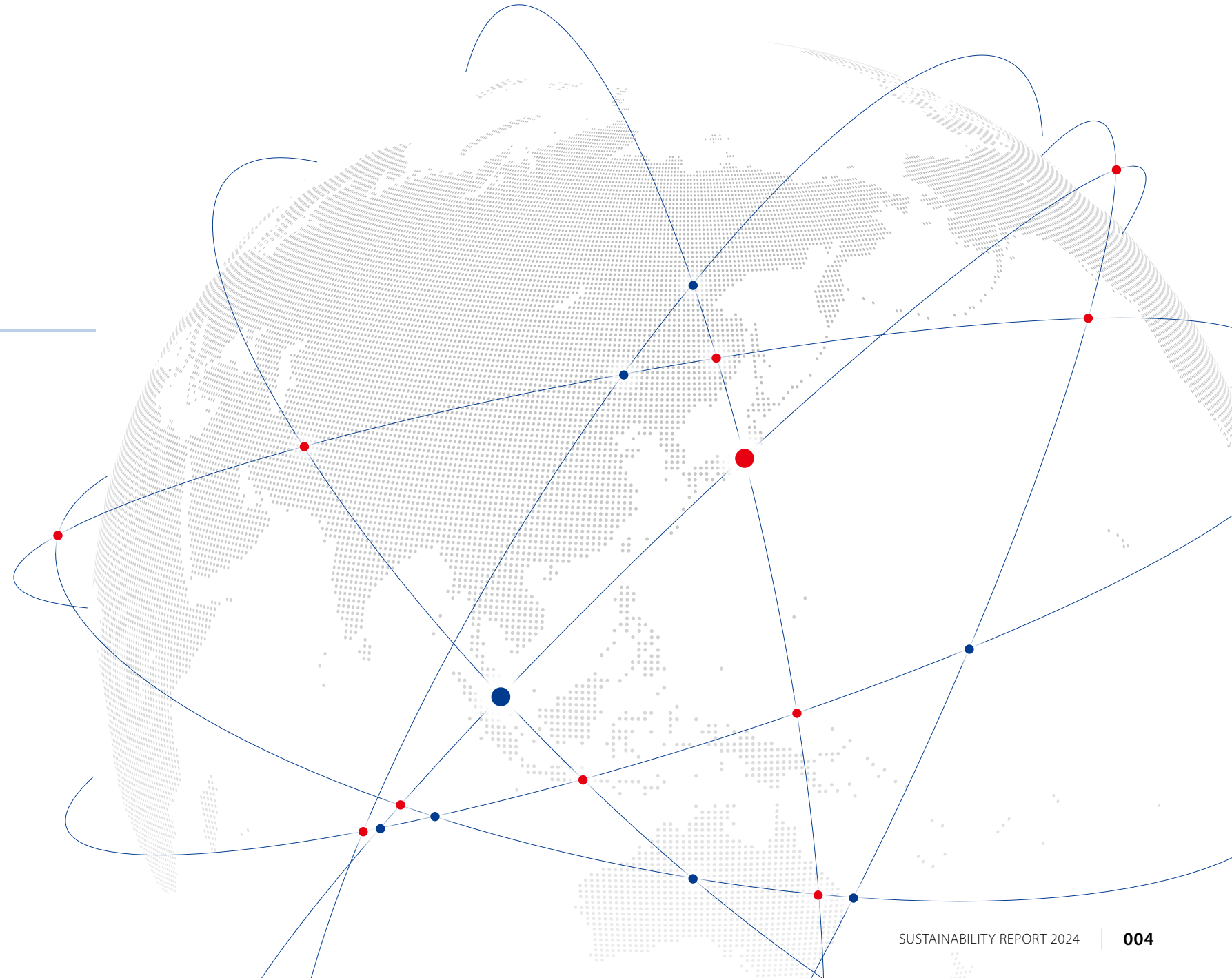


NYK Group's ESG management



NYK Group's ESG Management

Toward the Implementation of ESG Management

Governance

— Role of Management and Supervisory Body

Strategy and Risk Management

Strategy

Risk Management

Initiatives

ESG Navigator System

Expansion within the group

ESG Information Dissemination

Other Initiatives

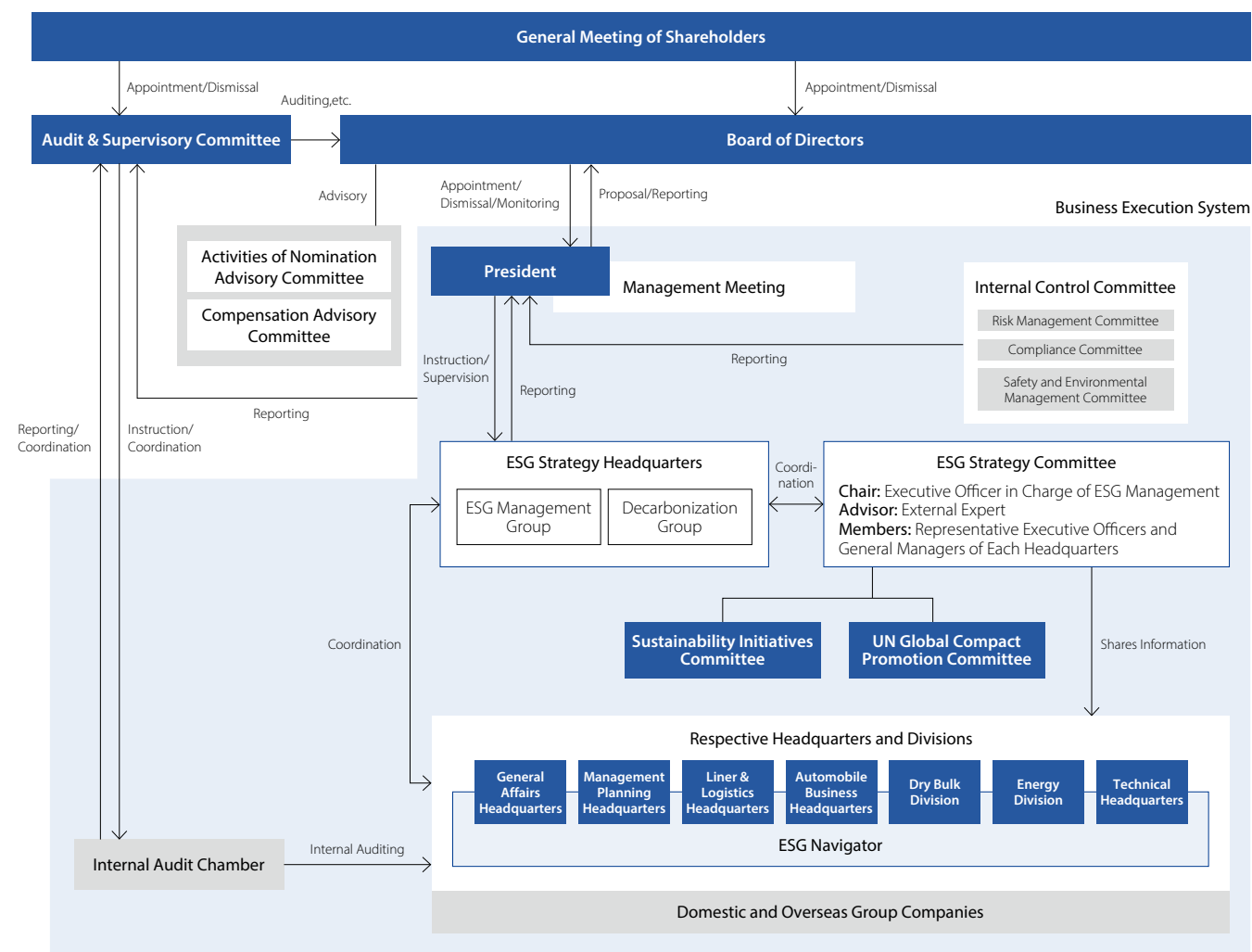
Governance

Role of Management and Supervisory Body

Under the strong commitment and leadership of the top management, the Group promotes and practices ESG management and has built and is operating a governance system.

Toward the Implementation of ESG Management

■ The NYK Group's ESG Management Implementation Framework (As of April 1, 2024)



NYK Group's ESG Management

Toward the Implementation of ESG Management

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— Role of Management and Supervisory Body

Strategy and Risk Management

— Strategy

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Toward the Implementation of ESG Management

● Board of Directors

The Board of Directors considers and approves all sustainability issues raised by the Safety and Environmental Management Committee, the Risk Management Committee, and the Management Meeting. Further, the Board also regularly monitors and receives the reports regarding achievement status of medium-to-long-term decarbonization goals.

● Management Meeting

The ESG Strategy Department compiles the strategies and issues related to ESG management through the ESG Strategy Committee. These are then approved by the Management Meeting, an important decision-making body that aims to create corporate and social value simultaneously.

● ESG Strategy Headquarters

As an engine for "implementing" ESG management, the core of our growth strategy outlined in our medium-term management plan "Sail Green, Drive Transformations 2026 – A Passion for Planetary Wellbeing –," we established the ESG Strategy Headquarters in April 2023, which includes the ESG Management Group and the Decarbonization Group. ESG issues have become increasingly diverse, which include stronger regulations around reducing GHG emissions and increased requests for disclosure of non-financial information. These are also closely related to corporate management strategies. The ESG Management Group functions as an "Activation" group to further strengthen ESG management by working to motivate and change the mindset of group employees while incorporating co-creation with stakeholders. The Decarbonization Group functions as an "Action" group and acts as a leader in formulating and implementing decarbonization strategies based on a data-driven, scientific approach. Both groups have extensive stakeholder involvement and work to implement ESG management on group and global levels.

● ESG Strategy Committee

The committee comprises of executive officers, general managers representing each department, and external experts. It formulates company-wide policies, sets goals for ESG management, and discusses various ESG-related topics. The results of the discussions are submitted to the Management Meeting and Board of Directors via the ESG Strategy Headquarters.

