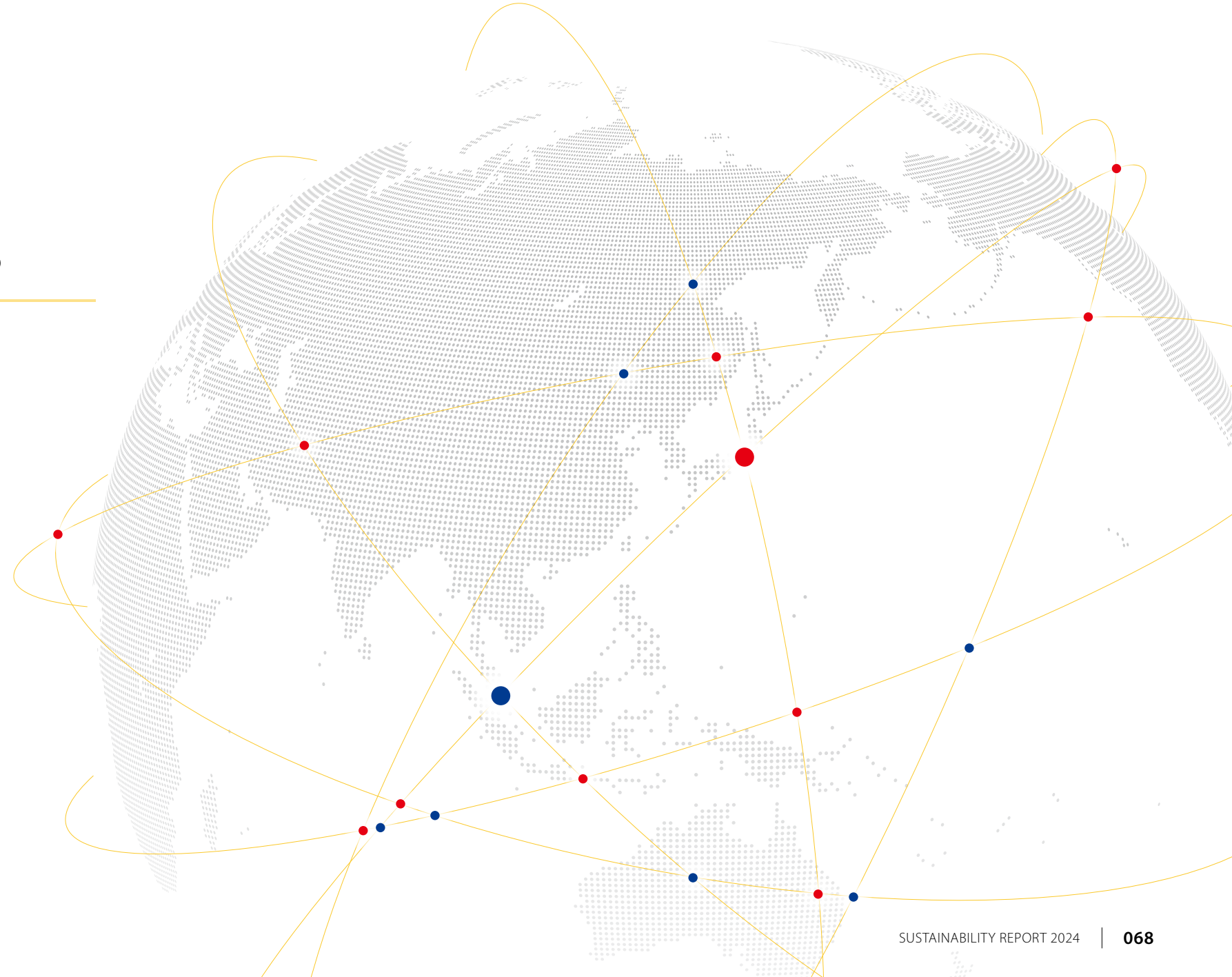


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As a group conducting business globally, the Group recognizes that our corporate activities could have a direct or indirect adverse impact on human rights.

The Group fulfills its responsibility to respect human rights by not infringing on the human rights of people affected by our corporate activities, and by taking appropriate measures to correct any adverse impacts on human rights that may have been caused or contributed to in our corporate activities.

The NYK Group Human Rights Policy based on the United Nations Guiding Principles (UNGPs) on Business and Human Rights applies to all executives and employees, and we encourage our suppliers, contractors, agents, and other parties involved in our business and supply chain to comply with the policy.

In addition to "NYK Code of Conduct", we also include respect for human rights and diverse cultures in our CSR Guidelines for Partners and Suppliers (as of July 2024), with the aim of realizing respect for human rights throughout our entire value chain.

- Link** For more information, click on the link below.
- ▶ **NYK Group Human Rights Policy**
<https://www.nyk.com/english/sustainability/pdf/concept/policy002en.pdf>
 - ▶ **NYK Code of Conduct**
<https://www.nyk.com/english/profile/mission/>
 - ▶ **CSR Guidelines for Partners and Suppliers**
<https://www.nyk.com/english/sustainability/pdf/concept/policy011en.pdf>

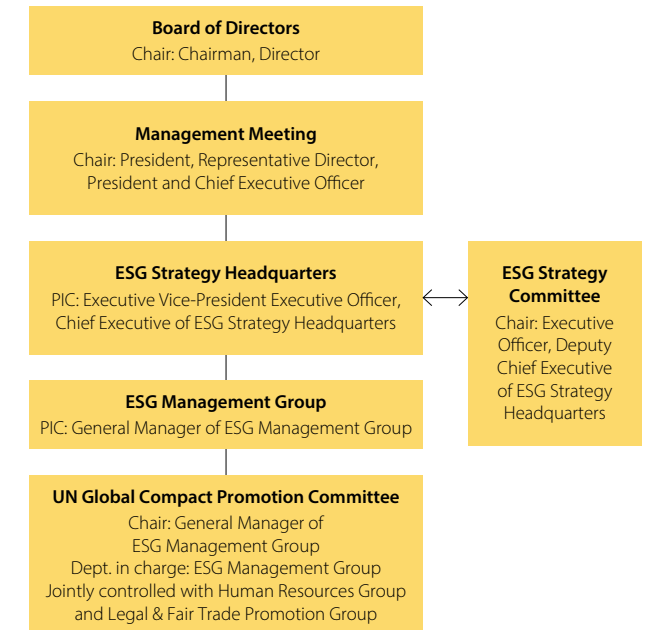
Organization

The Group promotes efforts to respect human rights through discussions in the ESG Strategy Committee and the UN Global Compact Promotion Committee in collaboration with other relevant departments within this framework under top management leadership and commitment. Moreover, we regularly receive expert advice from a third party, Caux Round Table Japan (CRT Japan),* to ensure objectivity and legitimacy at each phase of the implementation process. We also hold periodic discussions with experts and stakeholders to strengthen our engagement.

We conduct human rights due diligence in the value chain in which the Group is involved to enable correction if it is found that the Group's business activities have caused or contributed to adverse human rights impacts. Additionally, we are currently developing a grievance mechanism for workers and others in the value chain in which our Group is involved, with the goal of starting operations in fiscal 2024 as a means of relief for potential victims.

* Caux Round Table Japan (CRT Japan): A global network of business leaders working to realize a fair, free and transparent society. CRT Japan supports efforts in responsible business practices and human rights.

■ Framework for Promoting Human Rights Initiatives (As of April 1, 2024)



ESG Strategy Committee

In April 2023, we established the ESG Strategy Committee, which succeeded the ESG Management Promotion Committee, to discuss Groupwide policies on ESG management, including the promotion of human rights. The committee is chaired by the deputy chief executive of the ESG Strategy Headquarters and includes executive officers representing each headquarters and an external advisor. The committee met a total of nine times in fiscal 2023.

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UN Global Compact Promotion Committee

The purpose of the subcommittee is to promote the United Nations Global Compact (UNGC)* and to establish systems based on it in the Company and its Group companies. We hold subcommittee meetings quarterly. Through human resource surveys conducted in Japan and overseas, as well as processes for human rights due diligence, the committee investigates and identifies business execution and matters that may violate the UNGC, confirms facts, and then discusses and determines any corrective measures.

*Comprising representatives from ESG Management Group, Human Resources Group, and Legal & Fair Trade Promotion Group, the committee advances initiatives focused on GC principles 1-6, which deal with human rights and labor standards, and principle 10, which addresses anti-corruption. The Decarbonization Group is heading initiatives related to the environmental principles of the UNGC.

Recent Initiatives

In fiscal 2022, the ESG Management Committee discussed reports on the Group's human rights initiatives and considered formulating a human rights policy. The committee shared the initiatives implemented and reconfirmed that the Group would pursue consistent efforts to promote human rights. The committee also proposed the Management Meeting and the Board of Directors to formulate a human rights policy. The Board of Directors discussed and approved the person responsible for the implementation of the human rights policy.

In fiscal 2023, while maintaining our basic policy and continuing our efforts on human rights, we held two discussions at the ESG Strategy Committee to revise the CSR Guidelines for Partners and Suppliers (last revised in fiscal 2019). Regular meetings with Caux Round Table Japan are held every other week, with a total of 24 meetings held in fiscal 2023.

Whistleblower Desk and Grievance Mechanism

NYK provides five consultation services including Yusen Chat Room, Harassment Policy and Consultation Service, Internal Reporting Consultation Service, Childcare Leave, Nursing Care Leave and Work-Life Balance Consultation Service, and LGBT Consultation Service, which can be accessed by all employees of the Group to promptly deal with possible infringements of human rights. Moreover, at overseas Group companies, regional management offices in each region have established multilingual whistleblower desks operated by outside vendors, which are available to employees, etc. of overseas Group companies. Employees can also directly consult with the department in charge of receiving consultations and directly consult with an external lawyer anonymously.

