

Main Consolidated Financial and Non-financial Information

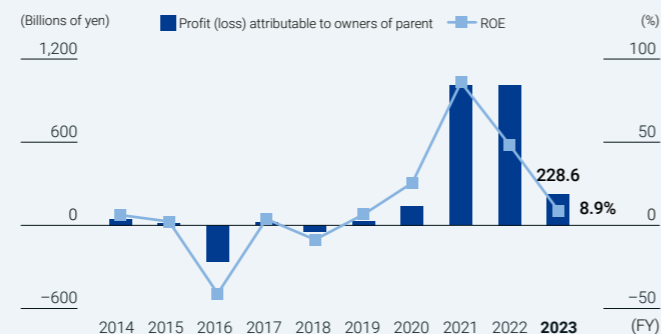
Accounting period (FY)	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
Results of Operations:						
Revenues	¥ 2,401,820	¥ 2,272,315	¥ 1,923,881	¥ 2,183,201	¥ 1,829,300	¥ 1,668,355
Operating profit (loss)	66,192	48,964	(18,078)	27,824	11,085	38,696
Recurring profit (loss)	84,010	60,058	1,039	28,016	(2,052)	44,486
Profit (loss) attributable to owners of parent	47,591	18,238	(265,744)	20,167	(44,501)	31,129
Capital expenditures	199,343	115,791	155,993	200,443	170,776	139,232
Depreciation and amortization	101,045	103,347	92,004	87,839	89,713	104,057
Financial Position at Year-End:						
Total assets	2,569,828	2,244,772	2,044,183	2,071,636	2,001,704	1,933,264
Interest-bearing debt	1,098,357	940,576	945,391	983,432	1,046,182	1,049,853
Shareholders' equity	810,311	773,678	522,471	551,887	487,432	462,664
Cash Flows:						
Operating activities	136,448	142,857	27,924	89,090	45,260	116,931
Investing activities	26,755	(46,895)	(144,612)	(137,994)	(132,292)	(54,867)
Financing activities	(199,007)	(160,260)	1,952	17,587	62,715	(61,733)
Per-Share Data:						
Basic net income (loss)	93.5	35.8	(524.1)	39.9	(87.9)	61.5
Equity	1,592.62	1,520.70	1,032.65	1,090.74	963.09	913.47
Cash dividends applicable to the year	23	20	-	10	7	13
Dividend payout ratio	24.9%	55.8%	-	25.1%	-	21.7%
Management Indicators:						
Return on invested capital (ROIC)	3.3%	3.6%	(15.1%)	3.1%	(0.2%)	3.7%
Return on equity (ROE)	6.2%	2.3%	(41.0%)	3.8%	(8.6%)	6.6%
Debt-to-equity ratio (DER) (times)	1.36	1.22	1.81	1.78	2.15	2.27
Shareholders' equity ratio	31.5%	34.5%	25.6%	26.6%	24.4%	23.9%
Non-Financial Information:						
GHG emissions (ton-CO ₂ e)	21,349,624	21,174,221	21,887,394	20,984,431	14,142,058	13,412,790
Downtime (hours)	14.2	18.4	11.0	23.9	19.3	19.4
Number of Group employees (persons)	33,520	34,276	35,935	37,820	35,711	34,857

Note 1: The dividend payout ratio has not been stated when loss attributable to owners of parent has been recorded.
 Note 2: GHG emissions are total values for Scope 1 + Scope 2. Calculation standards were changed as of fiscal 2023. Figures for fiscal 2014 through fiscal 2022 have been adjusted accordingly. From fiscal 2018 onward, the three major Japanese shipping companies integrated their container shipping businesses, and the resulting business was excluded from the scope of consolidation. Therefore, the figures do not include emissions from container ships.
 Note 3: The Company uses operational downtime due to accidents or trouble to measure the achievement of safe ship operations and is working to reduce downtime to at most 10 hours per operating ship per year (https://www.nyk.com/english/sustainability/pdf/2024report_009en.pdf). The standard for aggregating downtime changed from fiscal years to calendar years from 2020. Data for 2020 has a partial overlap with 2019 (January to March 2020).
 Note 4: The per-share data on this page in this 10-year summary takes into consideration the effect of a reverse stock split conducted on October 1, 2017 (1-for-10 shares of common stock) and a stock split conducted on October 1, 2022 (3-for-1 shares of common stock). (Net income is rounded to one decimal place, net assets are rounded to two decimal places, and annual cash dividends are rounded to the nearest yen.)
 Note 5: ROIC = (Operating income after tax + Extraordinary profit & loss after tax + Equity in earnings of affiliates + Dividend income) ÷ (Invested capital).

