

Contents

- 001 Contents and Editorial Policy
- 002 NYK Group Mission Statement, Vision and Value
- 003 Message from the President

NYK Group’s ESG Management

- 005 Toward the Implementation of ESG Management
- 009 Material Issues
- 012 Co-creation through Various Initiatives

Safety

- 018 No Growth Without Safety

Environment

- 029 Environmental Management
- 032 Decarbonization
- 057 Preservation of Marine Environment and Biodiversity
- 060 Circular Economy
- 064 Prevention of Air Pollution
- 065 Raising Awareness Among Group Employees
- 066 ESG Finance

Human Resources

- 069 Human Rights
- 077 Human Resources – For Individuals and Organization to Grow Together
- 090 Health and Productivity Management, and Occupational Health and Safety

Others

- 096 Community
- 099 Supply Chain
- 101 Intellectual Property
- 104 The Challenge to Solve Social Issues

Governance

- 115 Corporate Governance
- 126 Risk Management
- 128 Compliance
- 133 Dialogue with Shareholders and Investors

Company Information

- 135 Profile
- 136 External Recognitions of NYK

Editorial Policy

The NYK Group publishes a “Sustainability Report” as a means to convey information and communicate with stakeholders who are highly interested in our sustainability initiatives. The “Sustainability Report” will be published in 2024. This report is a renamed and evolved version of the “ESG Data Book” that was published from 2019 to 2022. The report summarizes the results and data of various activities undertaken to resolve ESG (Environmental, Social, and Governance) issues by material issues.

Scope

Activities by domestic and overseas consolidated group companies lead by Nippon Yusen Kabushiki Kaisha (NYK). The scope is mentioned when the main target company differs by field of activity.

Reference Guidelines

- GRI “Sustainability Reporting Standard”
- ISO26000
- UN Global Compact
- Ministry of the Environment “Environmental Reporting Guidelines 2018”

Applicable Period

April 1, 2023 to March 31, 2024
(Some initiatives, activities, data, and other information may include earlier or more recent information.)

Published

November 2024

Cautions Regarding Forecasts

This data book contains forecasts that include risks and uncertainties and may differ from actual results. These forecasts are based on the currently available information and should not be unduly relied upon.

NYK Group Mission Statement, Vision and Value

NYK Group Mission Statement

Bringing value to life.

Vision

Our aspirations

We go beyond the scope of a comprehensive global logistics enterprise to co-create value required for the future by advancing our core business and growing new ones.

Value

Values employees should share to achieve the corporate mission

Integrity

Be respectful and considerate to your customers and colleagues.
Stay warm, cordial, courteous, and caring.

Innovation

Continually think of new ideas for improvement, even when conditions appear satisfactory.
Remain open to betterment.

Intensity

Carry through with and accomplish your tasks. Never give up.
Overcome challenges. Remain Motivated.



Message from the President



Message from the President

We will forge ahead with the implementation phase of ESG management

Becoming an Organization Whose Employees Think and Develop Autonomously

Since announcing the NYK Group ESG Story in February 2021, the NYK Group has annually reported on its progress through an ESG Story. In November 2023, we released NYK Group ESG Story 2023, which summarizes our latest achievements, together with the NYK Group Decarbonization Story, which outlines our specific initiatives aimed at realizing a carbon-free society. NYK Group ESG Story 2023 also provides non-financial information not included in the medium-term management plan announced in March 2023.

In fiscal 2023, we formulated the NYK Group CX Story, which is a strategy for improving the professional skills of group colleagues even further. The Chief Human Resources Officer and other members of the Human Resources Team earnestly prepared concrete HR policies in line with my strong desire to encourage NYK Group colleagues all over the world to be more excited about their work. Of the Group's more than 35,000 employees, roughly 80% work outside Japan. Our strategy is to establish a vision of the human resources required for a truly global company and then develop the systems and career paths necessary to realize this vision. These efforts will be based on the concept of "a global company headquartered in Japan" rather than the approach of "a Japanese company operating globally."

The ESG Story and other stories result from thorough discussions focused on the NYK Group's three material issues—Safety, the Environment, and Human Resources—and have been incorporated into specific measures and plans. As we hold briefings at our operating bases around the world, the enthusiasm with which participants are commenting and asking questions is greater than ever before. For this reason, I feel that the type of ESG management that we initially sought is beginning to acquire its own momentum. Rather than taking measures based on a one-way process led by the head office, frontline employees are thinking and acting on their own initiative.

Demonstrating an Unwavering Determination to Achieve Decarbonization Targets

We are a corporate group engaged in a logistics business that is centered on the operation of ships. Because maritime shipping mainly uses heavy oil as fuel, large amounts of greenhouse gas are emitted. In other words, the reduction of greenhouse gas emissions by the NYK Group is largely determined by the extent to which it can lower ship emissions. Furthermore, the Group cannot easily reduce emissions on its own because the logistics business is part of an industry that is closely integrated with an array of industries and supply chains.

The recently announced NYK Group ESG Story 2023 and the

NYK Group Decarbonization Story set decarbonization targets that go even further than those announced in the medium-term management plan. First, we switched our base year comparison targets from efficiency targets to absolute corporate emissions targets to heighten awareness that the achievement of net-zero emissions by 2050 is imperative. We also aligned our targets with the more stringent 1.5°C scenario of the Paris Agreement instead of its 2.0°C scenario. This even stronger focus on net-zero emissions led us to set the extremely ambitious medium-term target of achieving a 45% reduction in absolute corporate emissions by fiscal 2030 compared with those of fiscal 2021. Moreover, our focus on net-zero emissions and commitment to new targets resulted in a shift in our overall approach. Rather than being solely based on the combined application of technologies that are currently available or that will become available in the near future, our setting of the 45% reduction target is also premised on doing everything we can to advance a wide range of initiatives. Specifically, we will encourage the acceleration of technology-related innovation and initiatives and promote co-creation with our stakeholders.

Our sense of mission stems from the knowledge that society as a whole cannot achieve carbon neutrality without decarbonizing the logistics business, on which global supply chains rely. We are determined to move forward with concerted Groupwide initiatives that reflect this mission and the belief that sincere efforts to reduce greenhouse gas emissions will drive our sustainable growth as a corporate group.

By continuing to actively disclose detailed information on measures and progress toward targets and by realizing higher-quality dialogues with all stakeholders, we will accelerate initiatives to decarbonize not only the NYK Group but also the maritime industry and society in general. As the Group redoubles its efforts, I would like to ask all our stakeholders for their continued support.

April 2024
Takaya Soga
 President