■ ESG Strategy Committee Activity Results and Plans (FY2023-)

Fiscal year	Number of meeting	Main agenda items
FY2023	Nine times	<ul style="list-style-type: none"> • Discussion of material issues • Review of SDG comparison table • Disclosure of sustainability information in annual securities report • KPI-based results and the progress of initiatives
FY2024	Eight times	<ul style="list-style-type: none"> • Review of external disclosure policy • KPI-based results and the progress of initiatives • Study sessions on sustainability-related topics

■ External experts participating in the ESG Strategy Committee

External Expert: Takatsugu Kitajima, Lawyer

Partner, TMI Associates

Mr. Kitajima specializes in corporate law, particularly in environment and sustainability. He provides advice on the formulation of the Group's ESG strategy from an outside perspective, based on his experience in human resources and planning at a business company, his work as an environmental and sustainability consultant, and his knowledge gained from this time as the Secretary General of the "SDG Corporate Strategy Forum" research group.



Strategy and Risk Management

Strategy

With its roots in the shipping industry, the NYK Group has grown into a comprehensive logistics company to deal with the increasingly globalized world economy and diversifying logistics needs. It continues to fulfill its responsibilities as a part of social infrastructure.

However, at the same time, due to the nature of the industry, the Group also faces major challenges in terms of dealing with climate change and environmental preservation. Further, as a Group that is rooted in the extensive maritime industry involving many stakeholders and operates globally, every employee is expected to encounter social issues in their daily work.

The Group's medium-term management plan unveiled in March 2023 clearly defines an "ESG-centered growth strategy" and will vigorously promote transformation, particularly by working passionately in decarbonization activities to protect the global environment.

We recognize that sustainable growth and the creation of medium-to-long-term corporate value are the results of contributions from our stakeholders such as shareholders, employees, customers, business partners, creditors, and the local community, and we strive to maintain good relationships with them.

To continue being the company of choice for our stakeholders, we will contribute to solving social and environmental issues by appropriately investing management resources to expand our existing core businesses and develop new growth businesses based on a long-term management strategy focused on ESG management.

To supplement the non-financial information that could not be

NYK Group's ESG Management

Toward the Implementation of ESG Management

Governance

Role of Management and Supervisory Body

Strategy and Risk Management

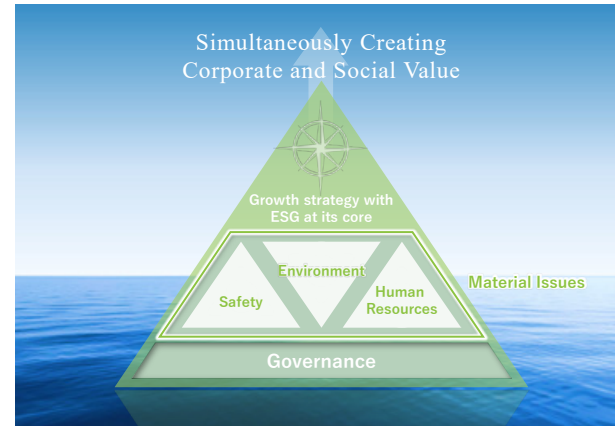
- Strategy
- Risk Management

Initiatives

- ESG Navigator System
- Expansion within the group
- ESG Information Dissemination
- Other Initiatives

Toward the Implementation of ESG Management

fully disclosed in the medium-term management plan, in November 2023, we announced “NYK Group ESG Story 2023” with “co-creation” as its keyword, and the “NYK Group Decarbonization Story,” which outlines the Group’s decarbonization strategy.



- [Link](#) For more information, click on the link below.
- ▶ **NYK Group ESG Story**
<https://www.nyk.com/sustainability/concept/esg-story/>
 - ▶ **NYK Group Decarbonization Story**
<https://www.nyk.com/sustainability/pdf/environment003.pdf>

Risk Management

All sustainability risks including climate change, are reported by the ESG Strategy Headquarters to the Risk Management Committee, which meets twice a year to identify them, and then reported to the Board of Directors via the Management Meeting. In addition, when the ESG Strategy Committee discusses sustainability issues, they clarify the risks inherent to the issue and then have in-depth discussions.

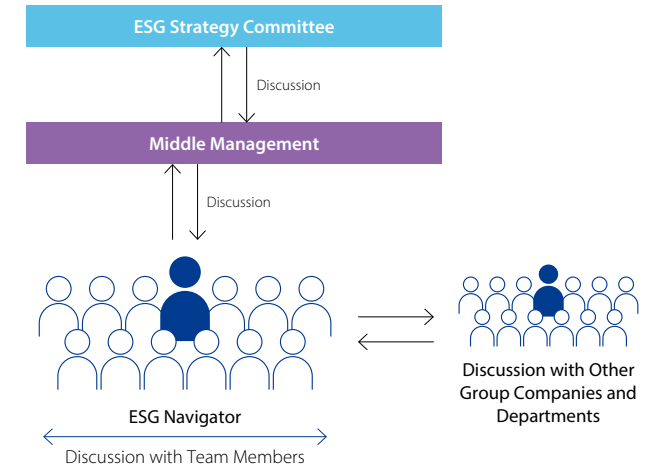
Initiatives

ESG Navigator *System

We have introduced the ESG Navigator system as a foundation for initiatives to implement ESG management. ESG Navigators are responsible for implementing ESG management by supporting both top-down and bottom-up ESG initiatives in each department. Currently, over 100 ESG Navigators, appointed by the general managers of departments, offices, and branches, are active in all 50 head office departments.

