

Contents

8	Message from the President
16	NYK Group ESG Story
18	Our Approach
18	ESG Management at the NYK Group
20	The NYK Group's Innovation for Solving Issues in Maritime Shipping
22	Innovation Roadmap
24	Next Innovation for Zero
26	A Group of Technical Experts for Creating New Value
28	Taking On the Challenge of Maritime Autonomous Ships through Open Collaboration
30	NYK × Green
32	NYK × Digital
34	Feature: Roundtable Discussion Considering New Possibilities and Innovation That Contribute to Solving Social Issues through Business
38	Our Value
38	The NYK Group Continues to Grow While Supporting the Overcoming of Challenges in Society and Industry Based on Its Basic Philosophy of "Bringing value to life."
40	Ultra-Long Perspective on History of Enhancing Corporate Value
42	Data on the NYK Group's Sustainability
44	Supporting the Challenges of Society and Industry with a Solid Track Record and Technology
46	Our Business Foundation Supporting the Challenges of Society and Industry
48	Our Progress
48	Message from the CFO
50	Efforts to Mitigate Climate Change
52	Medium-Term Management Plan Progress
56	Business Overview
56	Global Logistics
58	Bulk Shipping: Car Transportation Division
60	Bulk Shipping: Dry Bulk Division
62	Bulk Shipping: Energy Division
64	Corporate Governance
64	Directors, Audit and Supervisory Board Members, and Executive Officers
66	NYK Group Management System
68	Independent Outside Directors' Messages
70	Message from Chief Compliance Officer
73	Corporate Governance
76	10-year Summary
80	Environmental Data
82	Environmental Accounting, NYK Green Bonds
83	Human Resources Data
86	Corporate Data
87	External Evaluations

Editorial Policy for NYK Report

The NYK Report 2020 is the eighth iteration of the NYK Group's integrated report, which first launched in 2013. Targeting a wide range of the NYK Group's stakeholders, the report is designed to present the Company's various initiatives to solve environmental, social, and governance (ESG) issues, as well as its management strategies, which are strongly oriented toward contributing to the sustainable growth of society and industry as well as of the NYK Group. In the *NYK Report 2020*, we highlight once again the Group's raison d'être while telling our growth story with a focus on the next generation, asking ourselves what value we can provide through our businesses to the societies and industries of the future.

Website

General business activities  https://www.nyk.com/english/		
Financial information Website section: Investor Relations  https://www.nyk.com/english/ir/	Nonfinancial information Website section: CSR  https://www.nyk.com/english/csr/	
NYK Report (Booklet, PDF (full version), and Financial Results), etc.		
Fiscal Statements	Fact Book I, II	Corporate Governance Code related documents
Business report		

Cautionary Statement with Regard to Forward-Looking Statements

Some statements made in this report are forward-looking statements that are based on information currently available and involve certain risks and uncertainties that could cause actual results to differ materially from those projected. Please be advised against undue reliance on such forward-looking statements. NYK undertakes no obligation to publish revised forward-looking statements to reflect events, circumstances, or unanticipated events after the present juncture.

Scope of Report

- **Reporting period:** Fiscal 2019 (April 2019 to March 2020)
In some cases, information from April 2020 and beyond is included.
- **Coverage:** The activities of NYK and its consolidated group companies in Japan and overseas are included.
The scope of coverage is indicated when there are differences in the major companies involved in specific business operations.
- **Date of issue:** October 2020 (previous: August 2019; next: August 2021)

Target Reader

This report has been prepared for all parties who have an interest in the activities of the NYK Group, including customers, shareholders, investors, business partners, employees, local communities, NPOs/NGOs, students, certification bodies, researchers, and those responsible for CSR/ESG at other companies.

Guidelines for Disclosure about the Environment, Social, and Governance factors

- International Integrated Reporting Framework Version 1.0 by the International Integrated Reporting Council (IIRC)
- GRI Standards, global standards for sustainability reporting produced by the Global Reporting Initiative (GRI)
- ISO 26000
- *Environmental Reporting Guidelines 2018*, by the Ministry of the Environment, Japan
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation by the Ministry of Economy, Trade and Industry
- Japan Business Federation
Society 5.0 —Co-creating the Future

 CSR > NYK Report > GRI STANDARDS / ISO26000 INDEX



Ship name:	Selene Leader
Type:	Pure car and truck carrier
Gross tonnage:	59,499 tons
Length overall:	199.99 meters
Total loading car capacity:	6,400 units