Revenues

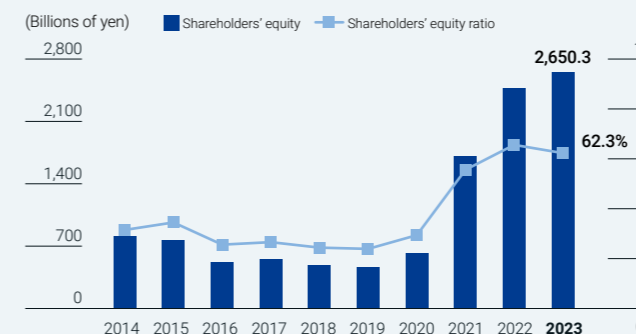


Profit (Loss) Attributable to Owners of Parent / ROE

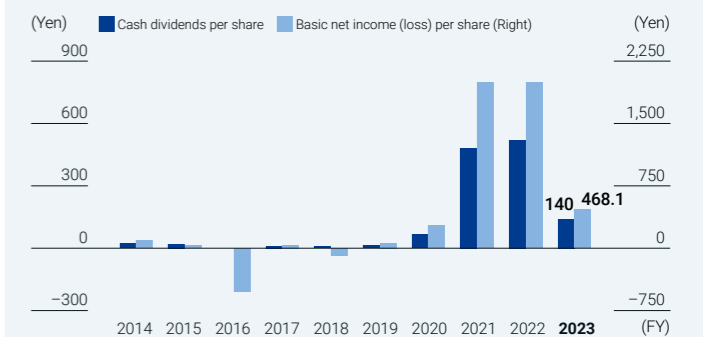


FY2020	FY2021	FY2022	FY2023
(Millions of yen)			
¥ 1,608,414	¥ 2,280,775	¥ 2,616,066	¥ 2,387,240
71,537	268,939	296,350	174,679
215,336	1,003,154	1,109,790	261,341
139,228	1,009,105	1,012,523	228,603
101,778	205,140	198,865	335,816
98,803	101,596	121,658	141,605
(Millions of yen)			
2,125,480	3,080,023	3,776,797	4,254,770
951,143	808,299	694,091	913,806
625,332	1,713,713	2,478,641	2,650,371
(Millions of yen)			
159,336	507,762	824,853	401,414
(16,871)	(148,571)	(252,964)	(285,631)
(125,483)	(237,535)	(581,203)	(163,420)
(Yen)			
274.9	1,991.3	1,993.7	468.1
1,234.42	3,381.43	4,877.55	5,772.50
67	483	520	140
24.3%	24.3%	26.1%	29.9%
(Yen)			
11.7%	47.1%	35.7%	8.3%
25.6%	86.0%	48.3%	8.9%
1.52	0.47	0.28	0.34
29.4%	55.6%	65.6%	62.3%
(Yen)			
11,699,499	12,724,086	11,331,299	11,473,705
17.1	20.0	15.6	17.1
35,057	35,165	35,502	35,243

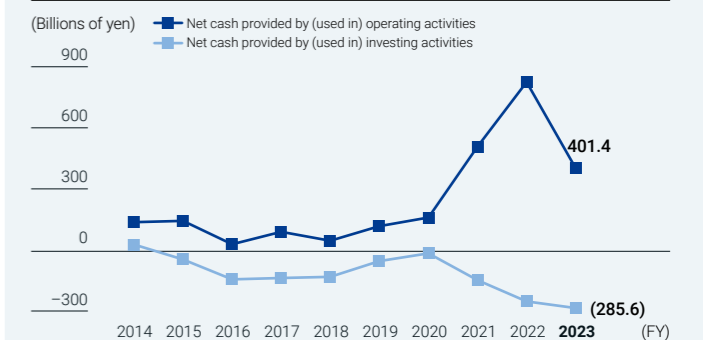
Shareholders' Equity / Shareholders' Equity Ratio



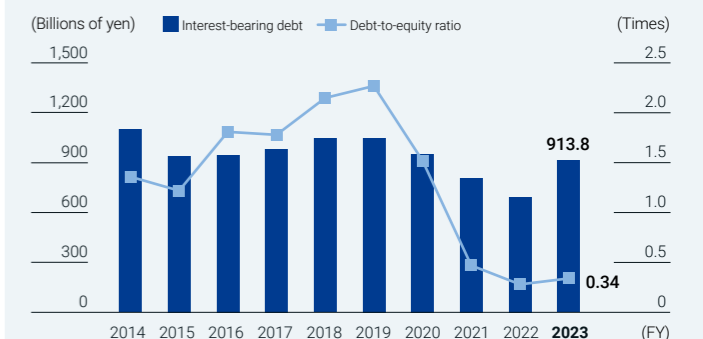
Cash Dividends per Share / Basic Net Income (Loss) per Share



Cash Flows



Interest-Bearing Debt and Debt-to-Equity Ratio (Gross)



Ratings

(As of July 31, 2024)

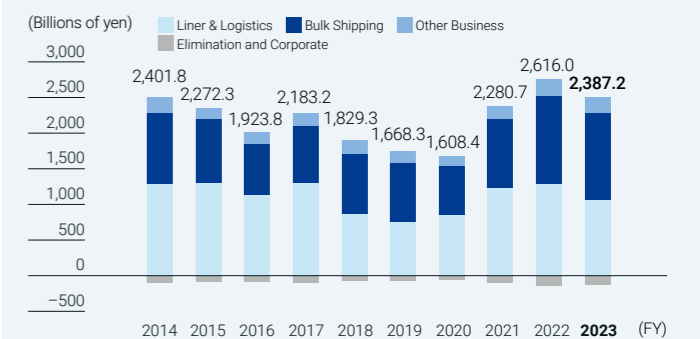
Rating Company	Type of Rating	Rating
Japan Credit Rating Agency, Ltd. (JCR)	Long-Term Issuer Rating (Outlook)	AA- (Stable)
	Bond Rating	AA-
Rating and Investment Information, Inc. (R&I)	Issuer Rating (Outlook)	A (Positive)
	Long-Term	A
	Short-Term	a-1
Moody's	Issuer Rating (Outlook)	Baa3 (Stable)