Specifically, ESG Navigators perform three key roles: (1) discussing with the general managers of departments, offices, and branches how to establish routes that will take the departments to their target profiles; (2) sharing Idea of the management level with all department members; and (3) leading uninhibited exchanges of opinions among junior employees and vertically and laterally providing feedback from department members to other departments.

*We have borrowed the term “navigator” from the world of shipping, and we use the term in the sense of a second officer who is the chief navigator. An important task of the chief navigator (second officer) is to formulate voyage plans. In consultation with the captain, the chief navigator determines the route that the ship should take and also plays a central role in gathering feedback from all crew members. We have chosen the title “ESG Navigator” because we want these personnel to implement ESG management in daily business activities by playing a role comparable to that of a chief navigator.



NYK Group's ESG Management

Toward the Implementation of ESG Management

Governance

Role of Management and Supervisory Body

Strategy and Risk Management

Strategy

Risk Management

Initiatives

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Toward the Implementation of ESG Management

■ ESG Navigator System Initiatives

	Details
ESG Navigators' Dialogue	The purpose of the Dialogue is to share examples of initiatives from each department and provide sustainability-related updates on general social trends and specialized topics. In FY2021, there were about 900 participants in 10 sessions, and in FY2022, there were about 830 participants in 10 sessions. In FY2023, there were about 1,540 participants in 6 sessions held continuously to implement initiatives incorporating internal and external activities and social trends.
ESG Navigators' Meeting	ESG navigators gather and participate in free and open discussions about various ESG-related topics. Participants are divided into several small groups and make use of interactive communication to share issues and exchange opinions related to ESG management. This meeting accelerates promotion of ESG management integration among the NYK Group. In FY2023, the Navigators' Meeting was a lively event where there were discussions on the topic of 'examples of mundane actions to implement ESG management,' and various ideas and opinions were exchanged.

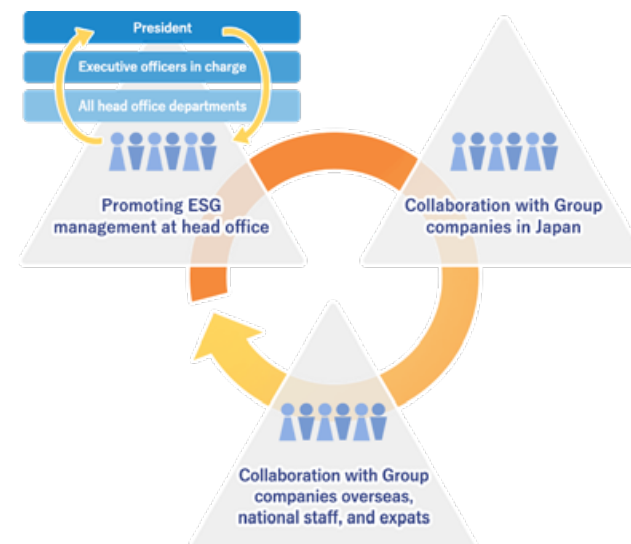


Scene from the ESG Navigators' Meeting

Expansion within the group

ESG management is steadily spreading throughout the entire NYK Group. Multiple Group companies in Japan and overseas have begun to independently undertake ESG management.

In fact, NYK is strengthening coordination with Group companies. In addition to in-person discussions through regular meetings of domestic Group company presidents, the overseas Group companies maintain cooperation between the head office and each site through the control office set up at each site.



Going forward, the head office and Group companies will continue collaborating closely to spread ESG management throughout the entire Group.

ESG Information Dissemination

We have newly established an IT platform for our headquarters and group companies. Information and news related to ESG are regularly disseminated through IT platforms. By preparing a system for two-way information exchange, we are achieving timely information-sharing throughout the group.

Other Initiatives

- e-learning (ESG management, safety, environment, human resources, compliance, etc.)
- ESG training for new employees
- ESG topics published in the group newsletter "Yusen" and other publications
- Events for the Group employees
- Online lectures by external partners