Through these services, we receive various reports and queries from employees not only concerning whistleblowing reports but also all kinds of issues related to human rights, discrimination, and harassment, which employees face in the workplace, either in the name of the employees or anonymously, according to their wishes. We attempt to early identify, resolve, and remedy the problems. In addition to the LGBT Consultation Service established in fiscal 2019, we will also set up a LGBT Consultation Service via an external organization from fiscal 2024, where LGBT persons and related parties can seek consultation about their concerns and problems in the workplace, while ensuring greater psychological safety.

Details of consultations and grievances are communicated to relevant departments, impartial investigations are undertaken, and remedial measures based on internal procedures are taken.

We are working to familiarize employees with these grievance mechanisms through our internal portal site and through training. During Human Rights Week, information on these services is posted on the company bulletin board.

In addition, when providing consultation, NYK strictly maintains the confidentiality of the person seeking consultation as well

as relevant parties, and also guarantees that no person will be treated disadvantageously as a result of making a report or seeking consultation, except in cases where such action has been for unfair reasons or through inappropriate methods. We are also currently preparing a new consultation desk, aiming to start operation in fiscal 2024, to accept reports from stakeholders, such as workers in the value chain and local communities involved with the Group, on the premise that the privacy of those making the report will be protected and appropriate confidentiality will be ensured.

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Risk Assessment

The Group understands that, in the event an issue concerning human rights violations occurs in the corporate activities of the Group, those activities may be adversely affected due to a decline in social credibility and brand image. Therefore, the Group positions the risk of human rights violations as one of its material issues, and conducts human rights due diligence using a risk-based approach. Based on this approach, the Group identifies and responds to significant human rights issues.

Human Rights Due Diligence

We follow the procedures outlined in the UN Guiding Principles on Business and Human Rights and exercise human rights due diligence. Specifically, we identify and assess the Group's activities that have or may have an adverse impact on human rights. Next, we seek to grasp the Group's human rights issues to prevent and mitigate the risk of adverse impact and to consider remedial measures. A follow-up assessment is conducted to verify its effectiveness, the process and the results are disclosed, and the details are reviewed by experts. We implement the above process continuously.

Implementation Process

- When identifying and assessing adverse impact on human rights, we first deepen our understanding by conducting desktop research by external experts as well as using materials issued by international organizations and various initiatives.
- We use internal resources (such as holding workshops for internal managers) to consider potential risks of whose and what type of human rights may be violated through what kind of corporate activities.
- Among specific businesses that involve potential risk of human rights violations of the rights holders*, we conduct interviews and surveys through a third party with no vested interest in the rights holders in countries in which we expect to have a significant influence, to confirm whether there are any actual or possible human rights violations. When conducting interviews or surveys, we explain our Group's Human Rights Policy to the group companies or suppliers that directly manage the relevant rights holders and obtain their cooperation in implementing the policy.
- Based on the existence or possibility of confirmed human rights violations, and taking into account the legal system and social situation of the relevant country as necessary, we evaluate the severity of the adverse impact on human rights (the scale, scope, and difficulty of remediation) and identify "salient human rights issues" within the Group. Furthermore, when verifying whether or not there is a human rights violation or the possibility of such a violation, we may refer to the details of cases handled by the grievance mechanisms established by our company, group companies or suppliers.
- We require the group companies or suppliers that directly manage the rights holders to address the identified "salient human rights issues," that is, to "prevent or mitigate any adverse impact on human rights," and consider the possibility of using the influence to achieve this. (This may include amending relevant policies and contractual clauses)
- After a certain period of time has passed since the implementation of the countermeasures by the group company or suppliers, the Group will again conduct a third party interview or survey of the relevant rights holder to check whether the improvement measures have led to actual improvements.
- We will continue to strive to improve the effectiveness of human rights due diligence by clarifying how each of the multiple stakeholders is involved in the process and continuing this cycle of "identification and assessment," "prevention and mitigation," "tracking and evaluation," and "information disclosure."

* Rights holders: Refers to holders of rights (human rights); those groups and stakeholders who may be affected by corporate activities

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Identifying Human Rights Themes

Assessment by External Experts					
Objective	Assess the risks of human rights violations on the basis of objective data and in the light of operational countries/regions				
Target Operations	Country/region		Human rights risk index		
	Oceangoing shipping	(Ship Registry) America	2 countries	<ul style="list-style-type: none"> Child labor Decent wages Decent working time Discrimination in the workplace Freedom of association and collective bargaining Migrant workers Modern slavery 	<ul style="list-style-type: none"> Occupational health and safety Land, property and housing rights (impact on the community) Right to privacy Access to remedy Indigenous peoples' rights Security forces and human rights
		South Asia/Oceania	1 country		
		Europe/Africa	1 country		
Automotive logistics	Europe/Africa	24 countries			
	South Asia/Oceania	15 countries			
	America	6 countries			
Ship recycling	East Asia	5 countries			
	South Asia/Oceania	1 country			

HR Due Diligence Workshop	
Objective	Assess the risks of human rights violations under actual business conditions on a practical level. Identify, clarify, and summarize potential risk factors for human rights violations at each stage of the value chain.
Date	Thursday, June 30, 2022
Participating headquarters	<ul style="list-style-type: none"> Technical Headquarters (Marine Group, Technical Group, Technical HQ Management Group, Environment Group) Automotive Transportation Headquarters (Auto Logistics Group) Liner & Logistics Control Headquarters (Harbor Group) Management Planning Headquarters (Corporate Planning Group) General Affairs Headquarters (Human Resources Group, Legal & Fair Trade Promotion Group) ESG Management Group <p>Total 26 participants</p>
Reference	<ul style="list-style-type: none"> Assessment results by External Experts Fiscal 2021's Stakeholder Engagement Program - Human Rights Issues in Logistics and Transportation Sector IHRB 'The Ship Lifecycle: Embedding Human Rights from Shipyard to Scrapyard'

Identify and Respond to HR Issues					
Operations*	Shipbuilding	Port logistics	Automotive logistics	Oceangoing shipping	Ship recycling
Rights holders	Workers	Dock workers	Workers	Seafarers	Workers
Concerned HR issues	<ul style="list-style-type: none"> Decent wages Discrimination in the workplace Freedom of association and collective bargaining Migrant workers Modern slavery Occupational health and safety 	<ul style="list-style-type: none"> Decent working time Discrimination in the workplace Migrant workers Occupational health and safety 	<ul style="list-style-type: none"> Decent wages Decent working time Modern slavery Occupational health and safety 	<ul style="list-style-type: none"> Decent wages Decent working time Discrimination in the workplace Migrant workers Modern slavery Occupational health and safety Land, property and housing rights Right to privacy Access to remedy 	<ul style="list-style-type: none"> Decent wages Decent working time Discrimination in the workplace Freedom of association and collective bargaining Occupational health and safety Land, property and housing rights Access to remedy

Country/implementation period/method	Scheduled for FY2024	Scheduled for FY2024	India/FY2022/Interviews	Philippines/FY2023-2024/Questionnaires and interviews	Bangladesh/FY2023/Interviews
Salient HR issues			<ul style="list-style-type: none"> Decent wages Modern slavery Access to remedy 	<ul style="list-style-type: none"> Discrimination in the workplace Occupational health and safety Access to remedy 	<ul style="list-style-type: none"> Modern slavery Occupational health and safety Access to remedy

*The businesses are shown from left to right along the Group businesses' value chain.

See "Initiatives" on the next page for details of the salient human rights themes identified and assessed by the Group as above, as well as the measures currently being considered or implemented.

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Oceangoing Shipping (Seafarers)

The NYK Group is committed to protecting seafarers' rights by ensuring compliance with the requirements of Maritime Labour Convention 2006 (MLC, 2006), which sets out the basic rights of seafarers and occupational health and safety on board. We use our safety management system (SMS), which incorporates the requirements, and our NAV9000 original safety standard assessment system to confirm the MLC compliance status of ship management companies and the ships they manage.

We recognize that seafarers' human rights concerns begin with recruitment and continue while they serve on board and even after they disembark, and that there are issues to be addressed at each phase. We are committed to conducting ethical recruitment practices prior to boarding; preventing violations of rights to occupational health and safety; ensuring the right to privacy, freedom of association, and collective bargaining; assuring decent working time; providing access to remedy; and preventing discrimination in the workplace while on board. Our initiatives after disembarkation include maintaining seafarer retention through employee engagement and improving the accessibility of financial services for seafarers.

[Link](https://www.nyk.com/english/sustainability/pdf/social007en.pdf) For more information, click on the link below.
▶ NYK Group Respect for the Human Rights of Seafarers
<https://www.nyk.com/english/sustainability/pdf/social007en.pdf>

Automotive Logistics Business

In the automotive logistics business, workers are involved in a wide range of duties. Many workers are employed through supplier partners and may provide services at the customers' locations. The Group encourages appropriate employment management among its supplier partners and has put in place a system that allows workers employed through supplier partners to speak up directly to the Group, and is working to improve the effectiveness of the system. Moreover, while seeking to improve the situation with the understanding and cooperation of our customers as necessary, we will continue to promote initiatives that contribute to our customers' business and human rights activities.

Salient Human Rights Issues and Initiatives in the Automotive Logistics Business (As of March 2024)

Rights holders (Corresponding company name)	Salient HR Issues	Measures currently being considered or implemented
Seafarers (NYK India)	Decent wages	We explained the payroll policy with the salary increase to all workers employed through supplier partners.
	Modern slavery	We requested supplier partners to provide employment contracts and pay slips, as required by Indian laws and regulations, to all workers employed through them in both English and a language that the workers understand.
	Access to remedy	To increase the effectiveness and transparency of Samvaad (NYK India's own grievance mechanism provided to workers; means "dialogue" in Hindi), the flow of the mechanism has been clarified and made known to workers.