Main Financial Information by Business Segment

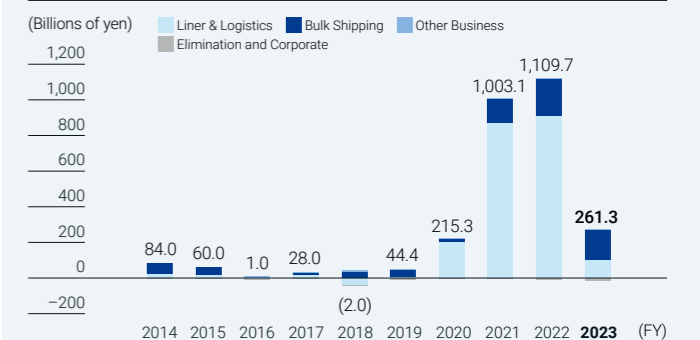
Accounting period (FY)	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
Revenues:										(Millions of yen)
Liner Trade	¥ 696,352	¥ 706,366	¥ 585,904	¥ 691,433	¥ 286,339	¥ 202,248	¥ 170,537	¥ 190,552	¥ 200,705	¥ 192,353
Air Cargo Transportation	99,110	91,101	81,919	97,826	56,750	75,157	122,459	188,731	218,095	161,186
Logistics	486,919	496,509	461,361	512,332	525,826	476,326	561,234	847,492	862,446	702,299
Bulk Shipping	995,851	902,291	717,729	795,606	841,358	819,807	681,564	974,556	1,240,816	1,231,654
Automotive	-	-	-	-	-	-	-	-	-	490,902
Dry Bulk	-	-	-	-	-	-	-	-	-	573,331
Energy	-	-	-	-	-	-	-	-	-	173,372
Others	-	-	-	-	-	-	-	-	-	222,683
Real Estate	9,504	9,781	9,439	7,941	7,617	7,346	6,884	4,207	3,352	3,127
Other Business Services	170,607	147,015	146,614	172,300	188,158	165,690	129,789	170,405	234,512	219,604
Cruises	49,802	-	-	-	-	-	-	-	-	-
Elimination and Corporate	(106,327)	(80,751)	(79,087)	(94,238)	(76,751)	(78,220)	(64,055)	(95,169)	(143,863)	(122,984)
Consolidated Total	2,401,820	2,272,315	1,923,881	2,183,201	1,829,300	1,668,355	1,608,414	2,280,775	2,616,066	2,387,240
Recurring Profit (Loss):										
Liner Trade	9,807	(321)	(12,716)	10,874	(26,401)	13,442	140,821	734,245	790,637	67,891
Air Cargo Transportation	699	1,585	2,631	1,811	(15,969)	(15,583)	33,281	74,068	61,556	5,758
Logistics	10,794	11,869	7,650	2,382	7,728	4,721	27,049	58,727	54,284	25,950
Bulk Shipping	60,082	46,595	(4,168)	9,643	33,791	44,187	18,605	139,100	210,440	170,296
Automotive	-	-	-	-	-	-	-	-	-	105,855
Dry Bulk	-	-	-	-	-	-	-	-	-	18,040
Energy	-	-	-	-	-	-	-	-	-	46,393
Others	-	-	-	-	-	-	-	-	-	3,627
Real Estate	3,257	3,379	12,079	2,659	2,747	2,564	2,584	2,127	1,323	1,593
Other Business Services	(596)	(53)	(1,496)	3,167	3,082	1,773	(2,251)	(1,231)	592	2,033
Cruises	2,117	-	-	-	-	-	-	-	-	-
Elimination and Corporate	(2,153)	(2,997)	(2,940)	(2,522)	(7,031)	(6,619)	(4,754)	(3,884)	(9,044)	(12,183)
Consolidated Total	84,010	60,058	1,039	28,016	(2,052)	44,486	215,336	1,003,154	1,109,790	261,341
Assets:										
Liner Trade	499,804	419,247	401,983	405,307	361,893	296,981	428,685	945,345	1,379,232	1,409,631
Air Cargo Transportation	56,221	47,597	53,004	77,362	64,122	63,205	65,535	141,904	135,103	130,927
Logistics	274,382	250,303	255,189	277,919	281,834	281,608	348,707	418,931	473,901	513,834
Bulk Shipping	1,501,200	1,338,549	1,269,346	1,256,094	1,285,305	1,269,819	1,271,637	1,497,120	1,754,550	2,235,788
Real Estate	56,835	63,542	56,266	58,854	57,328	54,948	52,400	27,764	26,562	30,266
Other Business Services	414,123	251,326	209,981	195,238	171,748	159,032	173,614	221,454	247,344	350,632
Cruises	44,273	-	-	-	-	-	-	-	-	-
Elimination and Corporate	(277,012)	(125,795)	(201,587)	(199,141)	(220,530)	(192,330)	(215,099)	(172,497)	(239,897)	(416,311)
Consolidated Total	2,569,828	2,244,772	2,044,183	2,071,636	2,001,704	1,933,264	2,125,480	3,080,023	3,776,797	4,254,770
Depreciation and Amortization:										
Liner Trade	17,660	20,173	17,646	13,770	11,754	11,668	9,891	9,818	9,771	9,468
Air Cargo Transportation	2,595	2,160	2,360	2,825	4,485	4,006	3,232	5,651	9,427	9,933
Logistics	8,043	8,202	7,175	8,355	9,088	19,881	19,913	21,003	25,130	31,402
Bulk Shipping	68,688	68,942	61,223	59,404	60,465	65,982	63,293	63,356	75,506	88,452
Real Estate	1,090	1,118	1,056	1,259	1,285	1,355	1,366	702	534	531
Other Business Services	1,387	2,916	2,543	2,244	2,672	1,216	1,159	1,109	1,331	1,852
Cruises	1,800	-	-	-	-	-	-	-	-	-
Elimination and Corporate	(220)	(166)	(1)	(19)	(37)	(53)	(53)	(46)	(43)	(34)
Consolidated Total	101,045	103,347	92,004	87,839	89,713	104,057	98,803	101,596	121,658	141,605

Note 1: Since fiscal 2015, "Cruises" has been included in "Other Business Services." Figures before changes to business segment classifications have not been restated.
 Note 2: Due to a change in the method of calculating interest and other amounts attributable to each segment as of fiscal 2023, the recurring profit (loss) of each segment for fiscal 2022 has also been restated based on the changed measurement method. Consolidated totals and revenues are not affected.
 Note 3: As of fiscal 2024, the presentation of disclosure segments was changed. The "bulk shipping business" was divided into the "automotive business," the "dry bulk business," and the "energy business." The "real estate business" and "other business services" were consolidated into "others." For fiscal 2023, figures by segment for revenues and recurring profit (loss) after said changes have also been included. Due to the effect of adjustments such as the elimination of inter-segment transactions, there are some discrepancies between the figures for each segment and the totals for fiscal 2023.