NYK Group's ESG Management

Material Issues

Material Issues of the Group

Process for Identifying Material Issues

Material Issues' Vision and Key Themes

Non-Financial Targets (KPIs) and Performance

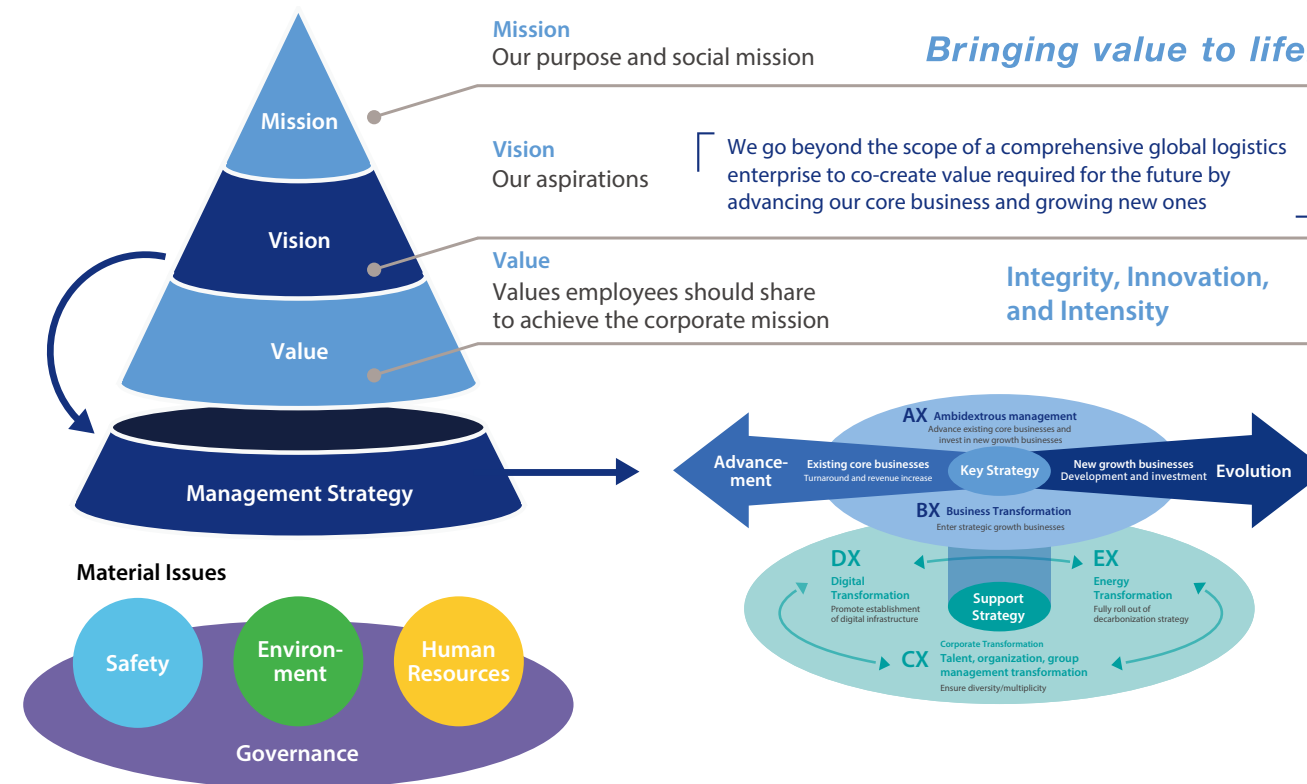
Material Issues and Contribution to SDGs

Material Issues of the Group

The NYK Group has positioned Safety, Environment, and Human Resources as its material issues, with governance underlying them. These issues relate directly to our business, so employees are broadly aware of their importance, forming the core of ESG management.

The Group has formulated a specific management strategy to realize the new vision of the medium-term management plan "Sail Green, Drive Transformations 2026 - A Passion for Planetary Wellbeing -" announced in March 2023. The chart on the right presents the relationship between our Mission, Vision, and Value, as well as our management strategy, material issues, and governance.

Mission, Vision, Value + Management Strategy + Material Issues



NYK Group's ESG Management

Material Issues

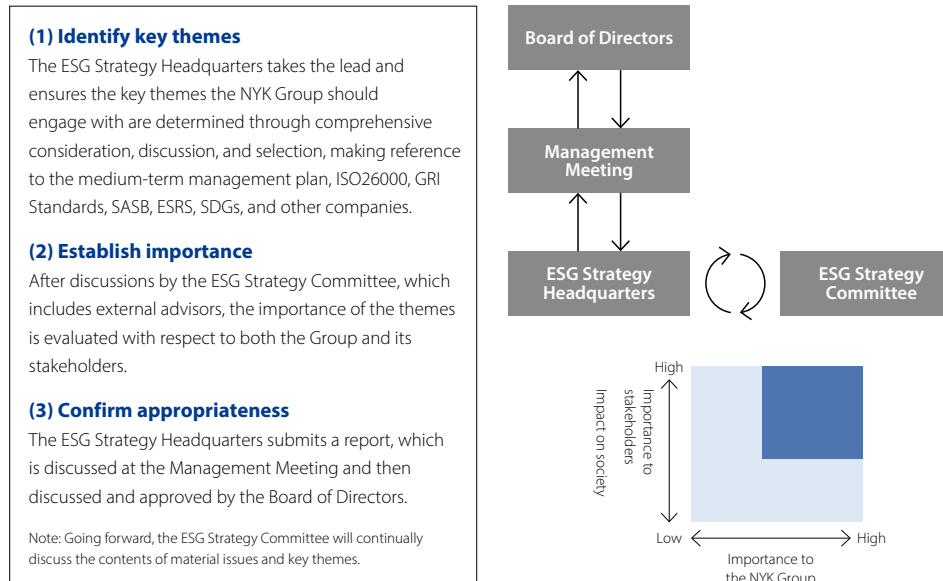
- Material Issues of the Group
- Process for Identifying Material Issues
- Material Issues' Vision and Key Themes
- Non-Financial Targets (KPIs) and Performance
- Material Issues and Contribution to SDGs

Material Issues

Process for Identifying Material Issues

To realize its mission statement, the NYK Group has identified material issues by ascertaining stakeholders' expectations and placing importance on the changing social impacts of its business activities. In 2023, which was the first fiscal year of the new medium-term management plan, we identified more specific key themes associated with our material issues with a view to further advancing them.