[Link](https://www.nyk.com/english/sustainability/pdf/social008en.pdf) For more information, click on the link below.
▶ NYK Group (Respect for Human Rights in Automotive Logistics)
<https://www.nyk.com/english/sustainability/pdf/social008en.pdf>

Ship Recycling (Workers)

Ship recycling involves dangerous work, including cutting the ship's hull in high places, handling harmful chemicals such as mercury, lead, and asbestos left on abandoned ships, as well as residual heavy oil, and transporting cut scrap. To prevent the risk of death, injury, or damage to the health of ship recycling workers of (indirect) business partners that recycle ships owned by NYK and its group companies, as well as the spillage of hazardous materials into the ocean and the resulting damage to the health of nearby residents, NYK has established a ship-recycling policy and is working to promote responsible ship recycling in accordance with the International Maritime Organization (IMO) Hong Kong Convention for the Safe and Environmentally Sound Recycling of Ships, the European Union (EU) Ship Recycling Regulation, and relevant provisions of the International Labor Organization (ILO).

For more information, please see below.

P.060 Circular Economy

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Salient Human Rights Issues and Initiatives in Ship Recycling Business (As of March 2024)

Rights holders (Corresponding company name)	Salient HR Issues	Measures currently being considered or implemented
Workers (PHP)	Modern slavery	To ensure that recycling workers are fully aware of the risks associated with their work and the rights they have before starting work, we have decided to enhance the content of the existing statutory appointment letter, and conclude with all workers employment contracts that include the details of risks and rights.
	Occupational health and safety, Employability, and Access to remedy	We opened an education center "Sromik Shikkha Kendro" for workers and entrusted its operation and management to a local NGO, which began providing literacy education to the workers.
	Occupational Health and Safety	We have begun providing workers with more comfortable uniforms and safety protective equipment. We have also installed a water cooler in the yard facilities, and a rest area (benches and parasols) and rest rooms with bedding in the workshop.
	Other	Measures were taken to combat the heat in the dormitory buildings, such as painting the roofs with heat-resistant paint, making the buildings more comfortable. We are in the process of installing a turbine fan on the to ventilate the interior. Furthermore, approximately 40 trees were planted in front of the employee accommodation to reduce direct sunlight. We have started construction of new dormitories with bathrooms and air conditioning for mid-level workers such as supervisors or site supervisors. We are also discussing the possibility of providing housing for workers with families.



For more information, click on the link below.

▶ [NYK Group \(Respect for Human Rights in Ship Recycling\)](https://www.nyk.com/english/sustainability/pdf/social009en.pdf)
<https://www.nyk.com/english/sustainability/pdf/social009en.pdf>

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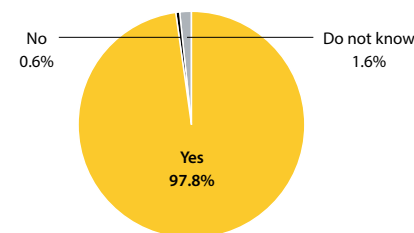
Enlightenment and Education for Executives and Employees

The NYK Group conducts human rights training for all executives and employees, including those of Group companies, through various programs such as e-learning, new employee training, and group trainings for expatriates, newly appointed managers, and newly appointed overseas senior management to instill in them an awareness of respect for human rights. We also aim to brief them on human rights risks in the Group's business and supply chain and the NYK Group's principles and rules regarding human rights.

Every year, the NYK Group conducts human rights training through e-learning in three languages: Japanese, English and Chinese. We are working to deepen employees' understanding of the impact our Group's business can have on human rights, and we are making them aware of the NYK Group's commitment to respecting human rights. In fiscal 2023, a total of 8,131 NYK Group employees participated in our e-learning program. This represents a participation rate of 95%.

Survey Results on Human Rights Awareness in FY2023 (8,131 responses)

Do you understand the NYK Group's basic approach to human rights?



The results of a follow-up awareness survey are as follows. In addition, at the training for new employees held in April and October every year, we brief employees on the importance of respecting human rights and remaining aware of human rights risks in their daily work. In fiscal 2023, the NYK Group conducted training for 94 new employees (new graduates and mid-career hires).

At group training sessions for expatriates, newly appointed managers, and newly appointed overseas senior management, we use actual examples of our initiatives for respecting human rights to brief employees on the latest trends in business and human rights as well as human rights issues in Japan and overseas.

Furthermore, to raise awareness of respect for human rights within NYK, we make staff aware of human rights issues through the company bulletin board every December during Human Rights Week. In fiscal 2023, we conducted awareness-raising activities mainly on the themes of "developmental disorders," "LGBT/SOGL," and "assimilation issues."

Requesting Business Partners for Initiates

To put into practice initiatives for respecting human rights throughout the supply chain in line with the United Nations Guiding Principles on Business and Human Rights, we share with our suppliers various policies, such as our CSR Guidelines for Partners and Suppliers (as of July 2024), and we request that they understand the intent of these policies and promote their efforts.

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Participation in Stakeholder Engagement Program

From 2012 onwards, NYK has been participating in the Stakeholder Engagement Program (Human Rights Due Diligence Workshops) organized by CRT Japan.

In this program, NGO/NPO representatives and human rights experts raise a wide range of issues centered on human rights issues that are attracting attention both in Japan and overseas. Based on the issues raised, the participating companies discuss prominent human rights issues and the importance of business activities for raising awareness of human rights and also identify and organize key human rights issues for each industry.

In fiscal 2023, we participated a total of eight times between June 1 and July 27. In this program, participants engaged in discussions on the latest issues for human rights due diligence set out in the United Nations Guiding Principles on Business and Human Rights. As was done in the previous fiscal year, NYK reviewed with participants from transport and logistics companies the “Human Rights Issues by Sector” formulated with the UNEP FI (United Nations Environment Program / Finance Initiative) Human Rights Guidance Tool. NYK was subsequently able to identify and deepen its understanding of human rights issues in the transportation industry.


 For more information, click on the link below.
[▶ CRT Stakeholder Engagement Program](https://crt-japan.jp/portfolio/she-program/)
<https://crt-japan.jp/portfolio/she-program/>

Participation in 2023 International Conference on Business and Human Rights

An NYK representative also made a presentation at the 2023 Business and Human Rights Conference held in Tokyo by CRT Japan on October 20, 2023. Our executive officer (Deputy Director of ESG Strategy Headquarters) introduced our human rights project launched in April 2022. Emphasizing that the entire NYK Group has established the foundation for a management system based on the United Nations Guiding Principles on business and human rights by incorporating external perspectives, the representative explained NYK's initiatives regarding business and human rights, in particular the issues that emerged through the human rights due diligence process targeting the ship recycling industry, and measures being taken by suppliers to improve the conditions of workers. Furthermore, international human rights experts, representatives of human rights NGOs and NPOs, and other participating companies shared information on the latest global trends and views on business and human rights and examples of human rights due diligence initiatives of other companies, and we were able to deepen our understanding of global trends and business and human rights issues requiring urgent attention.

Through dialogue with stakeholders, NYK is committed to accurately understanding human rights issues that must be addressed.

CAUX ROUND TABLE

 For more information, click on the link below.
[▶ CRT Japan Global Conference](https://crt-japan.jp/human-rights/conference/)
<https://crt-japan.jp/human-rights/conference/>

Dialogue with External Expert

We are discussing with external experts to evaluate the group's human rights initiatives and obtain suggestions for future initiatives. Our executive officer (Deputy Director of ESG Strategy Headquarters) and the head of the ESG Management Group participate in the meetings and use the opinions they receive as a reference to advance our Group's initiatives.

On October 19, 2023, we invited human rights experts from three overseas organizations to report on our business and human rights initiatives and receive their comments. The opinions we received are as follows.

Experts

- Sean Christopher Lees: United Nations Development Programme (UNDP) Asia Pacific, Business and Human Rights Specialist, Asia Pacific Region
- Jill van de Walle: World Benchmarking Alliance, Research Analyst
- Ram Ganesh Kamatham: Sustainable Shipping Initiative, Project Manager

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Expert Comments

- Information disclosure should be expanded. It would be good to disclose how much has been achieved against a baseline prescribed for each initiative. Incorporating actual levels of achievement into performance evaluation mechanisms would be effective.
- Your efforts to actually visit the site and understand the situation of the workers are an excellent way to contribute to building a relationship of trust between your company and the workers. For impact assessment, it will be good also to engage with local NGOs and civil society so that you can probe business impact on a wide range of rights holders, in addition to the workers.
- Just transition will require providing those having difficulty keeping pace with new developments with opportunities to work in new fields. Seafarers will be required to update their skills in supporting operation of ships using next-generation fuels.
- In dealing with human rights issues at the sites, it would be good to provide not only generalized training on “business and human rights,” but also more practical human rights training tailored to each business and the human rights situation in each country where the business is located. By placing your company’s human rights response within a “continuous kaizen process” of NYK Group companies and suppliers, it will contribute to enhancing corporate competitiveness of such companies and suppliers as well.

Engagement with Institutional Investors

In December 2023, NYK held an in-person and online dialogue in London with four institutional investors based in the UK, France, and Switzerland to promote ESG investment. Our executive officer (Deputy Director of ESG Strategy Headquarters) participated from NYK, and CRT Japan acted as an intermediary in arranging the dialogue. NYK first gave an overview of the Group’s ESG initiatives and then responded to questions related to assessments offered by each institutional investor. The engagement helped us deepen our understanding of our institutional investors’ expectations of our company’s attitude and initiatives.

Concerning the human rights aspect of “social” initiatives in ESG, institutional investors praised the Group for directly engaging with frontline workers, seafarers, and other rights holders based on the UN Guiding Principles. Particular interest was also shown in our efforts to increase the ratio of female seafarers and train female captains, reminding us once again of the importance of efforts to promote women’s participation. While our environmental initiatives were known to them, they appeared to be unfamiliar with our efforts to promote respect for human rights. They offered words of encouragement for us to become a leading company in the shipping industry, both in terms of the environment and respect for human rights.