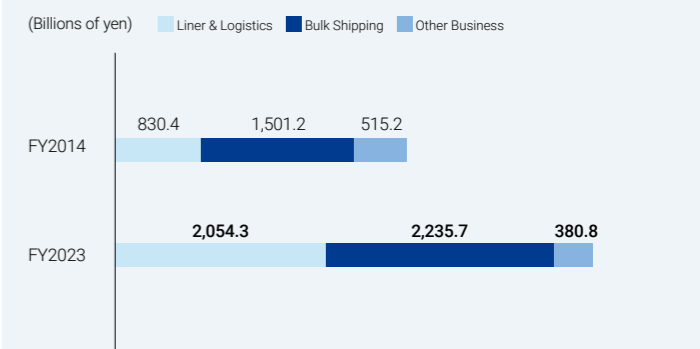
Revenues



Recurring Profit (Loss)



Assets

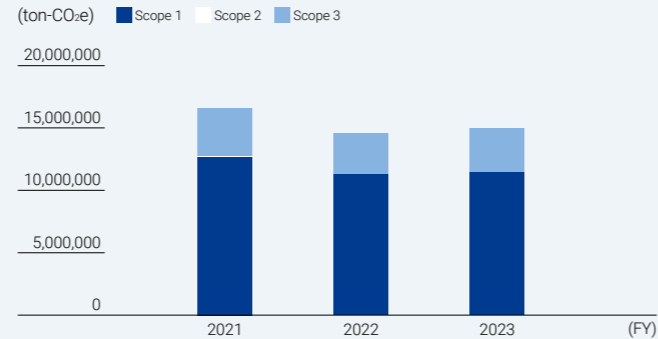


The NYK Group (Includes NYK Headquarters)

GHG Emissions by Scope

Note: Rounded down to the nearest whole number

GHG-related	Units: ton-CO ₂ e			
Overall output	FY2021	FY2022	FY2023	Ratio in FY2023 (%)
Scope 1	12,678,695	11,255,044	11,410,363	76.4%
Scope 2	45,391	76,255	63,342	0.4%
Scope 1+2	12,724,086	11,331,299	11,473,705	—
Scope 3	3,890,661	3,264,023	3,455,848	23.1%
Scope 1+2+3	16,614,748	14,595,322	14,929,553	—
Emissions from biofuel (from ships)	—	—	15,230	—



Note 1: The scope of aggregation includes headquarters and consolidated subsidiaries.
 Note 2: CO₂e: CO₂ equivalent
 Note 3: GHG emissions data for Scope 1, Scope 2, Scope 3, and biofuel has been verified by a third-party organization. Verification Report (<https://www.nyk.com/english/sustainability/pdf/environment009en.pdf>)
 Note 4: Emissions data for Scope 2 is calculated on a market basis.

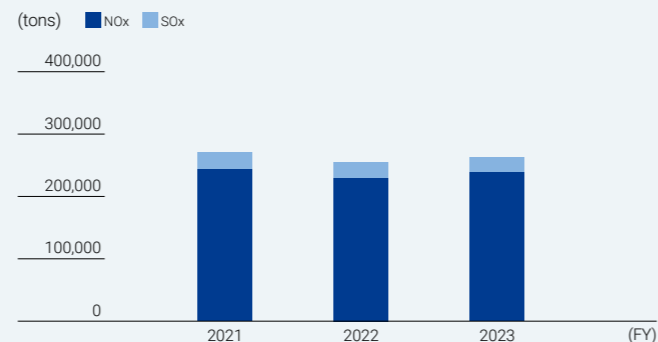
Output breakdown	Subcategory	FY2021	FY2022	FY2023
Scope 1	Ships	10,708,996	10,123,951	10,224,932
	Aircraft	1,721,397	964,063	1,048,651
	Others	248,301	167,029	136,779
	Total	12,678,695	11,255,044	11,410,363
Scope 2 – Market basis		45,391	76,255	63,342
Scope 2 – Location basis		49,010	77,710	67,375
Scope 3	Category 1	1,887,367	1,486,233	1,347,827
	Category 2	255,143	197,887	482,457
	Category 3	1,730,934	1,552,422	1,585,711
	Category 5	16,379	19,827	29,792
	Category 6	678	7,404	9,877
	Category 7	157	247	183
	Total	3,890,661	3,264,023	3,455,848
Emissions from biofuel	Ships	—	—	15,230

Note 1: Scope 2 emissions are calculated on a market basis inside Japan and on a location basis overseas.
 Note 2: In fiscal 2022, a renewable energy certificate was used to offset the electricity used at the Yokohama Branch and the NYK Maritime Museum (234,641 kWh).

NOx and SOx Emissions

Other than GHGs

Output (from ships)	FY2021	FY2022	FY2023
NOx	243,726	229,722	238,244
SOx	26,970	25,216	24,994



Energy and Resource Consumption Amounts

GHG-related					
Input breakdown	Subcategory	Unit	FY2021	FY2022	FY2023
Scope 1	Heavy oil A (MDO)	Tons	30,415	27,219	143,986
	Heavy oil C	Tons	3,184,649	2,979,644	2,972,183
	Gas oil (ships)	Tons	159,484	173,779	69,341
	LNG (ships)	Tons	5,620	14,387	41,530
	Jet fuel	Kl	699,024	391,486	423,584
	Gasoline	Kl	71,860	9,058	3,602
	Kerosene	Kl	52	49	32
	Diesel	Kl	23,285	49,408	41,418
	LPG	Tons	511	375	2,547
	Natural gas	m ³	8,624,448	7,460,194	7,834,651
	Private power generation derived from renewable energies	MWh	—	5,970	8,874
Scope 2-related	Electricity	MWh	119,880	162,030	146,029
	Electricity derived from renewable energy	MWh	—	—	15,722
Scope 3-related	Waste (office)	Tons	5,679	6,831	10,142
Biofuel	Electricity	Tons	—	—	6,287
	Ships				

Note: Electricity consumption in Japan is calculated on a market basis. CO₂ emissions volume from electric power consumption for each fiscal year has been calculated using the coefficients for each electricity provider (actual figures for each fiscal year) published by the Ministry of the Environment.

