

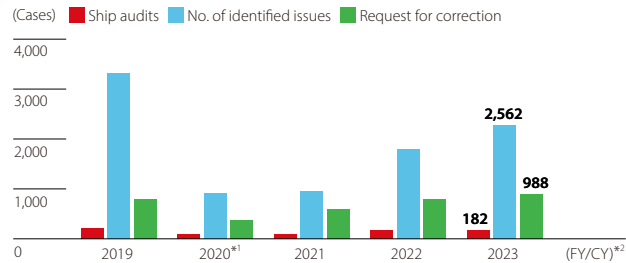
Sustainability Data

Data on a consolidated and non-consolidated basis as of the end of each fiscal year
 [Consolidated] Nippon Yusen Kabushiki Kaisha and consolidated subsidiaries
 [Non-consolidated] Nippon Yusen Kabushiki Kaisha (as of March 2024)

Safety

The NYK Group (Includes NYK Headquarters)

NAV9000*1 Track Record



*1 NAV9000: A proprietary safety standard that is adopted for all ships operated by the NYK Group and is also thoroughly enforced by shipowners and ship management companies. The standard includes compliance with international conventions and international quality standards (ISO), lessons learned from past accidents, and operational know-how.

*2 From April 2020, ship audits were postponed due to COVID-19. From 1 August 2020, ship audits (i.e., the NAV9000 e-Audit) were restarted remotely.

*3 From 2020, the calendar year (CY) is used instead of the company's fiscal year (FY). Thus, January-March 2020 data contained in FY2019 is also included in CY2020.

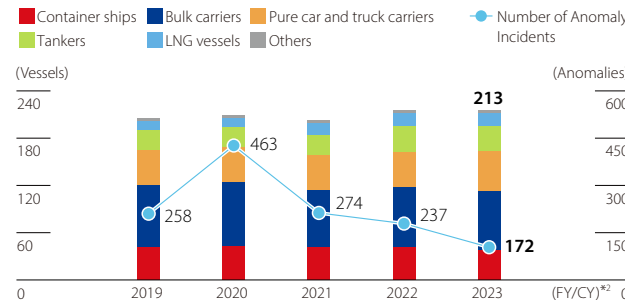
Number of serious accidents

	Unit	2021	2022	2023
Number of serious accidents	Cases	1	2	3

Downtime Data

	Unit	2021	2022	2023
Downtime per vessel	Hours	20.0	15.6	17.1

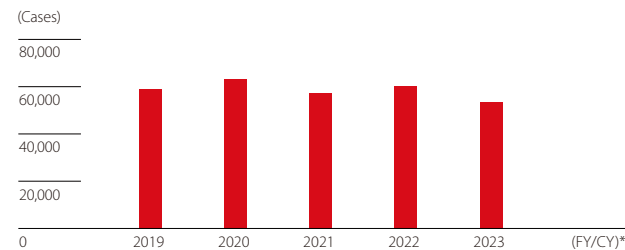
Number of SIMS*1-equipped Vessels and Number of Anomaly Incidents



*1 SIMS (Ship Information Management System): SIMS allows us to monitor in real time detailed data during navigation, starting with data from engines and all kinds of equipment through to vessel speed and vibration, as well as weather information like wind speed and tidal currents. All the data is shared between vessels and worksites onshore.

*2 From 2020, the calendar year (CY) is used instead of the company's fiscal year (FY). Thus, January-March 2020 data contained in FY2019 is also included in CY2020.

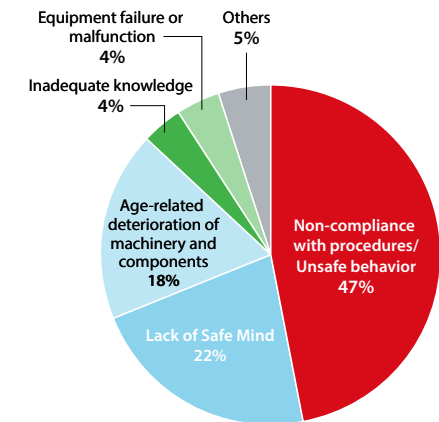
Number of DEVIL Reported



*1 DEVIL: Dangerous Events and Irregular Looks

*2 From 2020, the calendar year (CY) is used instead of the company's fiscal year (FY). Thus, January-March 2020 data contained in FY2019 is also included in CY2020.

