside directors			
		Kazuma Yamanaka	Noriko Miyamoto	Toru Fujita	Shinichi Kitazato	Kiyoshi Kanemitsu	Setsu Onishi	Masako Yoshida	Keisuke Takegahara	Riyo Kano
Management	Corporate manage-ment	○	○				○	○		
	Market & business	○	○			○	○	○	○	
	Worksite & technologies (including ICT)		○	○	○	○				
Independent	Accounting & Finance				○		○		○	
	Governance, Risk Management, Compliance	○	○		○		○	○	○	○
	Human resources Management	○		○	○			○		
	Sustainability	○	○	○			○	○	○	○
	Customer Relations	○		○		○				
Experience	Overseas assignment (global)		○			○	○		○	
	Employment at another company (Internal Director)	○	○							
	Management experience (Outside Director)						○	○		

Governance Data

Number of shares held & Attendance etc (As of June 2025)			Number of shares held * 1 [thoudans]	Board of Directors		Audit and Supervisory Board		Nomination and Compensation Advisory Committee		
Title	Name	Years in office		Attendance	ratio	Attendance	ratio	Attendance	ratio	Committee
Representative Director	Kazuma Yamanaka	5	46	14/14	100%	-	-	6/6	100%	○
Directors	Noriko Miyamoto	2	13	14/14	100%	-	-	-	-	-
Directors	Toru Fujita	4	71	14/14	100%	-	-	-	-	-
Directors	Shinichi Kitazato	3	70	14/14	100%	-	-	6/6	100%	○
Directors	Kiyoshi Kanemitsu*2	1	36	10/10	100%	-	-	-	-	-
Outside directors	Setsu Onishi	8	10	14/14	100%	-	-	6/6	100%	○
Outside directors	Masako Yoshida	2	4	14/14	100%	-	-	6/6	100%	○
Outside directors	Keisuke Takegahara*2*3	-	-	10/10	100%	14/14	100%	-	-	○
Outside directors	Riyo Kano*4	-	-	-	-	-	-	-	-	○
Audit & Supervisory Board Member (full-time)	Toru Kihira*2	1	30	10/10	100%	14/14	100%	-	-	-
Outside Audit & Supervisory Board Member (full-time)	Soichi Miyazawa*4	-	-	-	-	-	-	-	-	-
Outside Audit & Supervisory Board Member	Shohei Yamamoto	3	-	14/14	100%	19/19	100%	-	-	-
Outside Audit & Supervisory Board Member	Tomomi Mori*2	1	-	10/10	100%	14/14	100%	-	-	-

*1As of March 31, 2025

*2 Number of meetings of the Board of Directors and the Board of Corporate Auditors since June 26, 2024.

*3 As he was appointed as a member of the Nomination and Compensation Advisory Committee on June 25, 2025, the number of his attendance is fewe

*4 Attendance is not listed because they took office on June 25, 2025.

Governance Data

Compensation [Million yen]		Total fixed compensation	Total performance-based compensation
Directors		207	86
	Outside director	32	-
Audit & supervisory board members		42	-
	Outside audit & supervisory board members	24	-

The number of recipients and the amount of fixed remuneration above include two directors and two of the three auditors who retired at the conclusion of the 98th Annual General Meeting of Shareholders held on June 26, 2024. One of the retired auditors is not included as they were unpaid. Additionally, one currently serving unpaid auditor is also not included.

Compliance	FY2022	FY2023	FY2024
Penalty Charges, Surcharges, and Settlement Money related to the Antitrust Law and Competition Law	0	0	0
Political Contributions [yen]	0	0	0
Employees disciplined and dismissed for non-compliance with the Basic Anti-Corruption Policy	0	0	0
Number of whistle-blowing reports	2	3	0
Response rate to the employee surveys on internal	95%	95%	95%