Other than GHGs

Input from offices	Unit	FY2021	FY2022	FY2023
Water	m ³	292,510	863,697	339,188
Paper	Kg	636,903	1,007,991	1,021,337

The NYK Group (Includes NYK Headquarters) As of the end of each company's fiscal year

Employee Demographics

Number of employees of consolidated companies (long-term employees, employees on contracts of more than six months)

		FY2021	FY2022	FY2023
Number of employees	Total (a)	35,165	35,502	35,243
By region	Japan	7,837	7,900	8,006
	Europe	8,640	8,544	8,398
	South Asia	12,446	12,322	12,329
	North America	2,075	2,236	2,057
	East Asia	2,888	2,875	2,750
	Oceania	185	189	187
	Central and South America	1,094	1,436	1,516
Number of employees promoted to director by region*1	Japan	174	180	173
	Women	6	7	8
	Europe	86	75	104
	Women	15	7	14
	South Asia	100	116	129
	Women	18	23	16
	North America	23	26	12
	Women	4	4	2
	East Asia	28	22	29
	Women	1	1	4
	Oceania	5	5	5
	Women	0	0	0
	Central and South America	12	9	15
	Women	3	4	5

*1 Local employees. Excludes employees seconded from headquarters and other organizations

Employee Diversity

		FY2021	FY2022	FY2023
Number of non-Japanese seafarers*1	Total (b)	10,788	10,622	11,190
Ratio of women employees (%)		37.0	37.9	37.7
Ratio of women managers*2 (%)		25.9	25.2	26.2

*1 From fiscal 2022, the aggregation standard was changed. In conjunction with this, the figures for fiscal 2021 have been revised.

*2 Managers or higher

		FY2021	FY2022	FY2023
Ratio of management by region and gender*1 (%)	Japan	91.1	90.1	90.0
	Women	8.9	9.9	10.0
	Europe	71.0	68.0	64.5
	Women	29.0	32.0	35.5
	South Asia	59.5	64.0	62.8
	Women	40.5	36.0	37.2
	North America	66.4	67.4	67.3
	Women	33.6	32.6	32.7
	East Asia	65.1	63.9	61.4
	Women	34.9	36.1	38.6
	Oceania	86.7	82.4	79.4
	Women	13.3	17.6	20.6
	Central and South America	72.5	71.9	75.0
	Women	27.5	28.1	25.0
By gender	Men	22,438	22,372	22,286
	Women	12,727	13,130	12,957
New hires	Total	6,260	6,579	4,730
	Men	3,679	4,116	2,938
	Women	2,581	2,463	1,792
Ratio of voluntary resignations (%)		14.8	14.1	11.7

*1 Local employees who are managers or higher. Includes employees seconded from headquarters and other organizations

Number of Group Employees (Including Non-Japanese Seafarers)

	FY2021	FY2022	FY2023
Total (a + b)	45,953	46,124	46,433

Occupational Health and Safety

	FY2021	FY2022	FY2023
Lost-time injury (LTI) rate (%)*1	2.00	2.52	2.54
Number of work-related deaths	1	2	1
Mortality rate (%)	0.00	0.01	0.00

*1 Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 1,000,000. Total working hours are calculated as 2,000 hours per person.

NYK Headquarters

Employee Demographics

		FY2021	FY2022	FY2023
Number of employees	Total	1,800	1,852	1,863
By gender	Men	1,479	1,523	1,525
	Women	321	329	338
Long-term employees	Office workers (excludes navigation officers and engineers at office locations)	766	791	797
	Navigation officers and engineers	246	242	249
	Men	577	586	588
	Women	19	21	22
Fixed-term employees	Office workers	127	139	132
	Seafarers	6	4	4
	Men	51	60	60
	Women	6	4	4
Non-fixed-term employees*1	Office workers	3	3	4
	Seafarers	5	6	7
	Men	0	0	0
	Women	0	0	0
Long-term employees, fixed-term employees, and non-fixed-term employees	Office workers (excludes navigation officers and engineers at office locations)	1,198	1,241	1,249
	Navigation officers and engineers	602	611	614
Average age*2 (years old)	Office workers (excludes navigation officers and engineers at office locations)	41.2	41.0	40.6
	Navigation officers and engineers	38.8	39.2	39.4
Age range*2	Office workers (excludes navigation officers and engineers at office locations)	Under 30	195	189
		30–49	509	546
		50 and older	308	298
	Navigation officers and engineers	Under 30	139	143
		30–49	335	335
		50 and older	122	129
New hires*3	Total	66	87	89
New-graduate hires	Total	54	56	62
	Office workers (excludes navigation officers and engineers at office locations)	Men	19	22
		Women	10	7
	Navigation officers and engineers	Men	22	24
		Women	3	3
Mid-career hires	Total	12	31	27
	Men	11	25	21
	Women	1	6	6
Ratio of mid-career hires*4 (%)		18.2	35.6	30.3
Rate of turnover within three years after hire*5 (%)	Office workers (excludes navigation officers and engineers at office locations)	0.9	0.0	0.6
	Navigation officers and engineers	1.4	6.7	6.3
Ratio of voluntary resignations*6 (%)		1.6	2.1	1.4
Turnover rate at NYK*7 (%)		3.9	4.5	3.3

*1 Employees who converted to employment contracts with no fixed period

*2 Excludes fixed-term employees and employees who converted to employment contracts with no fixed period

*3 New graduates and mid-career hires

*4 From fiscal 2022, the indication standard was changed. In conjunction with this, the figures for fiscal 2021 have been revised.

*5 Calculation method: Number of new graduates and mid-career employees hired in the previous three fiscal years who resigned in each fiscal year / Number of new graduates and mid-career employees hired in the previous three fiscal years

*6 Calculation method: Number of employees who resigned at their own request in each fiscal year / Total number of long-term employees at the end of each fiscal year

*7 Calculation method: Number of employees who resigned in each fiscal year / Total number of long-term employees at the end of each fiscal year

Employee Diversity

		FY2021	FY2022	FY2023
Ratio of women employees (%)	Office workers (excludes navigation officers and engineers at office locations)	24.3	23.4	23.8
	Navigation officers and engineers	3.2	3.5	3.6
Ratio of female recruits, nonconsolidated (%)	Office workers (excludes navigation officers and engineers at office locations)	26.8	21.7	34.9
	Navigation officers and engineers	12.0	11.1	7.7
Ratio of women managers*1 (%)	Office workers (excludes navigation officers and engineers at office locations)	14.0	13.7	13.6
	Navigation officers and engineers	0.4	0.4	0.4
Percentage of female executives (%)	Directors*2	25.0	25.0	25.0
	Executive officers or above	11.1	13.5	13.5
Employment ratio of people with disabilities (%)		1.9	2.0	2.1
Employees union membership rate*3 (%)	Office workers (includes navigation officers and engineers)	83.9	84.4	87.8
	Seafarers (excludes captains)	100.0	100.0	100.0
Ratio of collective bargaining rights holders (%)		100.0	100.0	100.0

*1 Calculation method: Women managers / Total managers

*2 Fiscal 2021 and fiscal 2022 data includes Audit & Supervisory Committee members.