Engagement with Institutional Investors in London

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The NYK Group has pursued new competitive advantages by taking on ambitious initiatives and realizing creative solutions throughout its history of nearly 140 years. The DNA of “challenge and innovation” was clearly stated in the Group Values “integrity, innovation, and intensity (3I’s)” formulated in 2007 (now redefined as Values), and is shared by all employees of our Group as a common value to realize our Group Mission.

Our Group Mission “Bringing value to life,” is based on the ideas of Yataro Iwasaki, the founder of the Mitsubishi Group, and clearly states the Group’s purpose and reason for existence: to “bring people around the world a better quality of life through the transportation of goods and values.” This Mission has been passed down through our DNA to the present day.

The employees of the NYK Group and the seafarers who work on our ships cooperate with each other to conduct business on a global scale. To realize the Medium-term Management Plan “Sail Green, Drive Transformations 2026 - A Passion for Planetary Wellbeing -” (the key strategy), which is based on Advancing the core business and growing new business, we have formulated a new Human Resources strategy (CX Story*) as a supporting strategy. Based on this strategy, we will encourage all Group employees to bring forth their best to take on challenges, and realize the medium-term management plan.

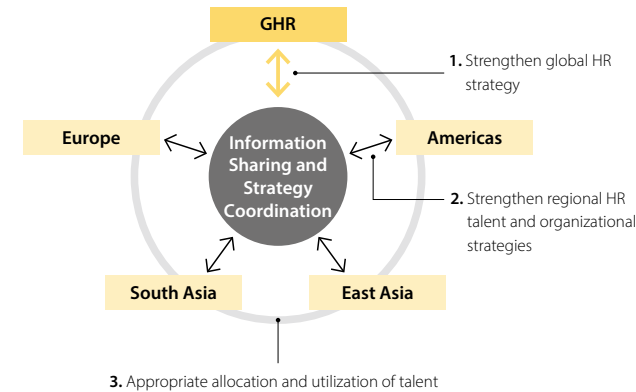
In our long-term vision for CX, we aim to transform from “A Japanese company operating globally” (Where the organization operates globally, but key decisions are made in Japan) to “A global company headquartered in Japan” (Where the headquarter is located in Japan, but the organization involves employees with diverse backgrounds in decision-making).

*CX Story: A detailed description of the CX in the Medium-Term Management Plan

Organization

We are building and strengthening our Global HR*¹ and Regional HR*² structures and networks in each region as a prerequisite for implementing various measures to realize our ideal organizational image.

Strengthen the Global HR (GHR) Function



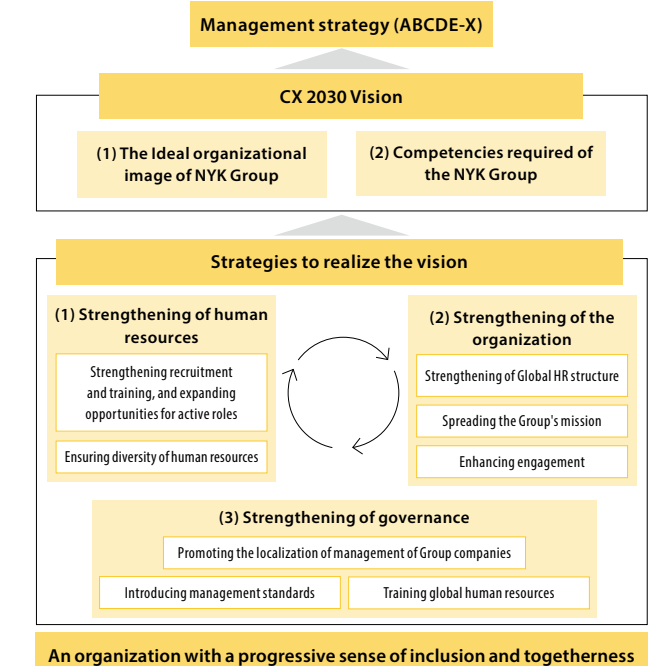
*1 Global HR (Global Human Resources): Human resources organization with a perspective on the entire Group’s global operations
*2 Regional HR (Regional Human Resources Representative): Regional human resources manager at each regional headquarters

Strategies and Risk Management

CX 2030 Vision

In pursuit of our long-term vision, we have defined the “CX 2030 Vision” as the “ideal organizational image of the NYK Group” looking ahead to 2030, the target year of our medium-term management plan, along with the “competencies required of the NYK Group” to realize this vision.

CX Story Overview



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• The ideal organizational image of the NYK Group

The ideal organizational image of the NYK Group is “an organization that encourage all group colleagues to bring forth their best to take on challenges.”

Overview of CX Strategy

To realize the CX 2030 Vision, we will continue Talent Management, Organization Development, and Enhancement of governance which will serve as the foundation for the effective circulation of these two wheels.

Talent Development

- Enhance recruitment and development, and promote cross-domain assignment
- Promote D&I

Organization Development

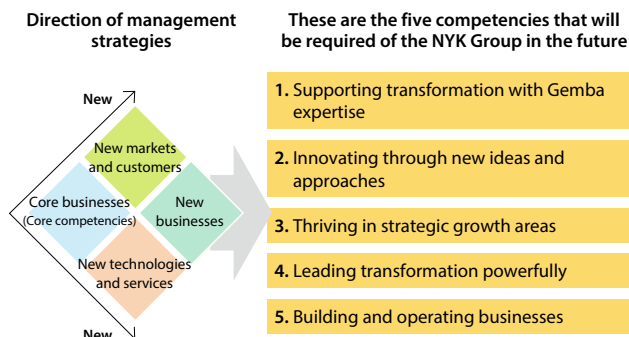
- Strengthen the global HR function
- Advance understanding of the Group's mission
- Improve employee engagement

Enhancement of governance

- Promote localization of group company management
- Implement management standards

• Competencies required of the NYK Group

To achieve our Medium-Term Management Plan, which is based on both strengthening our core businesses and developing new businesses, we have newly defined the following five competencies that are required of Group employees, and we will continue to nurture them.



Initiatives

Talent Management

• Policies to ensure diversity of human resources

We will promote the following specific measures to ensure diversity of human resources.

1. We plan to formulate a D&I policy as our code of conduct in promoting diversity and inclusion across the entire Group.
2. We will promote the exchange of human resources within the Group to promote diversity of the organization.
3. We will work on diversifying decision-making by promoting diversity& inclusion across the entire Group and increasing the

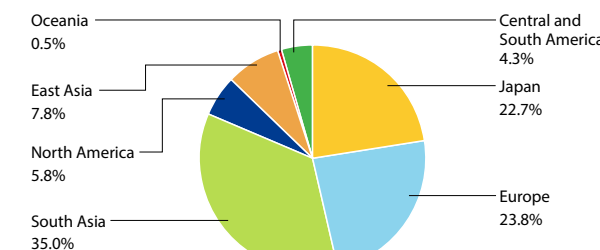
ratio of female employees and the ratio of female managers.
4. We will continue to nurture a culture and improve a system so that individuals' efforts will be leveraged in the organization.

• Promotion of cross-border activities

➢ Achieving a Workplace where diverse employees can play an active role

We continuously strive to create a work environment where employees with diverse backgrounds can play an active role in the global field. We have also incorporated content related to the promotion of Diversity & Inclusion in our e-learning program designed for all Group employees to ensure thorough understanding of the topic.

■ Ratio of NYK Group Employees by Region (Consolidated)



(As of each company's FY2023 closing date)

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> Diversification of Seafarers

In order for the Group to implement a broad range of business globally, the Group must secure and develop talented seafarer resources. In the Group, the seafaring workforce is a multinational mix. Less than 10 percent of the seafarers working on the Group's operating vessels are Japanese. In 2007, aiming to create a foundation for training seafarers for senior positions from the basic level up, NYK opened the NYK-TDG Maritime Academy (NTMA)*¹ in the Philippines. Graduates of NTMA and students from various partner merchant marine academies in India, Eastern Europe, and Asian nations receive onboard training on our cadet training ships*². After obtaining their seafaring licenses, the new seafarers then begin their careers on board our operating vessels, and in recent years have expanded their range as navigation officers and engineers at office locations as well.

*1 NTMA: NYK-TDG Maritime Academy

*2 Cadet training ship: Vessels with educational facilities (cadet quarters for 20 cadets, classrooms, instructor's quarters, etc.) added to a regular merchant vessel

> Increased number of captains and chief engineers from various countries

The Group is committed to training quality seafarers and contributing to job creation in each country where it operates. As a result of our efforts to foster quality seafarers regardless of nationality and to facilitate appointment of outstanding seafarers to executive positions on high-risk vessels*, we now have captains and chief engineers of Philippine, Indonesian, and Nigerian nationality.

*High-risk vessels: Types of vessels, such as tankers and LNG ships, that transport hazardous materials

> Global NYK Group Week

Since 2002, we have been holding "Global NYK Group Week," an annual Global training program at our Tokyo headquarters for managers selected from NYK Group Companies around the world.

The purpose of this training is to build a human network that

transcends the boundaries of countries, companies, and divisions, to reaffirm the mission, vision, and values of the NYK Group, and to raise awareness of commitment and loyalty in business management through direct dialogue with the NYK President and top management members.

Results held in FY2023

Global NYK Group Week 2023 was held from December 4 to 8, with 15 participants selected from NYK Group companies. Attendees participated in leadership training led by an outside instructor and workshop on innovation methods by the NYK Digital Academy. In addition, a group discussion was held with President Soga and top management members on the theme of the Mid-term Management Plan, where participants reaffirmed the importance of always keeping in mind the action guidelines based on the management plan when performing their duties.