Calendar 2023 DEVIL Causes



Environment

The NYK Group (Includes NYK Headquarters)

GHG Emissions by Scope

(ton-CO₂e)

	Subcategory	FY2021	FY2022	FY2023	Ratio in FY2023 (%)
Scope1	Ships	10,708,996	10,123,951	10,224,932	—
	Aircraft	1,721,397	964,063	1,048,651	—
	Others	248,301	167,029	136,779	—
	Total	12,678,695	11,255,044	11,410,363	76.4
Scope2 - Market basis		45,391	76,255	63,342	0.4
Scope2 - Location basis		49,010	77,710	67,375	—
Scope1+2		12,724,086	11,331,299	11,473,705	—
Scope3	Category 1	1,887,367	1,486,233	1,347,827	—
	Category 2	255,143	197,887	482,457	—
	Category 3	1,730,934	1,552,422	1,585,711	—
	Category 5	16,379	19,827	29,792	—
	Category 6	678	7,404	9,877	—
	Category 7	157	247	183	—
	Total	3,890,661	3,264,023	3,455,848	23.1
Scope1+2+3		16,614,748	14,595,322	14,929,553	—
Emissions from biofuel	Ships	—	—	15,230	—

Note 1: The scope of aggregation includes headquarters and consolidated subsidiaries.

Note 2: CO₂e: CO₂ equivalent

Note 3: GHG emissions data for Scope 1, Scope 2, Scope 3, and biofuel has been verified by a third-party organization. Verification Report (<https://www.nyk.com/english/esg/envi/data/>)

Note 4: Emissions data for Scope 1, Scope 2 is calculated on a market basis.

Note 5: In fiscal 2022, a renewable energy certificate was used to offset the electricity used at the Yokohama Branch and the NYK Maritime Museum (234,641 kWh).

Group's energy consumption (GHG-related)

	Subcategory	Unit	FY2021	FY2022	FY2023	
Scope1	Heavy oil A (MDO)	Tons	30,415	27,219	143,986	
	Heavy oil C	Tons	3,184,649	2,979,644	2,972,183	
	Gas oil (ships)	Tons	159,484	173,779	69,341	
	LNG (ships)	Tons	5,620	14,387	41,530	
	Jet fuel	KL	699,024	391,486	423,584	
	Gasoline	KL	71,860	9,058	3,602	
	Kerosene	KL	52	49	32	
	Diesel	KL	23,285	49,408	41,418	
	LPG	Tons	511	375	2,547	
	Natural gas	m ³	8,624,448	7,460,194	7,834,651	
		Private power generation derived from renewable energies	MWh	—	5,970	8,874
	Scope 2-related	Electricity	MWh	119,880	162,030	146,029
		Electricity derived from renewable energy	MWh	—	—	15,722
Scope 3-related	Waste (office)	Tons	5,679	6,831	10,142	
Biofuel	Ships	Tons	—	—	6,287	

Note: Electricity consumption in Japan is calculated on a market basis. CO₂ emissions volume from electric power consumption for each fiscal year has been calculated using the coefficients for each electricity provider (actual figures for each fiscal year) published by the Ministry of the Environment.

NOx and SOx emissions (from ships)

	Unit	FY2021	FY2022	FY2023
NOx	t	243,726	229,722	238,244
SOx	t	26,970	25,216	24,994

Emissions from offices (other than GHG)

	Unit	FY2021	FY2022	FY2023
Water	m ³	292,510	863,697	339,188
Paper	KG	636,903	1,007,991	1,021,337

Human Resources

The NYK Group (Includes NYK Headquarters)

Employee Demographics*1

As of the end of each company's fiscal year

		FY2021	FY2022	FY2023	
Number of employees (a)		35,165	35,502	35,243	
By region	Japan	7,837	7,900	8,006	
	Europe	8,640	8,544	8,398	
	South Asia	12,446	12,322	12,329	
	North America	2,075	2,236	2,057	
	East Asia	2,888	2,875	2,750	
	Oceania	185	189	187	
	Central and South America	1,094	1,436	1,516	
	Number of employees promoted to director by region*2	Japan	Men	174	180
Women			6	7	8
Europe		Men	86	75	104
		Women	15	7	14
South Asia		Men	100	116	129
		Women	18	23	16
North America		Men	23	26	12
		Women	4	4	2
East Asia		Men	28	22	29
		Women	1	1	4
Oceania		Men	5	5	5
		Women	0	0	0
Central and South America		Men	12	9	15
		Women	3	4	5