3 Japanese employees (navigation officers and engineers) are members of the All Japan Seamen's Union, except for captains.

* All Japan Seamen's Union: The union is the only industrial labor union in Japan formed by people working in the Japanese maritime-related industry.

Note: Because the collection of racial or ethnic data is legally prohibited or restricted in some countries, we do not collect or disclose information on the percentage of all workers involved in our business activities by race or ethnicity.

Occupational Health and Safety (Includes Fixed-Term Employees)

		FY2021	FY2022	FY2023
Number of occupational accidents*1	Total	2	2	2
	Office workers (including navigation officers and engineers at office locations)	0	0	1
	Seafarers	2	2	1
Lost-time injury (LTI) rate*2 (%)		0.41	0.82	0.40
Number of work-related deaths	Total	0	0	0
	Office workers (including navigation officers and engineers at office locations)	0	0	0
	Seafarers	0	0	0
Number of lost days caused by occupational accidents	Total	71	9	7
	Office workers (including navigation officers and engineers at office locations)	0	0	7
	Seafarers	71	9	0
Health checkup participation percentage (%)		98.1	99.1	99.6
Percentage of employees who smoke (%)		12.4	11.2	11.8
Presenteeism*3 (%)		18.6	17.2	18.0
Non-statutory working hours per month (hours)		23.5	19.1	18.3

*1 Excludes commuting accidents / Major occupational accidents while working on board include falls, pinches, frostbite (burns), etc.

2 Employees working at headquarters, including navigation officers and engineers who are working at office locations, seconded employees from Group companies, and contractors for business consignment, etc.
Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 1,000,000

*3 A condition in which an employee goes to work with some illness or symptoms, resulting in reduced work performance and productivity. The percentage was calculated using each employee's evaluation of their work performance over the past four weeks, with 100% being the performance they would be able to perform when they are not sick or injured.

* Navigation officers and engineers either hold a seafaring license or are in the process of acquiring one at a maritime college.

Employee Support Systems

		FY2021	FY2022	FY2023
Average number of days of paid leave taken*1		17.4	18.8	18.8
Average ratio of paid leave taken (%)		61.3	67.1	67.0
Number of employees who took maternity leave*2		20	15	8
Average ratio of employees who took maternity leave (%)		100.0	100.0	100.0
Number of employees who used parental leave program	Total	53	64	57
	Men	37	52	50
	Women	16	12	7
Ratio of employees who used parental leave program (%)	Total	68.8	76.2	76.0
	Men	60.7	72.2	73.5
	Women	100.0	100.0	100.0
Ratio of employees who returned to work after taking parental leave (%)		91.0	100.0	100.0
	(Number of employees who left the Company: 1)			
Retention rate of employees who used parental leave program (%)		100.0	100.0	100.0
Number of employees who used shortened working-hour program	Total	8	4	6
	Men	0	0	0
	Women	8	4	6
Number of working mothers*3		87	75	71
Number of employees who used family-care leave program*2	Total	1	0	0
	Men	1	0	0
	Women	0	0	0
Ratio of employees who returned to work after taking family-care leave (%)		100.0	Not applicable	Not applicable
Retention rate of employees who used family-care leave program (%)		100.0	Not applicable	Not applicable

*1 Excludes seafarers and employees currently seconded to other companies / Includes paid summer and winter holidays

*2 Total number of users, excluding those who left the Company

*3 Mothers with children in compulsory education or younger / Excludes mothers on maternity or parental leave

Education

		FY2021	FY2022	FY2023
Average number of hours employees participated in training programs	Company average	61.5	60.2	77.6
	Office workers (includes navigation officers and engineers at office locations)*1	16.9	18.1	26.5
	Seafarers	230.5	226.7	290.7
Average expenditure on educational and training programs per employee (yen)	Company average	228,750	235,398	342,888
	Office workers (includes navigation officers and engineers at office locations)*2	113,006	122,497	164,255
	Seafarers	667,968	682,969	1,088,656

*1 Excludes workers trained outside the Company

*2 Programs for office workers trained inside or outside the Company

Established

September 29, 1885

Paid-in Capital

¥144,319,833,730

Employees

Consolidated: 35,243 (NYK and consolidated subsidiaries)
 Non-consolidated: 1,863 (1,249 office workers (excluding seafarers); 614 seafarers)*

* The non-consolidated number of employees includes employees currently assigned to domestic and overseas Group companies.

Headquarters

3-2, Marunouchi 2-chome
 Chiyoda-ku, Tokyo 100-0005, Japan
 Telephone: +81-3-3284-5151
 Website: <https://www.nyk.com/english/>

Common Stock

Number of authorized shares:
 895,065,000 shares

Number of issued and outstanding shares:
 510,165,294 shares
 (including 50,642,025 shares of treasury stock)

Stock Exchange Listing

Prime Market of the Tokyo Stock Exchange

Share Registrar and Management of Special Accounts

Mitsubishi UFJ Trust and Banking Corporation
 Contact Information:
 Stock Transfer Agency,
 Mitsubishi UFJ Trust and Banking Corporation
 P.O. Box No. 29, New Tokyo Post Office, 137-8081
 Toll-free: 0120-232-711

Method of Public Notice

The Company's public notices are available through electronic distribution.
 Website: <https://www.nyk.com/ir/stock/koukoku/>
 However, in the event that electronic distribution is impossible, due to an accident or other unavoidable circumstances, the Company's public notices will appear in the *Nihon Keizai Shimbun* published in Tokyo, Japan.