● Expansion of opportunities beyond gender

> Creating an environment where everyone can play an active role

NYK's Human Resources group has established the HR Design/Diversity & Inclusion Team that is taking a range of measures to contribute to the workforce to promote the establishment of environments and the cultivation of workplace atmospheres to encourage all 35,000 Group employees to bring forth their best to take on challenges.

The NYK Group as a whole has established the "D&I Promise" for FY2024 as our commitment to promoting Diversity & Inclusion throughout the Group. Nippon Yusen Kabushiki Kaisha (NYK) has been working to create a system and environment in which each colleague can play an active role regardless of their gender, such as by abolishing the company's job classification by, unifying everyone into one human resources system in 2001 and introducing spousal transfer leave program.

In October 2020, we partially revised our human resource system so that employees who take career breaks due to childbirth, childcare, family care, or poor health receive fair evaluations upon returning to work and, as a consequence, do not suffer any disadvantage from employment gaps.

We have also have a range of other systems that surpass legal requirements, such as systems for childcare/nursing care leave, flextime, short-time work, and remote work, which allow employees with various circumstances to balance their work and life. Furthermore, we have been holding the Iku-boss seminar since 2016 and the Unconscious bias seminar since 2022 to raise awareness among managers who have subordinates working with time-constrained responsibilities such as childcare or nursing care. By creating a guidebook on support for balancing work and family life to deepen the understanding of supervisors, we are working toward a company-wide approach to creating a workplace where everyone can balance life events and careers, including not only those involved but also their supervisors and colleagues. In the action plan based on the "Act on Advancement of Measures to Support Raising Next-Generation Children" (planning period: April 1, 2021 to March 31, 2026), we have created an action plan to provide career support and work-life balance support to employees regardless of their gender.

[Link](https://www.nyk.com/english/sustainability/pdf/social013en.pdf) For more information, click the link below.
https://www.nyk.com/english/sustainability/pdf/social013en.pdf

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> Balancing childcare and work

By explaining the childcare leave system, conducting pre- and post-leave interviews, conducting interviews prior to reinstatement, and holding pre-reinstatement roundtable discussions, we aim to create an environment in which employees can return to work with a high level of motivation, eliminating any concerns they may have, and maintaining an almost 100% return rate for both men and women following childcare leave. Furthermore, after their reinstatement, we provide a forum where employees can consult with a confidant about day-to-day concerns and receive advice on balancing work and childcare through our in-house mentor system. Besides this, we are also working to provide opportunities for outside training and cross-industry exchanges to promote personal growth in cases where an employee lacks experience due to their absence from work or where it is difficult to maintain motivation for their career due to balancing work and childcare.

We have also introduced a unique paternity leave system (for male employees), which provides 14 days of paid leave including weekends and national holidays, subsidies for the use of babysitters, contracts with company-led nursery schools, etc., and hold Iku-papa seminars to foster awareness and workplace culture that balancing childcare/housework and work is not limited to a particular gender. We believe that by establishing an in-house consultation service to provide support for work-life balance and strengthening soft support, employees can be further encouraged to take an active role in their careers.

> Number and percentage of employees taking childcare leave

We are focusing on the number of employees who have taken childcare leave, the rate at which they take childcare leave, and the retention rate after returning to work as one of the indicators to measure the progress of the current action plan (Second Action Plan) based on the Act of Promotion of Women's Participation and Advancement in the Workplace. The retention rate after childcare leave has remained at 100% regardless of gender.

Link For more information, click the link below.
<https://www.nyk.com/english/sustainability/pdf/social014en.pdf>

■ Changes in the number of men/women taking childcare leave and system utilization rate (NYK Headquarters)

	FY2019	FY2020	FY2021	FY2022	FY2023
Number of male employees who used parental leave program (people)	23	22	37	52	50
Number of female employees who used maternal leave program (people)	12	7	16	12	7
System utilization rate (male employees)	41.1	37.3	60.7	72.2	73.5
System utilization rate (female employees)	100.0	100.0	91.0	100.0	100.0

> Ratio of women managers

Looking at past hiring trends and the current situation in which the percentage of women employees is declining due to industry characteristics, we recognize that achieving our stated goals will not be easy. However, we will make our policy clear and work on various measures to get as close as possible to the realization of our goals.

As a non-financial indicator KPI, we have set a target to increase the ratio of women managers to 30% by 2030. To achieve this goal, we have formulated an action plan in accordance with the "Act of Promotion of Women's Participation and Advancement in the Workplace." To achieve Diversity & Inclusion, the current action plan (period of second action plan: April 1, 2021 to March 31, 2026) focuses on creating an environment and promoting a workplace culture in which diverse human resources can play an active role.

We are also advocating for and cultivating human resources that

can lead business development in Japan and overseas regardless of their gender. As a part of these efforts, we will continue to implement the measures formulated in the First Action Plan to increase the number of women working abroad. Work experience abroad is an important element of employee career advancement, and when implemented in conjunction with the measures of the Second Action Plan, stimulates self-growth. We expect overseas work experience to be a valuable attribute to employees who serve as managers in the future.

The percentage of women managers (stand-alone, land-based positions [excluding navigation officers and engineers]) has remained above 10% since FY2013, and reached 13.6% as of March 31, 2024.

■ Ratio of women managers (NYK Headquarters, land-based positions [excluding navigation officers and engineers])

	FY2019	FY2020	FY2021	FY2022	FY2023
Ratio of women managers (%)	14.5	14.7	14.0	13.7	13.6

> Women Seafarers

In 2004, NYK became the first of the major Japanese companies that offer overseas shipping services to accept female officers. Since then, their numbers have continued to rise, and the company had 25 female officers as of April 1, 2024. Their participation in the workplace—on board vessels and in the office—is advancing. On April 2017, a deck officer named Tomoko Konishi became the first woman in NYK's history to be promoted to the rank of captain.

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> LGBT/SOGI*

Every year, we invite outside speakers to conduct “Diversity & Inclusion Training” for new employees with awareness of the LGBT community as one of the themes. In FY2023, we conducted LGBT awareness training for executives in charge of human resources, and human resources personnel. Through face-to-face talks, lectures on fundamental LGBT/SOGI issues, and group work, each employee can gain new awareness and recognize the importance of diversity and inclusion.

In addition, we promote understanding of LGBT/SOGI through e-learning. We also provide an LGBT consultation service, conduct anonymous surveys, and invite LGBT experts to talk to employees. These initiatives aim to foster a greater understanding and acceptance of LGBT within our organizations.

*SOGI (Sexual Orientation and Gender Identity)



Training being conducted by JobRainbow



Virtual reality experience

In April 2024, Our executive officer (Deputy Director of ESG Strategy Headquarters) joined “Pride1000,” an ally* network of work with Pride business executives, as an endorser. Pride1000 aims to broaden the circle of allies among business executives and to send a positive message to society.

*Ally: A person who understands and supports LGBT and SOGI issues.



Message from Our Executive Officer



Tokyo Rainbow Pride 2024 Parade

Aiming to further promote Diversity & Inclusion, since FY2023 we have been endorsing the “Rainbow Communication Badge (RCB) Project” organized by JobRainbow Inc.

The RCB Project aims for an inclusive society without discrimination or prejudice. By wearing the Rainbow badge, we can create a reassuring environment for customers, business partners, and employees.



● Strengthening recruitment and training

To achieve ambidextrous management, it is necessary to create value beyond the conventional framework. Accordingly, we are making a major shift from homogenous human resource development to the development of “business leaders” who possess their own distinctive job performance skills. This will strengthen human resources and accelerate corporate growth. Specific policies are as follows.

1. Promote cross-domain assignments and support career development through assignments and participation in projects that cross work areas, countries, and regions
2. Expand internal job postings within the Group and encourage participation to promote career development
3. Prepare leaders of the next generation to take on Group management responsibilities strategically
4. Promote localization of Group company management and decisionmaking with diverse perspectives by appointing local employees

Recruitment

> New-graduate and mid-career hires

We have been actively recruiting not only new graduates but also mid-career hires with diverse backgrounds for such things as personnel assignments in strategic areas and to strengthen corporate functions.

> Reemployment Program

In April 2006, we began operating the NCC (NYK Career Club) system. The NCC is a program created in response to the Law Concerning Stabilization of Employment of Older Persons and provides reemployment up to age 65 for employees who retire at age 60.

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Learning development

– For all employees

> NYK Business College

Aiming to cultivate employees who will lead the next generation, NYK enhance a variety of training programs.

We offer the “NYK Essential Training,” which aims to develop the next generation of talent and strengthen and improve their leadership, management, and ability to acquire new ideas and approaches, and the “NYK Business College,” a training system that aims to enhance the overall capabilities of NYK Group employees. We also offer more than 60 programs that combine lectures and practical exercises to develop business leaders capable of leading their teams. A total of 2,278 Group employees participated in these training sessions in FY2023.

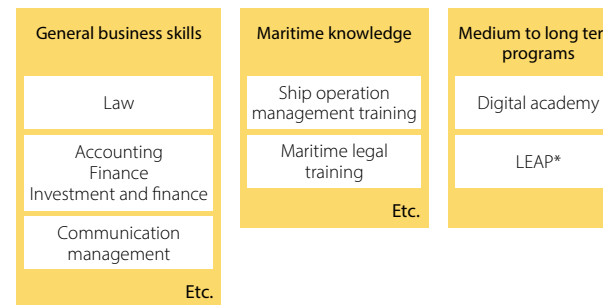
Additionally, we also offer various cross-industry exchange programs for Off-JT.

■ Main Off-JT and Training Programs

NYK essential training



NYK Business College



*LEAP (Learning Empowerment Action Program): This roughly 10-month training program is designed to develop human resources capable of managing the operations of Nippon Yusen Kabushiki Kaisha (NYK) and its Group companies. The program started in FY2024.

