Under the policy that "the health and safety of our employees is instrumental to the foundation of our business, and as such, our highest priority," we are promoting health management. We crafted a "Health Management Declaration" in October 2024 to promote further health management and realize the vision set forth in our ESG Story, striving for company management that encourages all group employees to stay physically and mentally healthy.

## **Health Management Declaration**

The NYK Group promotes the development of an environment where all Group employees can stay in good health, maintain a positive disposition, and continue to contribute to realizing a sustainable society.

 To ensure that each individual can achieve their potential, we will promote initiatives for maintaining and enhancing our employees' physical and mental health.

 We will improve the work environment by complying with labor laws and regulations to ensure that employees can work with peace of mind on board ships, domestically and internationally.

· We will further improve the work environment so that diverse employees can work vibrantly with respect for one another.

Yasunobu Suzuki **Chief Human Resources Officer** NYK Line

## Strategic Map