American Depositary Receipts (ADR)

Symbol: NPNYY
 CUSIP: 654633304
 Exchange: OTC
 Ratio (ADR: shares of common stock): 5:1
 Depository:
 BNY Mellon Shareowner Services
 P. O. Box 43006
 Providence, RI 02940
 Toll-free:
 (Within the U.S.) 888-BNY-ADRS (888-269-2377)
 (From overseas) 1-201-680-6825
 Website: <https://www.adrbnymellon.com/>
 Email: shrrelations@cpushareownerservices.com

Guide to Disclosure Information



IR Information <https://www.nyk.com/english/ir/>

Annual Securities Report, Financial Statements, Corporate Governance Report, Business Reports
 IR Fact Book
 IR Data Book

ESG Information <https://www.nyk.com/english/sustainability/>

Discover Our ESG Stories
 Focusing on aspects of operations that standard disclosure cannot completely convey, these stories give a real sense of the initiatives that the NYK Group is advancing day-to-day as well as the thoughts of the personnel involved in them.

ESG Data Book

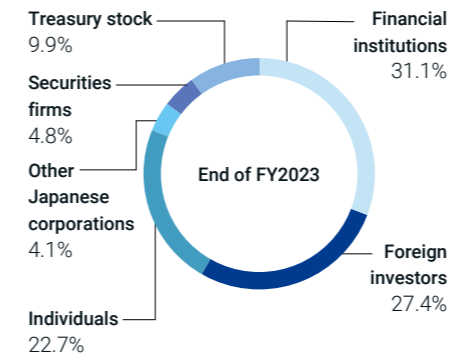
NYK Report 2024 Editorial Policy

This is the 12th edition of the NYK Report, an integrated report designed to present the Group's management strategies. Strongly focused on the sustainable growth of society, industry, and the Group, these strategies are driving an array of initiatives aimed at addressing environmental, social, and governance (ESG) issues. *NYK Report 2024* features in-depth analysis of the strengths of the Group and reaffirms the sources of its growth. At the same time, we describe the details and progress of management strategies based on the medium-term management plan and outline our measures in response to social changes. In this way, the report offers a full account of the Group's management and execution capabilities.

Target Readers

The envisioned readers of this report are all those who have an involvement with the NYK Group, including investors, customers, shareholders, business partners, and Group employees as well as members of local communities, nonprofit organizations, and nongovernmental organizations, students, members of evaluation organizations, researchers, and corporate social responsibility and ESG managers.

Shareholder Composition

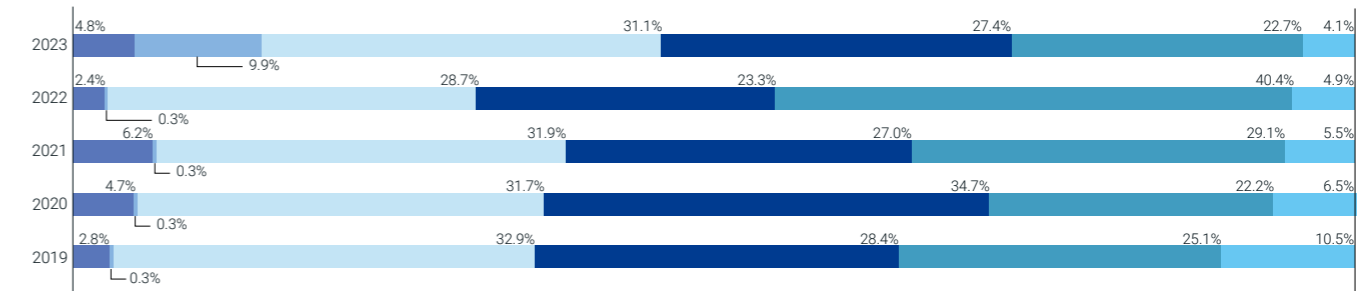


Principal Shareholders (As of March 31, 2024)

Name	Number of shares held
THE MASTER TRUST BANK OF JAPAN, LTD. (Trust Account)	90,187,900
Custody Bank of Japan, Ltd. (Trust Account)	27,130,357
STATE STREET BANK WEST CLIENT - TREATY 505234	9,810,836
JPMorgan Securities Japan Co., Ltd.	9,245,215
MEIJI YASUDA LIFE INSURANCE CO.	8,273,778
MITSUBISHI HEAVY INDUSTRIES, LTD.	6,155,793
STATE STREET BANK AND TRUST COMPANY 505103	5,579,132
SSBTC CLIENT OMNIBUS ACCOUNT	5,211,123
Goldman Sachs Japan Co., Ltd. BNYM	5,087,898
The Nomura Trust and Banking Co., Ltd. (Investment Trust Account)	5,081,300