The ESG Strategy Headquarters took the lead in preparing a draft, which was discussed over multiple sessions with the ESG Strategy Committee. Thereafter, the draft was submitted to the Board of Directors via the Management Meeting for confirmation and discussion regarding their appropriateness. Careful discussions by many employees and members of lower, middle, and upper management, in addition to directors, led to Group employees taking more personal ownership of the material issues, which have already penetrated the organization. To realize our target state for 2050, we will continue to discuss material issues and identify key themes.



Material Issues' Vision and Key Themes

To make the materials issues more specific for the vision announced in the medium-term management plan, the NYK Group has clarified the Material Issues' Vision and has set key themes to realize them.

Material Issues	Material Issues' Vision	Key themes
Safety	The NYK Group supports logistics sites with expert knowledge, skills, and experience based on a high level of safety awareness, and continues to be an organization where people create safety and safety protects and nurtures people's lives and livelihood.	<ul style="list-style-type: none"> • Preventing serious accidents and incidents • Maintaining and enhancing safety awareness • Complying with occupational health and safety • Responding to operational risk • Strengthening cybersecurity
Environment	The NYK Group will continue to be a force that supports the sustainable development of the earth and humanity by taking a leading role in solving environmental issues on a global scale through continuous co-creation of necessary value for the future beyond the scope of a comprehensive logistics company.	<ul style="list-style-type: none"> • Promoting decarbonization • Responding to climate change risk • Preserving marine and biodiversity • Preventing air pollution • Building sustainable supply chains
Human Resources	The NYK Group encourages all employees to vigorously bring their best and authentic selves to work and to perform at their full potential, enabling us to remain a good corporate citizen implementing social sustainability initiatives.	<ul style="list-style-type: none"> • Enhancing employee engagement • Ensuring diversity and inclusion • Developing talent management • Co-creating to achieve our mission of "Bringing value to life" • Respecting human rights • Co-existing with local communities • Fostering ethical workplaces

Foundation: Governance

NYK Group's ESG Management

Material Issues

Material Issues of the Group

Process for Identifying Material Issues

Material Issues' Vision and Key Themes

Non-Financial Targets (KPIs) and Performance

Material Issues and Contribution to SDGs

Material Issues

Non-Financial Targets (KPIs) and Performance

Based on its material issues, the NYK Group has set non-financial KPIs and announced them in the medium-term management plan together with its financial indicators, return on invested capital (ROIC), net income, and ROE. Looking ahead, to monitor the progress of the key themes for realizing the Material Issues' Vision, the Group will continue to examine and discuss setting more specific KPIs, such as those to heighten safety awareness (Safety), provide detailed GHG reduction targets (Environment), and utilize engagement surveys (Human Resources).

Material Issues	Target	Unit	FY2021	FY2022	FY2023
Safety	Number of major accidents 0	—	1	2	3
Environment	GHG reduction target Scope 1+2 2030: 45% reduction (vs FY2021) Absolute corporate emissions	ton- CO ₂ e	12,724,086 (base year)	11,331,299 (vs. FY2021; -11%)	11,473,705 (vs. FY2021; -9.8%)
	Scope 1+2+3 2050: Net Zero Absolute corporate emissions	ton- CO ₂ e	16,614,748	14,595,322	14,929,553
Human Resources	Percentage of female managers	%	14.0* ¹	13.7* ¹	13.6* ¹
	2030: 30%		25.9* ²	25.2* ²	26.2* ²

*1 Non-consolidated

*2 Consolidated

[Link](#) For more information, please see below.

▶ **NYK Group Decarbonization Story**
<https://www.nyk.com/sustainability/pdf/environment003.pdf>

▶ **NYK Group Decarbonization Story Progress Report**
<https://www.nyk.com/sustainability/pdf/environment004.pdf>

Material Issues and Contribution to SDGs

The NYK Group pursues the creation of social value and corporate value by ensuring and enhancing responses to material issues, while also contributing to achieving the SDGs (Sustainable Development Goals).



NYK Group's ESG Management

Co-creation through Various Initiatives

Co-creation through Various Initiatives

Under our Mission of "Bringing value to life," we are proactively taking part in international initiatives for contributing to the realization of a sustainable society.

Sustainability

United Nations Global Compact (UNGC)

Announced support in May 2006



The United Nations Global Compact is the world's largest sustainability initiative, in which the United Nations and the private sector join hands to build a healthy global society. We expressed our support for the initiative in 2006, and in January 2009, we also announced our support for the "Caring for Climate" initiative on climate change and became a signatory to the document.

WBCSD (World Business Council for Sustainable Development)

Joined in Apr. 2023



The World Business Council for Sustainable Development (WBCSD) is a coalition of approximately 200 CEOs from companies aiming for sustainable development to foster collaboration among businesses to contribute to the transition towards a sustainable society.