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

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

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

		FY2021	FY2022	FY2023	
Ratio of management by region and gender (%)*3	Japan	Men	91.1	90.1	90.0
		Women	8.9	9.9	10.0
	Europe	Men	71.0	68.0	64.5
		Women	29.0	32.0	35.5
	South Asia	Men	59.5	64.0	62.8
		Women	40.5	36.0	37.2
	North America	Men	66.4	67.4	67.3
		Women	33.6	32.6	32.7
	East Asia	Men	65.1	63.9	61.4
		Women	34.9	36.1	38.6
	Oceania	Men	86.7	82.4	79.4
		Women	13.3	17.6	20.6
	Central and South America	Men	72.5	71.9	75.0
		Women	27.5	28.1	25.0
	By gender	Men	22,438	22,372	22,286
		Women	12,727	13,130	12,957
New hires	Total	6,260	6,579	4,730	
	Men	3,679	4,116	2,938	
	Women	2,581	2,463	1,792	
Ratio of voluntary resignations (%)		14.8	14.1	11.7	

Human Resources

The NYK Group (Includes NYK Headquarters)

Employee Diversity

	FY2021	FY2022	FY2023
Number of non-Japanese seafarers*1 (b)	10,788	10,622	11,190
Ratio of women employees (%)	37.0	37.9	37.7
Ratio of women managers (%) ^{*2}	25.9	25.2	26.2

*1 From fiscal 2022, the aggregation standard was changed. In conjunction with this, the figures for fiscal 2021 have been revised

*2 Managers or higher

Number of Group Employees (Including Non-Japanese Seafarers)

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

Occupational Health and Safety

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

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

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

Reported Seafarer Injuries and Illness

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

Human Resources

NYK Headquarters

Employee Demographics

		FY2021	FY2022	FY2023	
Number of employees		1,800	1,852	1,863	
By gender	Men	1,479	1,523	1,525	
	Women	321	329	338	
Long-term employees	Office workers (excludes navigation officers and engineers at office locations)	Men	766	791	797
		Women	246	242	249
	Navigation officers and engineers	Men	577	586	588
		Women	19	21	22
Fixed-term employees	Office workers	Men	127	139	132
		Women	51	60	60
	Seafarers	Men	6	4	4
		Women	0	0	0
Non-fixed-term employees*1	Office workers	Men	3	3	4
		Women	5	6	7
	Seafarers	Men	0	0	0
		Women	0	0	0
Long-term employees, fixed-term employees, and non-fixed-term employees	Office workers (excludes navigation officers and engineers at office locations)	1,198	1,241	1,249	
	Navigation officers and engineers	602	611	614	
Average age*2 (years old)	Office workers (excludes navigation officers and engineers at office locations)	41.2	41.0	40.6	
	Navigation officers and engineers	38.8	39.2	39.4	

*1 Employees who converted to employment contracts with no fixed period

*2 Excludes fixed-term employees and employees who converted to employment contracts with no fixed period

*3 New graduates and mid-career hires

*4 From fiscal 2022, the indication standard was changed. In conjunction with this, the figures for fiscal 2021 have been revised.

*5 Calculation method: Number of new graduates and mid-career employees hired in the previous three fiscal years who resigned in each fiscal year / Number of new graduates and mid-career employees hired in the previous three fiscal years

*6 Calculation method: Number of employees who resigned at their own request in each fiscal year / Total number of long-term employees at the end of each fiscal year

*7 Calculation method: Number of employees who resigned in each fiscal year / Total number of long-term employees at the end of each fiscal year

		FY2021	FY2022	FY2023	
Age range*2	Office workers (excludes navigation officers and engineers at office locations)	Under 30	195	189	190
		30–49	509	546	587
		50 and older	308	298	269
Age range*2	Navigation officers and engineers	Under 30	139	143	147
		30–49	335	335	330
		50 and older	122	129	133
New hires*3	Total	66	87	89	
	Total	54	56	62	
New-graduate hires	Office workers (excludes navigation officers and engineers at office locations)	Men	19	22	20
		Women	10	7	16
	Navigation officers and engineers	Men	22	24	24
		Women	3	3	2
Mid-career hires	Total	12	31	27	
	Men	11	25	21	
	Women	1	6	6	
Ratio of mid-career hires*4 (%)		18.2	35.6	30.3	
Rate of turnover within three years after hire*5 (%)	Office workers (excludes navigation officers and engineers at office locations)	0.9	0.0	0.6	
	Navigation officers and engineers	1.4	6.7	6.3	
Ratio of voluntary resignations*6 (%)		1.6	2.1	1.4	
Turnover rate at NYK*7 (%)		3.9	4.5	3.3	