> NYK Digital Academy

The “NYK Digital Academy” is an in-house educational institution aimed at nurturing business leaders who can take the initiative in innovating and reforming and develop new markets and customers, even in an increasingly uncertain business environment. The program was launched in 2019 as one of the Group’s important human resource development Programs, and a total of 75 employees had graduated from the academy by the end of fiscal 2023.

Currently, the program has developed a curriculum lasting approximately nine months per term, and some of the outcomes

have begun to be commercialized as a result. Upwards of 45% of the Digital Academy’s new business ideas are being developed and examined for commercialization with external partners. Some projects, such as space venture or fisheries resource visualization, have already begun to be executed.

We are also strengthening our external collaboration with universities and companies both in Japan and abroad, and have provided lectures and training to 60 companies, 16 universities, and 2,217 people (as of June 30, 2024).

Program structure and results

It is divided into three sections: Foundational courses that cover general education and practical business skills; short-term intensive workshops that teach market research/ business plan creation in collaboration with foreign universities; and practical exercises that challenge business reform and market creation using the Group’s management resources. Our instructors welcome employees with experience in business development both domestically and internationally, as well as renowned university professors and experts in their fields.

■ Program Design

		Total number of graduates: 75	
Practical exercises	Proposal for creating new value Collaborating with other companies and research institutes	14	FY2023
		10	FY2022 (first half)
Short-term intensive Practical exercises	Collaborating with overseas universities Designing thinking exercises	12	FY2021
		12	
Foundational course	Liberal Arts and Business Skills (Mathematical Science, Strategic Management, Data Science, Ideology and Philosophy, Accounting and Finance, etc.)	12	FY2020
		9	
		6	FY2019 (second half)

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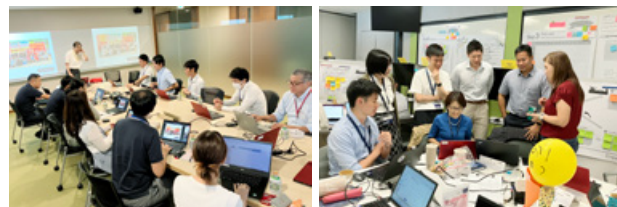
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Lecture scene

Short-term intensive practical exercise in Singapore

Total number of participants and target participants

Number of participants	Total 75 people (including 19 from Group companies) (2nd half of FY2019 to FY2023)
Target participants	Young managers to General managers Group employees with diverse backgrounds in terms of occupation (onshore administrative/technical, offshore), company/department, gender, etc.

> e-learning

NYK conducts e-learning for Group companies globally to provide knowledge of compliance and other topics and the Group's initiatives that should be well-understood by employees of the NYK Group.

In FY2023, we implemented programs on ESG management, the environment, and behavioral standards, with approximately 8,000 participants. We aim to foster compliance awareness, create a sense of unity among Group members globally, and increase the number of employees who have acquired the latest knowledge on sustainability by having them participate in the same program.

> Vessel Operations Meister Program

Our company operates the internal qualification system "Vessel Operations Meister Program" to train operation personnel who can ensure thorough safe operation and improve operational efficiency and profitability. The operation personnel can obtain the Vessel Operations Meister qualification by completing certain training courses and passing the certification exam, in addition to their daily work-related training. Group colleagues also can challenge for this qualification, and we are working together as a group to improve operation quality.

– For navigation officers and engineers

> NYK-TDG Maritime Academy (NTMA) in the Philippines

We consider the Philippines as one of the major countries having the source of seafarers, and we work to maintain and improve the quality of Filipino senior staff through education at the maritime academy "NYK-TDG Maritime Academy (NTMA)*." The total number of graduates from the first class in September 2011 to the thirteenth class has reached 1,551, and most graduates are actively working as officers or engineers on NYK-operated ships. Moreover, many of our graduates are active in important land positions that play a crucial role in ensuring safe operations, with their activities spreading across our key locations in Japan, Singapore, Australia, and other places.

*The school was established and opened in 2007 in Canlubang City, near Manila, in collaboration with Transnational Diversified Group (TDG), a business partner in the Philippines. Established in 1976 and headquartered in the Philippines, TDG provides shipping agency, seafarer deployment, maritime education, logistics, and other services. The NYK Group and TDG have worked in partnership since TDG's establishment.



NTMA Graduation Ceremony Photo

> NYK Maritime College

The "NYK Maritime College" is a unique crew training program developed by our Group and that officially commenced in 2006. In our Group, where crew members are becoming more multinational, we have clarified the knowledge and technical requirements for each position, from Third Officer and Third Engineer to Captain and Chief Engineer, to develop all crew members by our unique unified standards, as outlined in the "NYK Requirements." This is a program that provides globally uniform training regardless of the nationality and training location of seafarers to effectively improve their skills. To achieve a higher level of safe navigation and environmental conservation, it is essential not only to improve hardware such as ships and strengthen systems but also to cultivate the "people (crew members)" who operate them. In the spirit of this idea, we operate as a cross-border college.

> Japanese Seafarers' Training Course

The NYK Group has a global network that builds on its core marine transport to provide an impressive array of transport services by ocean, land, and air, we recruit and train the wide range of personnel required by our operations.

Formerly, the Group had been hiring to-be-licensed offshore staff and students who had gone through professional education. However, in fiscal 2006 we became the first shipping company in Japan to hire graduates from ordinary four-year universities to undergo extensive in-house training for positions on board vessels.

Over the course of two years after joining the company, these employees receive education and onboard training for two years and obtain seafarer licenses. They then build onboard experience as deck officers and engineers, eventually working toward the rank of captain or chief engineer.

More than 140 employees (as of April 2024) who earned their licenses in this manner are now working on ships all over the

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world. We plan to continue this style of seafarer education and hiring in the future.

• Expanding opportunities

> Global Challenge Program and Placement Appeal System

We have started the 'Global Challenge Program,' which places young employees in challenging positions abroad for short periods and supports each individual's independent career advancement. This system is being implemented in parallel with NYK's internal appointment system (a system that allows employees to directly communicate their desired transfer preference to their desired position and be transferred there) to increase opportunities for Group employees to take on new challenges and improve their engagement.

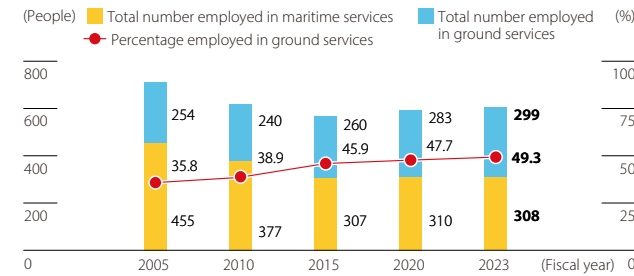
We started operating the program in FY2023, and as of August 2024, we have implemented a total of four positions. We conducted this program in FY2023 for NYK employees, but starting from FY2024, we have also begun recruiting local staffs for positions at our headquarters in Japan. In the future, we plan to utilize our global HR system to recruit employees for transfers between overseas Group companies.

> Human resources with both on-site capabilities and leadership based on onboard experience

As an organization, the NYK Group aims to integrate land and sea. It promotes the training of navigation officers and engineers with on-site capabilities and leadership skills based on onboard experience. Our multinational navigation officers and engineers leverage their acquired knowledge while building a system that utilizes human networks and diversity, gained through their experience in land-based roles. Those who specialize in maritime operations apply their expertise to contribute to safe and efficient navigation.

Human Resources – For Individuals and Organization to Grow Together

■ Change in the percentage of Japanese navigation officers and engineers working on land (NYK Headquarters)



Organization Development

• Spreading the Group's mission

Our Group has been building the foundation to achieve the vision in the mid-term management plan by promoting our mission and values, which have been rooted in the organization's history since our founding, and by improving employee engagement. In particular, we have created a promotional film about our mission, based on our nearly 140-year history, and we try to spread this message both internally and externally. We also organize workshop for Group colleagues to encourage them to connect the mission with their own work.



in our Group the Group's mission

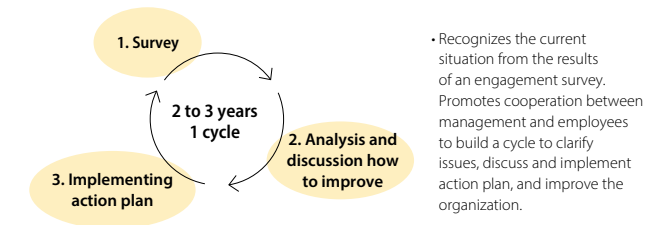
Promoting sharing and understanding of the Group mission

- Attends town meetings, etc. where our management explains the Group's mission
- Produces and distributes videos showcasing the history of challenges and the creation of the NYK Group's mission from its founding to the present
- Conducts e-learning on Group missions in our Group

Promoting personal ownership

- Creates opportunities for each employee to contemplate our mission

Global engagement survey



• Enhancing engagement

In 2022, we conducted an engagement survey of NYK Group employees and executives. We analyzed the results of the engagement survey and then made and implemented action plans for each organization. We will continue to conduct engagement surveys on a regular basis and follow the PDCA cycle to enhance our organization.

Further, we will highly prioritize communication for better organizational management by providing our employees with an opportunity once a year to voice their opinions, thoughts, and requests.

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The NYK Group (Includes NYK Headquarters)

Employee Demographics*1

As of each company's closing date

		FY2021	FY2022	FY2023	
Total 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 six-month or longer contracts)

*2 Locally hired overseas human resources Excludes employees seconded from headquarters and other organizations

*3 Overseas human resources working as managers or a higher level of management. 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	

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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

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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 Excluding fixed-term employees and employees converted to no-fixed-term employees

*3 New-graduates and mid-career hires

*4 From fiscal 2023, the display standard was changed. In conjunction with this, the figures for fiscal 2021 to fiscal 2022 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	
New-graduate hires	Total	54	56	62	
	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	

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		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, except for captains. 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) × 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 in our business 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, 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

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Education

		FY2021	FY2022	FY2023
Average number of hours employees participated in training programs (Hours)	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

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The safety and health of our employees are instrumental to the foundation of our business, and as such, our highest priority is to promote health management to increase corporate value.