Climate Change/Decarbonization

Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping

Joined in Jul. 2020



A non-profit organization established to promote decarbonization in international shipping. It is engaged in research and development on energy-efficiency improvement, alternative fuels, compliance with regulations, and targets for ships.

Japan Climate Initiative

Joined in Sept. 2018



A network for enhancing information dissemination and exchanging opinions among proactive companies, local governments, NGOs, and others working on climate change mitigation measures. (In November 2021, an event hosted by the same initiative was held as a part of COP26, where we shared our efforts toward achieving a decarbonized society by 2050.)

Japan Business Federation "Challenge Zero"

Joined in Mar. 2020



A new initiative in which the Japan Business Federation (Keidanren), in collaboration with the Japanese government, strongly promotes and supports the innovative actions of companies and organizations domestically and internationally for achieving a "decarbonized society," which is positioned as a long-term goal by the "Paris Agreement," an international framework for climate change mitigation. (Selected as a "Zero Emissions Challenge Company" promoted by Japan's Ministry of Economy, Trade and Industry, Keidanren, and NEDO)

Task Force on Climate-related Financial Disclosures (TCFD) Consortium

Declaration of support of final recommendations in December 2018



A platform for companies, financial institutions, and other stakeholders endorsing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to collaborate and promote efforts that facilitate effective information disclosure by companies and ensure that disclosed information is utilized for informed investment decision-making by financial institutions.

NYK Group's ESG Management

Co-creation through Various Initiatives

Co-creation through Various Initiatives

Climate Change/Decarbonization

International Shipping GHG Zero Emission Project

Joined in Aug. 2018

A project by Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) that comprehensively examines technology development challenges necessary to enhance Japan's competitive advantage while assessing global future trends in energy efficiency and decarbonization. The project also considers international standards and incentive systems in light of their impacts on the market. It compiles the roles and responsibilities of stakeholders and work plans to strategically promote these efforts.

In collaboration with the maritime industries, including shipping, shipbuilding, and marine industries, as well as research institutions and public agencies, a roadmap towards zero emissions in international shipping was formulated and released in March 2020 and March 2022.

Getting to Zero Coalition

Oct. 2019 Became the first Japanese shipping company to participate



An industry coalition established in October 2018 to promote decarbonization in the maritime sector. It aims to achieve commercial operations of zero-emission fuel-powered vessels on international shipping routes by 2030 to meet the greenhouse gas (GHG) reduction targets set by the International Maritime Organization (IMO). In September 2021, NYK endorsed the coalition "Call to Action for Shipping Decarbonization," a proposal urging action by governments worldwide.

International Think Tank for CO₂ Capture and Storage Technology "Global CCS Institute"

Joined in Jul. 2021



An international think tank established to promote the global utilization of Carbon dioxide (CO₂) Capture and Storage (CCS) technology. NYK is also a member of the CO₂ Shipping Working Group.

GX League

Agreed to the basic plan in April 2022
Joined in May 2023



A platform where companies, government agencies, and universities came together and committed to achieving sustainable growth in the current and future society, with the goal of realizing carbon neutrality by 2050. The organizations collaborate in pursuing challenges towards Green Transformation (GX) and engage in practical efforts to transform the economic and social systems and create new markets.

GCMD (Global Centre for Maritime Decarbonization)

Joined in Jul. 2023



The Global Centre for Maritime Decarbonization is a non-profit organization that supports decarbonization in the maritime industry, aiming to achieve or surpass the 2030 and 2050 targets set by the International Maritime Organization (IMO).

North Pacific Green Corridor Consortium

Joined in Apr. 2024

A non-profit consortium established to decarbonize supply chains between Canada and Japan/Korea

[Link](https://www.northpacificgreencorridor.org) For more information, click on the link below
<https://www.northpacificgreencorridor.org>

Smart Freight Centre

Joined in Apr. 2024



A non-profit organization, based in Amsterdam, to work to promote global warming countermeasures by visualizing the impact of rising GHG emissions, making proposals for emission reductions.

NYK Group's ESG Management

Co-creation through Various Initiatives

Co-creation through Various Initiatives

Climate Change/Decarbonization/Maritime

Methane Abatement in Maritime Innovation Initiative (MAMII)

Joined in Sept. 2023

An initiative led by Safetytech Accelerator Limited, a non-profit organization established by Lloyd's Register to measure and assess methane emissions from LNG-fueled vessels, share knowledge on how to reduce methane emissions among participating companies, and support the introduction of technologies.

Next-generation Fuel

Hydrogen Council

Jul. 2020 First shipping company in the world to join

Hydrogen Council

The world's first and only international council launched at the Davos Conference (World Economic Forum) in January 2017 and dedicated to the global proliferation of hydrogen. The council aims to accelerate investment in the hydrogen fuel and fuel cell sectors and achieve the development and implementation of appropriate policies and action plans.

Japan Hydrogen Association (JH2A)

Joined in Dec. 2020



A council that discusses the major strategic directions for achieving a hydrogen society in collaboration with various stakeholders.