Human Resources

NYK Headquarters

Employee Diversity

		FY2021	FY2022	FY2023
Ratio of women employees (%)	Office workers (excludes navigation officers and engineers at office locations)	24.3	23.4	23.8
	Navigation officers and engineers	3.2	3.5	3.6
Ratio of female recruits, nonconsolidated (%)	Office workers (excludes navigation officers and engineers at office locations)	26.8	21.7	34.9
	Navigation officers and engineers	12.0	11.1	7.7
Ratio of women managers*1 (%)	Office workers (excludes navigation officers and engineers at office locations)	14.0	13.7	13.6
	Navigation officers and engineers	0.4	0.4	0.4
Percentage of female executives (%)	Directors*2	25.0	25.0	25.0
	Executive officers or above	11.1	13.5	13.5
Employment ratio of people with disabilities (%)		1.9	2.0	2.1
Employees union membership rate*3 (%)	Office workers (includes navigation officers and engineers)	83.9	84.4	87.8
	Seafarers (excludes captains)	100.0	100.0	100.0
Ratio of collective bargaining rights holders (%)		100.0	100.0	100.0
Gender wage gap ratio (Women's wage level)*4 (%)		—	81.8	77.3

*1 Calculation method: Women managers / Total managers

*2 Fiscal 2021 and fiscal 2022 data includes Audit & Supervisory Committee members.

*3 Japanese employees (navigation officers and engineers) are members of the All Japan Seamen's Union. The union is the only industrial labor union in Japan formed by people working in the Japanese maritime-related industry.

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

Note: Because the collection of racial or ethnic data is legally prohibited or restricted in some countries, we do not collect or disclose information on the percentage of all workers involved in our business activities by race or ethnicity.

Employee Support Systems

		FY2021	FY2022	FY2023
Average number of days of paid leave taken*1		17.4	18.8	18.8
Average ratio of paid leave taken (%)		61.3	67.1	67.0
Number of employees who took maternity leave*2		20	15	8
Average ratio of employees who took maternity leave (%)		100.0	100.0	100.0
Number of employees who used parental leave program	Total	53	64	57
	Men	37	52	50
	Women	16	12	7
Ratio of employees who used parental leave program (%)	Total	68.8	76.2	76.0
	Men	60.7	72.2	73.5
	Women	100.0	100.0	100.0
Ratio of employees who returned to work after taking parental leave (%)	91.0 (Number of employees who left the Company: 1)	100.0	100.0	
Retention rate of employees who used parental leave program (%)		100.0	100.0	100.0
Number of employees who used shortened working-hour program	Total	8	4	6
	Men	0	0	0
	Women	8	4	6
Number of working mothers*3		87	75	71
Number of employees who used family-care leave program*2	Total	1	0	0
	Men	1	0	0
	Women	0	0	0
Ratio of employees who returned to work after taking family-care leave (%)		100.0	Not applicable	Not applicable
Retention rate of employees who used family-care leave program (%)		100.0	Not applicable	Not applicable

*1 Excludes seafarers and employees currently seconded to other companies / Includes paid summer and winter holidays

*2 Total number of users, excluding those who left the Company

*3 Mothers with children in compulsory education or younger / Excludes mothers on maternity or parental leave

Human Resources

NYK Headquarters

Occupational Health and Safety (Includes Fixed-Term Employees)

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

*1 Excludes commuting accidents / Major occupational accidents while working on board include falls, pinches, frostbite (burns), etc.

2 Employees working at headquarters, including navigation officers and engineers who are working at office locations, seconded employees from Group companies, and contractors for business consignment, etc.
Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 1,000,000

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

Education

	FY2021	FY2022	FY2023
Average number of hours employees participated in training programs			
Company average	61.5	60.2	77.6
Office workers (includes navigation officers and engineers at office locations)*1	16.9	18.1	26.5
Seafarers	230.5	226.7	290.7
Average expenditure on educational and training programs per employee (yen)			
Company average	228,750	235,398	342,888
Office workers (includes navigation officers and engineers at office locations)*2	113,006	122,497	164,255
Seafarers	667,968	682,969	1,088,656

*1 Excludes workers trained outside the Company

*2 Programs for office workers trained inside or outside the Company