

Human Resources

The NYK Group (Includes NYK Headquarters)

Employee Demographics*1

As of the end of each company's fiscal year

| | | FY2021 | FY2022 | FY2023 | |
|----------------------------------|---|--------------|------------|---------------|------------|
| Number of employees (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*2 | Japan | Men | 174 | 180 |
| Women | | | 6 | 7 | 8 |
| Europe | | Men | 86 | 75 | 104 |
| | | Women | 15 | 7 | 14 |
| South Asia | | Men | 100 | 116 | 129 |
| | | Women | 18 | 23 | 16 |
| North America | | Men | 23 | 26 | 12 |
| | | Women | 4 | 4 | 2 |
| East Asia | | Men | 28 | 22 | 29 |
| | | Women | 1 | 1 | 4 |
| Oceania | | Men | 5 | 5 | 5 |
| | | Women | 0 | 0 | 0 |
| Central and South America | | Men | 12 | 9 | 15 |
| | | Women | 3 | 4 | 5 |

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

*2 Local employee. Excludes employees seconded from headquarters and other organizations

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

| | | FY2021 | FY2022 | FY2023 | |
|--|----------------------------------|--------------|--------|--------------|---------------|
| Ratio of management by region and gender (%)**3 | Japan | Men | 91.1 | 90.1 | 90.0 |
| | | Women | 8.9 | 9.9 | 10.0 |
| | Europe | Men | 71.0 | 68.0 | 64.5 |
| | | Women | 29.0 | 32.0 | 35.5 |
| | South Asia | Men | 59.5 | 64.0 | 62.8 |
| | | Women | 40.5 | 36.0 | 37.2 |
| | North America | Men | 66.4 | 67.4 | 67.3 |
| | | Women | 33.6 | 32.6 | 32.7 |
| | East Asia | Men | 65.1 | 63.9 | 61.4 |
| | | Women | 34.9 | 36.1 | 38.6 |
| | Oceania | Men | 86.7 | 82.4 | 79.4 |
| | | Women | 13.3 | 17.6 | 20.6 |
| | Central and South America | Men | 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 | |

Human Resources

The NYK Group (Includes NYK Headquarters)

Employee Diversity

| | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|
| Number of non-Japanese seafarers*1 (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

Number of Group Employees (Including Non-Japanese Seafarers)

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

Occupational Health and Safety

| | Unit | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|---------|--------|--------|--------|--------|--------|
| Lost-time injury (LTI) rate ^{*1} | % | 1.55 | 2.22 | 2.00 | 2.52 | 2.54 |
| Number of work-related deaths | Persons | 5 | 1 | 1 | 2 | 1 |
| Mortality rate ^{*2} | % | 0.01 | 0.00 | 0.00 | 0.01 | 0.00 |

*1 Calculation method: (Number of work-related accidents resulting in absence from work)/(Total working hours) x 1,000,000
Total working hours are calculated as 2,000 hours/employee

*2 From 2021, the aggregation standard was changed. In conjunction with this, the figures for fiscal 2019 to fiscal 2020 have been revised.

Reported Seafarer Injuries and Illness

| | Unit | FY2021 | FY2022 | FY2023 |
|--------------------|-------|--------|--------|--------|
| Illness | Cases | 592 | 656 | 674 |
| Injuries/Accidents | Cases | 90 | 106 | 119 |

Human Resources

NYK Headquarters

Employee Demographics

| | | FY2021 | FY2022 | FY2023 | |
|--|--|--------------|--------|--------------|------------|
| Number of employees | | 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) | Men | 766 | 791 | 797 |
| | | Women | 246 | 242 | 249 |
| | Navigation officers and engineers | Men | 577 | 586 | 588 |
| | | Women | 19 | 21 | 22 |
| Fixed-term employees | Office workers | Men | 127 | 139 | 132 |
| | | Women | 51 | 60 | 60 |
| | Seafarers | Men | 6 | 4 | 4 |
| | | Women | 0 | 0 | 0 |
| Non-fixed-term employees*1 | Office workers | Men | 3 | 3 | 4 |
| | | Women | 5 | 6 | 7 |
| | Seafarers | 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 | |

*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

| | | FY2021 | FY2022 | FY2023 | |
|---|--|---------------------|--------|-------------|------------|
| Age range*2 | Office workers (excludes navigation officers and engineers at office locations) | Under 30 | 195 | 189 | 190 |
| | | 30–49 | 509 | 546 | 587 |
| | | 50 and older | 308 | 298 | 269 |
| | Navigation officers and engineers | Under 30 | 139 | 143 | 147 |
| | | 30–49 | 335 | 335 | 330 |
| | | 50 and older | 122 | 129 | 133 |
| New hires*3 | Total | 66 | 87 | 89 | |
| | Total | 54 | 56 | 62 | |
| New-graduate hires | Office workers (excludes navigation officers and engineers at office locations) | Men | 19 | 22 | 20 |
| | | Women | 10 | 7 | 16 |
| | Navigation officers and engineers | Men | 22 | 24 | 24 |
| | | Women | 3 | 3 | 2 |
| | 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 | |

Human Resources

NYK Headquarters

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 |
| Gender wage gap ratio (Women's wage level)*4 (%) | | — | 81.8 | 77.3 |

*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. The union is the only industrial labor union in Japan formed by people working in the Japanese maritime-related industry.

*4 (Average annual wage of female workers) / (Average annual wage of male workers) x 100

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.

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 (Number of employees who left the Company: 1) | 100.0 | 100.0 | |
| 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

Human Resources

NYK Headquarters

Occupational Health and Safety (Includes Fixed-Term Employees)

| | FY2019 | FY2020 | FY2021 | FY2022 | FY2023 |
|---|--------|--------|--------|--------|--------|
| Number of occupational accidents*1 | 1 | 2 | 2 | 2 | 2 |
| Office workers (including navigation officers and engineers at office locations)*3 | 0 | 0 | 0 | 0 | 1 |
| Seafarers | 1 | 2 | 2 | 2 | 1 |
| Lost-time injury (LTI) rate*2 (%) | 0.44 | 0.00 | 0.41 | 0.82 | 0.40 |
| Number of work-related deaths | 0 | 0 | 0 | 0 | 0 |
| Office workers (including navigation officers and engineers at office locations) | 0 | 0 | 0 | 0 | 0 |
| Seafarers | 0 | 0 | 0 | 0 | 0 |
| Number of lost days caused by occupational accidents | 89 | 0 | 71 | 9 | 7 |
| Office workers (including navigation officers and engineers at office locations) | 0 | 0 | 0 | 0 | 7 |
| Seafarers | 89 | 0 | 71 | 9 | 0 |
| Percentage of employees who smoke (%) | 15.1 | 12.7 | 12.4 | 11.2 | 11.8 |
| Presenteeism (%) | — | 18.2 | 18.6 | 17.2 | 18.0 |

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

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