





# Today's Agenda





of



# Overall Company

- Kawasaki Kisen Kaisha 31%
- Mitsui O.S.K. Lines 31%
- Nippon Yusen Kabushiki Kaisha

USD\$ 3 Billion e

**Container Shipping Business**  
(including terminal operating business excluding Japan)

Approx. 1.5 Million TEU\*, 6th in the  
market with approx. 7% of global share











---

# ONE Go-to-Market Strategy

**ONE** takes a strong differentiated approach

**Single Global Brand**



---

# Core Vd0







---

# 3. FY18 1H Result and Whole Year Forecast



---

# 1H Results and FY18











---

# Background of downward revision for FY18 forecastcg















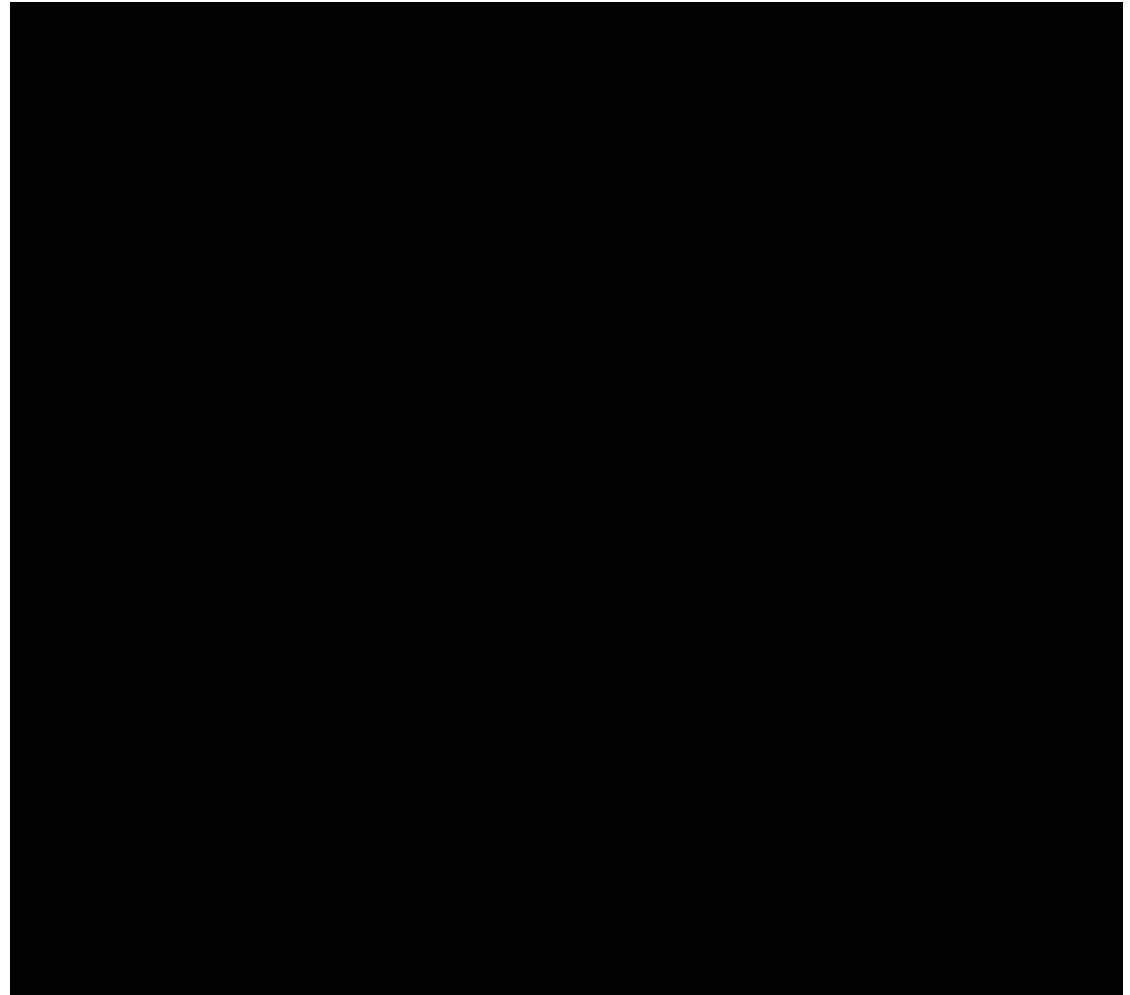






---

# Fuel Price







---

# Terminal Congestion





# Action Plans for Profit Improvement





# Action Plans for Profit Improvement



# Action Plans for Profit Improvement



# Action Plans for Profit Improvement