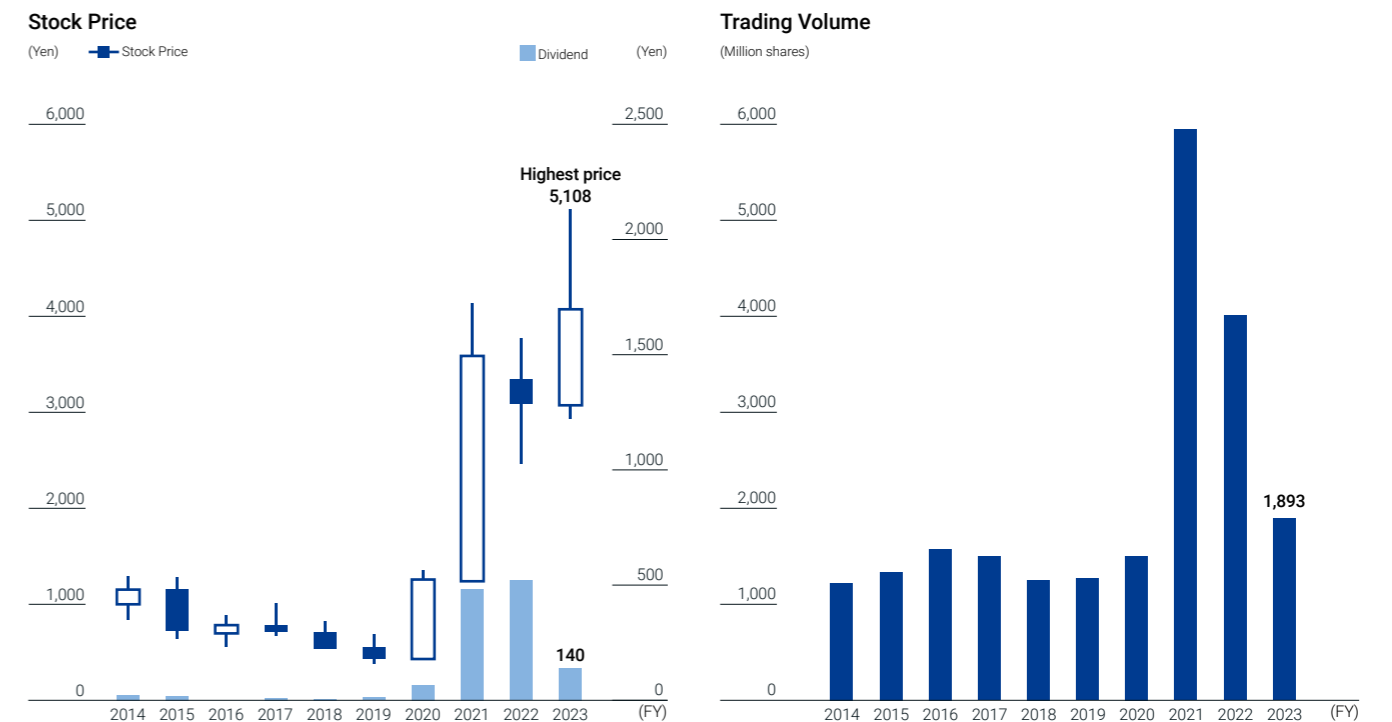
Shareholder Composition

(End of fiscal year)



Stock Price Range and Trading Volume

The figures take into consideration the effect of a reverse stock split conducted on October 1, 2017 (1-for-10 shares of common stock) and a stock split conducted on October 1, 2022 (3-for-1 shares of common stock).



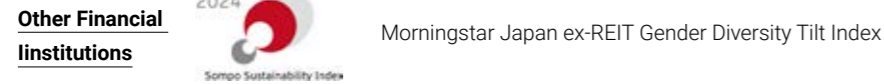
Evaluation by Society

► **Inclusion in Socially Responsible Investment Indexes**

NYK has been selected for 22 consecutive years (as of July 2024) for inclusion in the FTSE4Good Index Series, a leading global SRI index, and is also a constituent of the MSCI Nihonkabu ESG Select Leaders Index. Additionally, NYK has also been selected for inclusion in all six SRI indices for Japanese equities used by the General Pension Investment Fund (GPIF) (as of July 2024).



THE INCLUSION OF Nippon Yusen Kabushiki Kaisha IN ANY MSCI INDEX, AND THE USE OF MSCI LOGOS, TRADEMARKS, SERVICE MARKS OR INDEX NAMES HEREIN, DO NOT CONSTITUTE A SPONSORSHIP, ENDORSEMENT OR PROMOTION OF Nippon Yusen Kabushiki Kaisha BY MSCI OR ANY OF ITS AFFILIATES. THE MSCI INDEXES ARE THE EXCLUSIVE PROPERTY OF MSCI. MSCI AND THE MSCI INDEX NAMES AND LOGOS ARE TRADEMARKS OR SERVICE MARKS OF MSCI OR ITS AFFILIATES.



► **Assessments in Relation to Climate Change**

In relation to climate change, NYK was recognized by Climate Disclosure Project (CDP) as an “A-List” company—the highest evaluation—for a fourth consecutive year.

Further, for the fourth year in a row, NYK was selected as a “Supplier Engagement Leader,” the highest recognition awarded, based on a supplier engagement rating conducted by CDP.



► **Other Evaluations**

We will empower women and advance other initiatives based on respect for diversity and inclusion (D&I) and endeavor to strengthen the utilization of human resources in pursuit of work environments that are employee-friendly and rewarding. In conjunction with these efforts, we will fulfill our social responsibilities, including those related to environmental and governance issues, while seeking sustained growth.



Digital Transformation Stock for 2024



On May 27 2024, NYK was selected as a 2024 “Digital Transformation (DX) Stock” by Japan’s Ministry of Economy, Trade and Industry, the Tokyo Stock Exchange, and Japan’s Information-Technology Promotion Agency. This selection reflected favorable evaluation of our digital transformation initiatives. NYK has been working on business transformation through digital technology, such as developing 3D models and drawings to simplify the ship design and approval process in ship-building, adopting the SIMS3 ship information management system to transmit operational IoT data from ships to shore every minute, and implementing the Starlink satellite communication service for exchanging and utilizing data on ships and land.

Evaluation by Society

<https://www.nyk.com/english/sustainability/evaluate/>

Initiatives

► **Climate Change and Decarbonization**

- Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping
- Japan Climate Initiative
- Challenge Zero, the Japan Business Federation (Keidanren)
- Task Force on Climate-related Financial Disclosures (TCFD)
- International Shipping GHG Zero Emission Project
- Getting to Zero Coalition
- Global CCS Institute
- GX League
- Global Centre for Maritime Decarbonisation (GCMD)

September 2023
Methane Abatement in Maritime Innovation Initiative (MAMII)

April 2024
Smart Freight Centre

April 2024
North Pacific Green Corridor Consortium



► **Next-Generation Fuels**

- Hydrogen Council
- Japan Hydrogen Association (JH2A)
- Clean Fuel Ammonia Association



► **Biodiversity**

- World Wide Fund for Nature (WWF)
- Japan Business Federation Biodiversity Declaration
- Japan and Biodiversity Partnership of the Japan Business Federation
- ANEMONE Consortium

December 2023
The Taskforce on Nature-related Financial Disclosures Forum (TNFD Forum)

April 2024
COI-NEXT



► **General Sustainability**

- United Nations Global Compact
- World Business Council for Sustainable Development (WBCSD)



► **Human Capital and D&I**

- Human Capital Management Consortium
- 30% Club Japan
- #Here We Go 203030, the Japan Business Federation (Keidanren)



► **Maritime Industry**

- Ship Recycling Transparency Initiative (SRTI)
- Global Maritime Forum
- Sustainable Ocean Principles, the United Nations Global Compact (UNGC)



Co-Creation with Various Initiatives

<https://www.nyk.com/english/sustainability/concept/initiatives/>