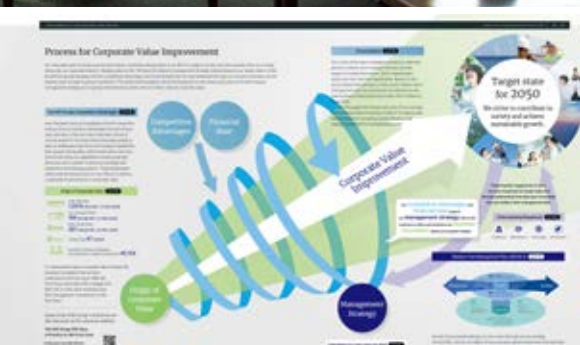


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Cover Explanation



The NYK Group has entered the next stage with the implementation of ESG management and the announcement of a new medium-term management plan. The cover expresses the Group's ongoing commitment to working as one to deliver value as it enters the next stage.

Editorial Policy for the NYK Report

NYK Report 2023 is the 11th iteration of the NYK Group's integrated report, which first launched in 2013. Targeting a wide range of the Group's stakeholders, the report is designed to present the Company's various initiatives to solve environmental, social, and governance (ESG) issues, as well as management strategies, which are strongly oriented toward contributing to the sustainable growth of society and industry as well as of the NYK Group. NYK Report 2023 explains the Group's further progress from the 2022 version, which focused on internal and external ESG promotion as a growth strategy, to the ESG management implementation stage, along with the new medium-term management plan, announced in March 2023. The report also communicates how the Group intends to continue providing value to society in order to realize its target state.

Website

General business activities https://www.nyk.com/english/		
Financial information Website section: Investor Relations https://www.nyk.com/english/ir/	Non-financial information Website section: ESG Management https://www.nyk.com/english/esg/	
NYK Report (booklet, PDF [full version])		
Fiscal statements	Fact Book I, II	Corporate Governance Code-related documents
Business reports		

Cautionary Statement with Regard to Forward-Looking Statements

Some statements made in this report are forward-looking statements that are based on information currently available and involve certain risks and uncertainties that could cause actual results to differ materially from those projected. Please be advised against undue reliance on such forward-looking statements. NYK

undertakes no obligation to publish revised forward-looking statements to reflect events, circumstances, or unanticipated events after the present juncture.

Scope of Report

- Reporting period: fiscal 2022 (April 2022 to March 2023)
However, certain information from April 2023 and after is included.
- Coverage: The activities of NYK and its consolidated Group companies in Japan and overseas are included.
The scope of coverage is indicated when there are differences in the major companies involved in specific business operations.
- Date of issue: October 2023 (previous: October 2022; next: September 2024)
Edited based on the Japanese version of NYK Report 2023 issued in August 2023.

Target Reader

This report has been prepared for all parties who have an interest in the activities of the NYK Group, including customers, shareholders, investors, business partners, Group employees, local communities, NPOs/NGOs, students, certification bodies, researchers, and those responsible for CSR/ESG activities at other companies.

Guidelines for Disclosure about Environmental, Social, and Governance Factors

- IFRS Foundation Integrated Reporting Framework
- GRI Standards, global standards for sustainability reporting produced by the Global Reporting Initiative (GRI)
- ISO 26000
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogue for Collaborative Value Creation by the Ministry of Economy, Trade and Industry
- Japan Business Federation Society 5.0—Co-Creating the Future

External Evaluations

ESG Indexes

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