

Environmental Data

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

GHG emissions [tCO2e]		2023	2024	2025
Scope 1 (Direct emission from our activities)		2,342,423	2,469,010	2,348,863
Scope 2 (Indirect emission from the use of purchased electricity, heat, and steam)		140	130	124
Scope 3 (Other emission)		372,574	351,375	328,774
	Category 1 (purchased products and services)	6,497	9,447	5,597
	Category 2 (capital goods)	37,291	4,221	1,425
	Category 3 (upstream fuel & power)	327,541	336,357	320,389
	Category 5 * (waste)	70	76	145
	Category 6 (business trip)	993	1,084	1,030
	Category 7 (commuting)	184	189	188
Total GHG emissions		2,715,137	2,820,514	2,677,760

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

Environmental Data

(Scope) All vessels operated by NS United Kaiun Group

Fleet		2023	2024	2025
Fuel consumption [thousand tons]				
HFO				
	Non-consolidated	649	678	645
	Consolidated	670	697	662
MDO				
	Non-consolidated	38	38	39
	Consolidated	78	78	81
Low-carbon Fuel consumption [tons]				
Biodiesel (B100)		183	373	560
LNG		-	813	893
CO2 emissions [thousand tons]				
Non-consolidated		2,156	2,233	2,133
Consolidated		2,344	2,421	2,318
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	6.6	6.9	6.5
	Consolidated	7.2	7.4	7.2
NOx emissions				
	Non-consolidated	47.0	48.8	46.6
	Consolidated	49.8	51.6	49.2

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NS United Kaiun Group

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Environmental Data

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

Tokyo Office (Head Office Building)	2023	2024	2025
Electric power [kWh]	261,066	233,624	246,232
Steam [MJ]	395,870	467,076	493,773
Cold water [MJ]	1,106,554	1,030,332	1,084,546
Wastewater [ton]*	2,329	2,642	2,015

* 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	2023	2024	2025
Tokyo Office [ton]	16	15	70* ³
Vessel under our management [ton]* ²	712	812	686

*¹ : Excluding *².

*² : Vessels operated by NS United Kaiun Kaisha, Ltd. (ratio based on consolidated transportation volume) 2023 : 35%, 2024 : 28%, 2025 : 30%

*³ : The amount temporarily increased due to waste generated in connection with the relocation of the Tokyo office.

(Scope)All NS United Kaiun group consolidated sites

Violations of environmental laws and regulations	2023	2024	2025
Number of cases	0	0	0
Fine (yen)	0	0	0

Environmental certification	2023	2024	2025
Percentage of sales	87.8%	87.5%	85.9%

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Social Data

Human Resources & Diversity			FY2023	FY2024	FY2025	
Number of all employees						
Consolidated			649	656	669	
			Male	555	558	568
			Female	94	98	101
			Ratio of female	14.5%	14.9%	15.1%
Non-consolidated			234	247	261	
			Male	181	193	205
			Female	53	54	56
			Ratio of female	22.6%	21.9%	21.5%
Number of employees by occupation type*						
Non-consolidated	Office workers		184	189	205	
			Male	136	139	153
			Female	48	50	52
			Ratio of female	35.3%	26.5%	25.4%
	Seafarers		50	58	56	
			Male	45	54	52
			Female	5	4	4
			Ratio of female	10.0%	6.9%	7.1%

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Social Data

Human Resources & Diversity		FY2023	FY2024	FY2025
Fixed term employees				
Consolidated				
	Number	22	28	37
	Ratio	3.4%	4.3%	6.5%
Non-consolidated				
	Number	16	14	19
	Ratio	6.8%	5.7%	9.3%
Number of women in executive positions				
Non-consolidated				
		13	13	13
	Number	3	3	3
	Ratio	23.1%	23.1%	23.1%
Number of women in managerial positions				
Consolidated				
		106	111	115
	Number	1	1	2
	Ratio	0.8%	0.9%	1.7%
Non-consolidated				
		59	63	76
	Number	0	0	1
	Ratio	-	-	1.3%

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Social Data

Human Resources & Diversity		FY2023	FY2024	FY2025
Average annual income (yen)				
Non-consolidated		11,432,364	11,020,063	11,966,894
Ratio of gender wage gap				
Non-consolidated				
	All employees	73.5%	76.4%	71.0%
	Regular employees	74.1%	76.7%	70.6%
	Non-regular employees	77.2%	73.1%	51.7%
Consolidated subsidiaries				
	All employees	71.7%	69.0%	71.8%
	Regular employees	71.2%	68.5%	71.8%
	Non-regular employees	-	-	-
Consolidated companies				
	All employees	85.2%	69.0%	78.8%
	Regular employees	85.0%	69.5%	79.3%
	Non-regular employees	96.6%	57.9%	62.8%
Number of employees using re-employment program				
Non-consolidated		8	0	0
Ratio of employees with disabilities				
Consolidated		0.2%	0.2%	0.4%
Non-consolidated		0.7%	0.4%	0.8%