Clean Fuel Ammonia Association

Joined in April, 2019



An organization (incorporated association) that is working on the early establishment of the value chain from the supply to the utilization of CO₂-free ammonia through activities such as technology development and evaluation, economic assessment, policy recommendations, and international collaboration.

In June 2021, NYK became a board member in the same association. Additionally, an NYK executive officer delivered keynote speeches at the International Conference on Fuel Ammonia in 2021 and 2022.

NYK Group's ESG Management

Co-creation through Various Initiatives

Co-creation through Various Initiatives

Biodiversity

World Wide Fund for Nature (WWF)

Joined in Aug. 2005



An environmental conservation organization that is working towards the recovery of rapidly declining biodiversity richness and the achievement of a decarbonized society to mitigate global warming. The organization focuses on the conservation of rare wildlife and the promotion of sustainable production and consumption.

Japan Business Federation Biodiversity Declaration

Joined in Dec. 2009

An initiative that promotes the dissemination and introduction of logos, future action plans, and case studies of companies and organizations that are engaged in multiple items or aligned with the overall spirit of the "Keidanren Biodiversity Declaration and Action Guidelines (Revised Version)." These initiatives are communicated and showcased through a dedicated website (available in Japanese and English).

Japan and Biodiversity Partnership of the Japan Business Federation

Joined in Oct. 2010

A federation that serves as the main body for the "Biodiversity Private Sector Initiative," which promotes private sector engagement in implementing the Convention on Biological Diversity. The federation is required to engage in initiatives contributing to biodiversity and to actively practice and promote activities aligned with the action guidelines aimed at improving those initiatives and achieving their objectives.

ANEMONE Consortium

NYK joined as an initiating member in June 2022

Established with 13 founding members, including companies, NPOs, and academic societies, and led by Tohoku University, the initiative aims to achieve a society in harmony with nature by utilizing the large-scale environmental DNA (eDNA) monitoring network called 'ANEMONE' (All Nippon eDNA Monitoring Network).

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

Joined in Dec. 2023



A forum through which reports and seminars provide the latest information from TNFD, an international organization that has developed a framework for private companies and financial institutions to assess and disclose risks and opportunities related to natural capital and biodiversity.

COI-NEXT Nature Positive Center for realizing a flourishing society

Joined in Apr. 2024



An industry-government-academia project that aims to transform society through the restoration of nature by "visualizing" its value, integrating nature into the economy, and developing human resources. Tohoku University is leading the project, and 26 companies and organizations, including NYK, are participating.

Human Resource

Human Capital Management Consortium

Joined in Aug. 2022



Established in August 2022, with a total of seven initiators, including Kunio Ito, the director of the CFO Education and Research Center at Hitotsubashi University, the organization aims to promote human capital management in Japanese companies through the sharing of advanced case studies on the practice of human capital management, discussions on inter-company collaboration, and the enhancement of both practice and disclosure. As of May 2023, 436 corporations participated in this initiative.

NYK Group's ESG Management

Co-creation through Various Initiatives

Co-creation through Various Initiatives

D&I

30% Club Japan (Thirty Percent Club Japan)

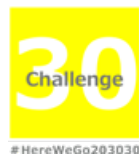
Joined in Jan. 2022



The "30% Club" is a global campaign established in the UK in 2010 to increase the representation of women in key decision-making bodies, including corporate boards. Its Japanese branch, "30% Club Japan," operates under the belief that a healthy gender balance in decision-making bodies contributes to the sustainable growth and enhanced international competitiveness of companies. With a target to achieve a 30% representation of women on the boards of TOPIX100 companies by 2030, the initiative garnered membership from 35 companies as of May 2023.

Keidanren "Here We Go 203030"

Announced support in February 2022



The policy aims to drive progress toward the target established in the New Growth Strategy published by Keidanren in November 2020, which seeks to raise the proportion of women on corporate boards to at least 30% by 2030.

Maritime

Ship Recycling Information Disclosure Platform "Ship Recycling Transparency Initiative (SRTI)"

May 2021 Participated for the first time as a Japanese shipping company



The SRTI is an information-disclosure platform that aims to improve the transparency of ship-dismantling processes and provide appropriate information to stakeholders such as shippers, banks, investment institutions, and insurance companies. On the SRTI website, participating shipowners, shippers, and investment institutions worldwide voluntarily disclose their policies and the implementation status of their own ship dismantling.

Global Maritime Forum

Joined in Aug. 2022



Established in Jul. 2017 (former Danish Maritime Forum). The organization actively engages various stakeholders, including customers, with a focus on the shipping industry, to drive initiatives within the industry for addressing a wide range of ESG (Environmental, Social, and Governance) issues, including decarbonization.

United Nations Global Compact (UNGC) "Sustainable Ocean Principles"

Jun. 2022 First Japanese company to announce support



Sustainable Ocean Principles

The framework of a responsible business organization, published by the United Nations Global Compact (UNGC) in September 2019, recognizing the urgent need to protect and restore the deteriorating oceans due to factors such as rising temperatures, acidification, depletion of natural resources, and pollution from land and sea. It aligns with the 14th goal of the Sustainable Development Goals (SDGs), "Life Below Water."