The NYK Code of Conduct calls for a safe, hygienic work environment, as well as measures to preserve and promote our employees' physical and mental health. We are rolling this out worldwide in multiple languages.

Furthermore, we seek the understanding and cooperation of our business partners by including a safe, hygienic work environment in our "CSR Guidelines for Partners and Suppliers" (as of August 2024).

Link For more information, click the link below.
Health Management Declaration
<https://www.nyk.com/english/sustainability/pdf/social012en.pdf>

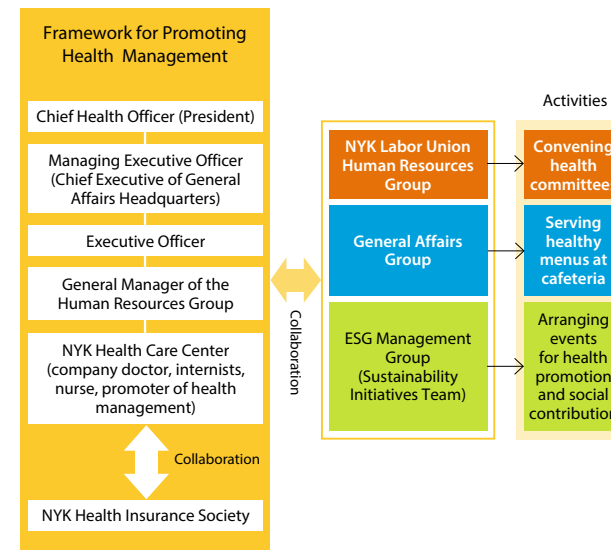
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Health Management

Since April 2015, we have been strengthening health management so that our employees can stay in good health, maintain a positive disposition, and achieve their potential.

The NYK president, as the chief health officer, together with other members of management, the Human Resources Group, the NYK Health Care Center (our in-house company clinic), and the NYK Health Insurance Society advocate health management.

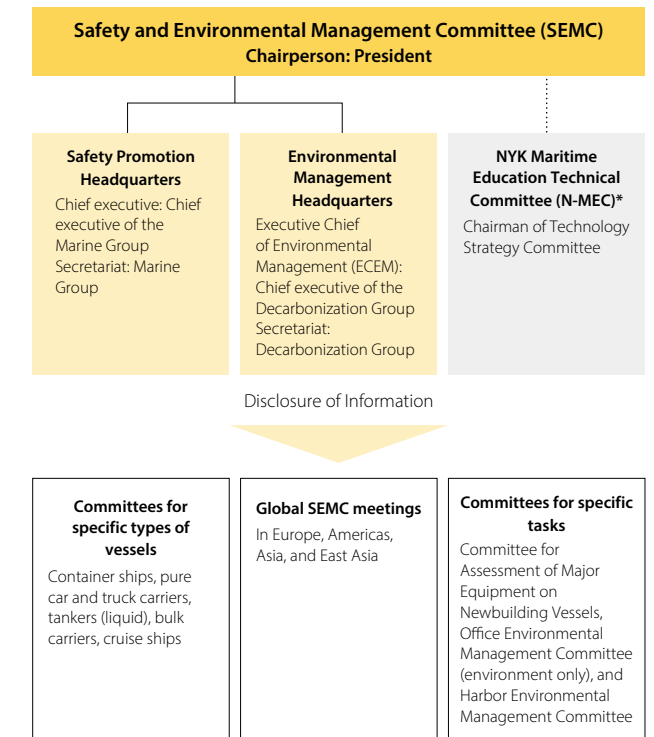
Framework for Promoting Health Management



Occupational Health and Safety

Based on the awareness that ensuring safe vessel operations underpins the NYK Group's business activities, the Safety and Environmental Management Committee, chaired by the president, was established in 2001, and offshore and onshore personnel around the world make a concerted effort to promote the safety and environmental activities. Every year, the committee reviews the activities conducted the previous year and decides the activity policy and goals. Also, the activity policy decided by the SEMC is translated into specific activities by the sub-committees for each ship type and executed as safety enhancement activities for each ship.

Safety and Environmental Measures Advancement System



*Committee for education, training, and development of crew members

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ISO 45001 Occupational Health and Safety Management System Certification

The Group has obtained ISO 45001 certification to enhance the safety of shipping operations and maintain and improve quality. 12 of the 208 NYK Group companies, or 6%, have obtained the certification (as of April 30, 2024).

- NYK LNG Shipmanagement Ltd.
- NYK Bulk & Projects Carriers Ltd.
- NYK Auto Logistics (Kazakhstan) LLP
- MC Siam Logistics Co., Ltd.
- Yusen Logistics (UK) Ltd.
- Yusen Logistics (Thailand) Co.,Ltd.
- Yusen Logistics (Polska) Sp. z o.o.
- Yusen Logistics (Czech) s.r.o.
- Yusen Logistics (Australia) Pty.Ltd.
- Yusen Inci Lojistik ve Ticaret A.S.
- Uryi Logistics Solutions Co., Ltd.
- PT. Puninar Yusen Logistics Indonesia

Strategies and Risk Management

Health Management

Regardless of whether our employees are working on land or at sea, in Japan or overseas, we believe that maintaining good health even as we age helps each individual reach their full potential.

The results of health checkups show that abnormal findings tend to be detected during health checkups and medical examinations as people age. Moreover, since these findings can also be observed in younger generations, we consider early treatment and prevention of severe cases as important issues and are implementing measures accordingly.

Health committee

In addition to company doctor, health managers, and internal stakeholders (Human Resources Group), a representative of the NYK Labor Union also participates in the meetings as an employee representative. Once a month, they exchange information on employee working conditions (overtime and vacation status) and health management (response rate to health checkups). The labor union and the Human Resources Group work together to reduce employee overtime by encouraging employees to take days off, preventing infectious diseases etc., because both organizations consider health and safety to be the highest priority.

Occupational Health and Safety

Risk Assessment

For more information, click the link below.

P.021 Risk Management

Employee Safety Management (in the event of a disaster)

The Group has introduced a safety check system to determine employee status at the time of a disaster, such as an earthquake. This enables the company to grasp whether employees can keep working, and if not, the earliest possible action to take. If an earthquake of seismic intensity 6 or greater occurs at registered cities and offices in the country, a safety confirmation email will be automatically sent from the system to the employees. After receiving the email, employees will report their status and that of their family members, and management of each group can check the safety status of each member through the system. The Group plans to continue periodic safety confirmation drills to remain prepared for an emergency.

Moreover, in order to facilitate smooth communication and speed up early response at the time of a disaster, we have developed our own disaster prevention mobile app for all employees.

Acquisition of Maritime Labor Convention Certificate

To comply with the ILO Maritime Labor Convention (MLC) in the working environment on board ships, all vessels operating in our group obtained a Maritime Labor Certificate (MLC Certificate) after undergoing labor inspections, maritime inspections by the competent authorities of the flag State and registered inspectors. Our original safety standard, NAV9000, requires and confirms compliance with main international conventions such as SOLAS^{*1}, STCW^{*2}, MARPOL^{*3}, and MLC, and continues to strive for the improvement of onboard occupational health and safety.

^{*1} SOLAS (International Convention for the Safety of Life at Sea)

^{*2} STCW (International Convention on Standards of Training, Certification and Watchkeeping for Seafarers)

^{*3} MARPOL (MARINE POLLUTION): International Convention for the Prevention of Pollution from Ships

For more information, click the link below.

P.019 Original Safety Standard "NAV9000"

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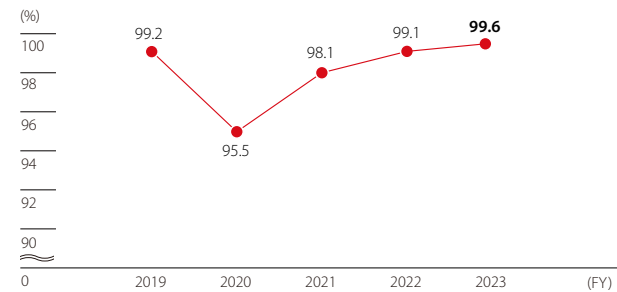
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Health Management

● Response Rate to Health Checkups

To promote and maintain good health, NYK encourages all employees to get annual checkups. Our goal is to provide employees with knowledge of their health condition so that they can better avoid disease or reduce its severity. In addition, our company doctor and internist provide medical treatment and guidance to patients requiring additional care.

■ Response Rate to Health Checkups (NYK Headquarters)



*In fiscal 2020 and fiscal 2021, due to the effects of the COVID-19 pandemic, overseas seconded employees and seafarers were unable to receive health checkups, and the health checkup rate decreased.

Occupational Health and Safety

● Occurrence of Occupational Accidents

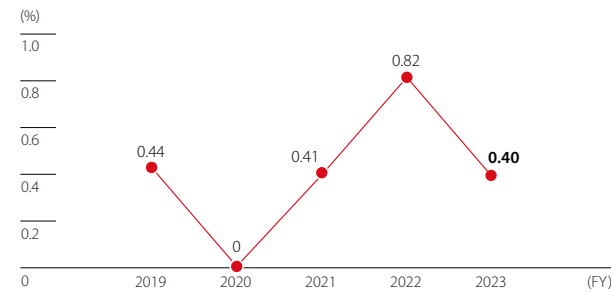
We monitor occupational accidents for employees working at the headquarters*¹ to reduce the lost time injury frequency rate (LTIFR) *².