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Number of Hires & Retention Rate		FY2023	FY2024	FY2025
Number of hires				
Non-consolidated		13	14	13
	Male	10	10	9
	Female	3	4	4
	Ratio of female	23.1%	28.6%	30.8%
Turnover rate				
Consolidated		8.9%	4.0%	6.0%
Non-consolidated		5.9%	2.5%	4.3%
	Office workers	5.8%	2.6%	3.1%
	Seafarers	6.1%	1.9%	8.3%
Number of employees who resigned with less than three years of service				
Non-consolidated				
	Office workers	0	0	1
	Seafarers	0	0	0
Average years of service				
Non-consolidated		13.8	14.7	14.4
	Office workers	14.7	15.7	15
	Seafarers	10.3	11.5	12.4
Average age				
Non-consolidated		40.2	40.1	40.2
	Office workers	41.7	41.5	41.3
	Seafarers	34.6	35.8	36.2

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Social Data (non-consolidated)

Human Resource Development & Training	FY2023	FY2024	FY2025
Average training costs per employee (yen)			
Total	210,751	212,403	214,465
Office workers	133,182	109,300	117,290
Seafarers	490,607	546,494	576,262
Total amount of training costs (yen)			
Total	49,526,535	52,463,625	55,761,022
Office workers	24,505,558	20,766,983	24,064,953
Seafarers	25,020,977	31,696,642	31,696,069
Average training days per employee			
Total	6.0	6.0	5.7
Office workers	3.5	3.0	3.0
Seafarers	15.2	15.6	15.8
Average training hours per employee			
Total	42	42	40
Office workers	24.4	21.3	21.2
Seafarers	106.6	108.9	110.9
Total amount of training hours			
Total	9,923	10,362	10,446
Office workers	4,484	4,048	4,349
Seafarers	5,439	6,314	6,097
Total hours of overseas training	5,922	5,926	5,741

Social Data (non-consolidated)

Well - being	FY2023	FY2024	FY2025
Work hours & days of paid leave taken			
Average monthly overtime hours	8.8	9.7	9.6
Average days of paid leave taken	10.5	14	15.3
Number of employees using childcare leave system	8	11	11
Male	7	10	9
Female	1	1	2
Male usage rate	71.4%	111.1%	84.6%
Return rate of childcare leave	100.0%	100.0%	90.9%
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			FY2023	FY2024	FY2025
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	0	1
	Japanese seafarers			0	1
			Injuries	1	1
			Diseases	0	0

Social Data (non-consolidated)

Occupational Health & Safety		FY2023	FY2024	FY2025
Rate of employees receiving health exams				
Office workers		83%	100%	100%
Seafarers		100%	100%	100%
LTIR*				
Seafarers	Japanese and non-Japanese seafarers	0.3%	1.0%	0.7%

**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 2026)		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 2026)		Skills expected of the board members								
Skills required for the Board of Directors		Inside directors					Outside directors			
		Kazuma Yamanaka	Noriko Miyamoto	Takamasa Takami	Yoshinori Sato	Kyo Sonoda	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	○		○	○					
	Overseas assignment (global)		○		○	○	○		○	
Experience	Employment at another company (Internal Director)	○	○							
	Management experience (Outside Director)						○	○		

Governance Data

Number of shares held & Attendance etc (As of June 2026)			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	6	64	14/14	100%	-	-	3/3	100%	○
Directors	Noriko Miyamoto	3	24	14/14	100%	-	-	-	-	-
Directors	Takamasa Takami*2	-	40	-	-	-	-	-	-	-
Directors	Yoshinori Sato*2	-	23	-	-	-	-	-	-	-
Directors	Kyo Sonoda*2	-	62	-	-	-	-	-	-	○
Outside directors	Setsu Onishi	9	11	14/14	100%	-	-	3/3	100%	○
Outside directors	Masako Yoshida	3	7	14/14	100%	-	-	3/3	100%	○
Outside directors	Keisuke Takegahara*3	1	-	14/14	100%	5/5	100%	3/3	100%	○
Outside directors	Riyo Kano*3	1	-	9/10	90%	-	-	3/3	100%	○
Audit & Supervisory Board Member (full-time)	Toru Kihira	2	30	14/14	100%	17/17	100%	-	-	-
Outside Audit & Supervisory Board Member (full-time)	Soichi Miyazawa*3	1	-	10/10	100%	12/12	100%	-	-	-
Outside Audit & Supervisory Board Member	Shohei Yamamoto	4	-	14/14	100%	17/17	100%	-	-	-
Outside Audit & Supervisory Board Member	Tomomi Mori	2	-	14/14	100%	17/17	100%	-	-	-

*1 As of March 31, 2026

*2 Attendance is not listed because they took office on June 25, 2026.

*3 Number of meetings of the Board of Directors and the Board of Corporate Auditors since June 25, 2025.

Governance Data

Compensation [Million yen]		Total fixed compensation	Total performance-based compensation
Directors		213	85
	Outside director	41	-
Audit & supervisory board members		54	-
	Outside audit & supervisory board members	30	-

The number of the amount of fixed remuneration shown above include one Director and one Audit & Supervisory Board Member who retired upon the conclusion of the 99th Annual General Meeting of Shareholders held on June 25, 2025. The figures do not include one Audit & Supervisory Board Member who served without remuneration during the fiscal year.

Compliance	FY2023	FY2024	FY2025
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%