*1 Includes fixed-term employees and employees seconded from group companies

*2 LTIFR (Lost Time Injuries Frequency Rate):

Number of lost-day occupational injury cases / Total working hours × 1,000,000

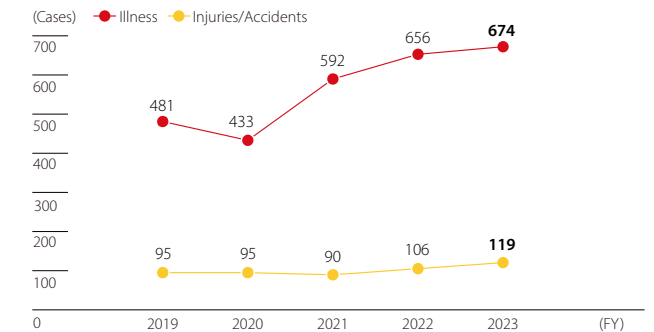
■ LTIFR (NYK Headquarters)



● Seafarer Injuries and Illnesses

Also, by confirming the safety of the onboard environment via activities such as an onboard safety committee, NAV9000, and Near Miss 3000, the Group continue to encourage the improvement of seafarer safety awareness to prevent injuries and personal accidents. By gathering and analyzing data of injuries and illnesses, and that of Near Miss 3000, we can grasp the rate of occurrence and verify the effectiveness of safety activities to connect them to further improvement.

■ Reported Seafarer Injuries and Illnesses



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• Company Clinic

At its head office, NYK has a clinic that is staffed with a company doctor, internists (for the cardiology, gastroenterology, respiratory medicine, and endocrine metabolism), pharmacists, psychiatrists, and a nurse so that employees may consult and see a doctor whenever they like. To prevent infectious diseases, we also provide vaccinations and subsidies for vaccination costs through health insurance societies.

• Health Checkups

To promote and maintain a 100%-response rate to health checkups, NYK encourages all employees to get annual checkups. Health checkups are conducted at the company clinic, and the company doctor and internists provide medical treatment and guidance to those with abnormal findings. The goal is for employees to understand their own health status and use this information to prevent diseases and severe disorders by allowing them to access their diagnostic findings from the previous five years online at any time. In addition to annual dental checkups, at hospitals and specialized clinics, our employees can receive special examinations that include full medical checkups, cancer examinations, and gynecological examinations. Additionally, the work environment at our Company is such that one in five employees in onshore job positions are assigned overseas. For this reason, our company doctor checks each employee's health before and after overseas assignments. Before the employee begins the assignment, the doctor reviews dietary habits at the assignment location, depending on the medical exam results.

For more information, click the link below.

P.092 [Target and progress](#)

• Support to Smoking Cessation Efforts

The company clinic provides support to employees willing to try to quit smoking by offering a smoking-reduction outpatient service.

■ Smoking rate (NYK Headquarters)

(Unit: %)

FY2018	FY2019	FY2020	FY2021	FY2022	FY2023
15.2	15.1	12.7	12.4	11.2	11.8

• Support for Improving Dietary Habits

We also support employees in improving their eating habits from the perspective of preventive medicine.

Our company doctor holds seminars to disseminate information on dietary habits that are easy to incorporate into daily life.

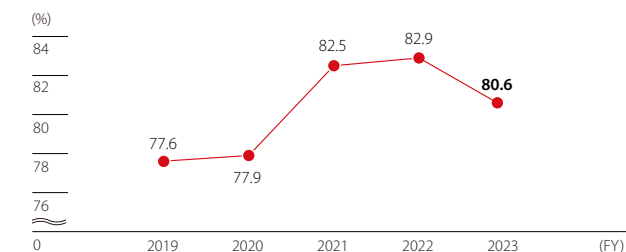
Our company cafeteria offers a dietitian-created lunch menu that considers health by providing, for example, low-sodium and low-carbohydrate options. The menu includes information on calories, salt content, and allergens, and food-related pamphlets are made available to enhance employees' awareness and knowledge of food. We also offer a "Table For Two**" option two to four times a month.

* When an employee orders a low-calorie menu or food to prevent obesity or lifestyle-related diseases, 20 yen per meal will be donated to provide school meals for children in developing countries through "Table For Two". 20 yen is the cost of a school meal in a developing country and for every meal consumed in a developed country, one meal is donated to a developing country.

• Support for Drinking Habits

We are focusing on initiatives to improve drinking habits because the percentage of employees with appropriate drinking practices is lower than that of others with similar exercise and dietary habits.

■ Percentage of People with Appropriate Drinking Habits (NYK Headquarters)



• Support for Forming Exercise Habits

From the perspective of preventive medicine, we also emphasize helping our employees form exercise habits, and implementing activities that encourage exercise.

NYK's Charity RUN + WALK+a (Chari Run!)

Chari Run is an annual in-house event launched in 2017 with the aim of promoting the health of the Group's employees and enhancing an awareness of social issues. This event is expanded to Group companies not only in Japan, but also overseas. The donation is collected from the participants paid as the participation fee of Chari Run event and a matching contribution by a company, NYK based on the participants' performance ("Matching gift"). NYK contributes to Médecins Sans Frontières to help promote the health of people who do not have access to medical services due to conflicts and disasters.

For more information, click the link below.

P.104 [The Challenge to Solve Social Issues](#)

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● Seminars on Health-related Issues

Our company doctor and physicians hold seminars for new employees on managing physical and mental health as working professionals.

Believing that it is essential for women to have a correct understanding of women's health for them to continue to play an active role, our company doctor conducted seminars as a new measure in 2023 on health issues tailored to the different life stages of women. Group company employees and business partners were also invited to participate.

■ Seminars on health-related issues

(Unit: Persons)

	Seminar	Number of participants
FY2022	Health Seminar for New Employees	62
	Health Seminar for New Employees	81
FY2023	Health Issues According to Women's Life Stages (1)	135
	Health Issues According to Women's Life Stages (2)	102

〈When Working on Sea〉

● Health check

In addition to the health check before boarding the vessel, regular health checks are mandatory on board. All Japanese seafarers undergo annual preventive checkup for lifestyle-related diseases through seafarers' insurance.

Mental Health Care

If employees are not in a sound state of mind and body, they cannot work with enthusiasm. Therefore, NYK makes an active effort to promote mental health care.

● Company Clinic

We have three company psychiatrists. Consultation with specialists outside the company are available online or via the phone 24 hours a day, 365 days a year for employees.

● Stress Checks

Although workplaces with 50 or more employees must implement this system, we implement stress checks at all domestic and overseas workplaces and onboard ships, regardless of the number of employees.

> Presenteeism

At the same time as stress checks, we measure presenteeism, i.e., lost productivity that occurs when employees are not fully functioning in the workplace because of an illness, injury, or other condition.

■ Presenteeism (NYK Headquarters)

(Unit: %)

FY2020	FY2021	FY2022	FY2023
18.2	18.6	17.2	18.0

*Measurement method: The percentage of respondents who responded to the following question of The Single-Item Presenteeism Question(*1) with a rate below 100%: "On a scale from 1% to 100%, where 100% is the best job performance you could have at your job if unimpeded by sickness or injury, how would you rate your overall job performance on the days you worked during the past four weeks (28 days)?" The evaluation is based on the percentage obtained by subtracting the percentage of responses given using the 11-point scale (*2) from the 100% value.

*1 A Single-Item Presenteeism Question, or SPQ, is a scale that can easily measure presenteeism with a single question. It was developed by "The University of Tokyo Working Group," a Fiscal 2015 Project to Promote the Creation of Industries to Extend Healthy Life Expectancy.

*2 A survey method called the Cantril's Ladder for investigating subjective levels of happiness. The participants are asked to imagine an 11-step ladder ranging from "0" to "10," and judge how satisfied they are with their current life.

● Refreshment

For the purpose of recovering from fatigue and maintaining a balanced mind and body, the head office also has a massage room, roof-terrace relaxation space with benches and gardens, and cafe to enhance workplace communication. We also have coffee machines and cafes in the office space to provide a change of pace and encourage spontaneous communication between departments.



Massage room

Roof terrace

〈When Working on Sea〉

● Improving Communication Environment

Since 2021, NYK has been making efforts to improve the communication environment between vessels and shore, including increasing onboard internet speed.

To further enhance communication speed, we are introducing Starlink*. We believe that, by facilitating communication between

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seafarers and their families and friends onshore, we can expand the welfare of seafarers and help to maintain and improve their work motivation. Improvements in the communication environment have also led to the introduction of telemedicine. Medical consultations that were previously conducted over the phone and email will now be held via video call.

*Starlink is a satellite communication service operated by Space Exploration Technologies Corp. (SpaceX). Because Starlink uses low-orbit satellites, it enables higher-speed, lower-cost, and larger-capacity communications than conventional communications.

● Holding Seafarers' Dialogue

This is a forum to listen to the voices of seafarers to further improve the financial services provided to seafarers by MarCoPay Inc. (Maritime Community Pay; a NYK Group company). It also serves as an important forum for sharing examples of past accidents and holding dialogue to prevent recurrence. To enhance communication with seafarers on board and their family members, the Group holds seafarers' dialogue in many areas. We strengthen our correspondence with seafarers' family associations by sharing information regarding seafarers, as well as providing family consultations on topics such as education for children. We expand the welfare benefits for seafarers.



Family gatherings

Related Data

The NYK Group (Includes NYK Headquarters)

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.

NYK Headquarters

Occupational Health and Safety (Includes Fixed-Term Employees)

	Unit	FY2019	FY2020	FY2021	FY2022	FY2023	
Number of occupational accidents*1	Events	1	2	2	2	2	
		Office workers (includes navigation officers and engineers*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	Persons	0	0	0	0	0	
		Office workers (includes 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 (1 day or more)	Days	89	0	71	9	7	
		Office workers (includes navigation officers and engineers at office locations)	0	0	0	0	7
		Seafarers	89	0	71	9	0

*1 Excludes commuting accidents

*2 Employees working at headquarters, including navigation officers and engineers(*3) who are working at office locations, seconded employees from Group companies, and contractors for business outsourcing, etc.

Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) x 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.