

Positions, Duties and Responsibilities of Directors and Corporate Officers (As of late June 2015)

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| Yasumi Kudo        | Chairman,<br>Chairman Corporate Officer                                   |  |
| Tadaaki Naito      | President,<br>President Corporate Officer                                 | Oversees Creative Solutions Group  |
| Naoya Tazawa       | Representative Director,<br>Executive Vice-President<br>Corporate Officer | Chief Compliance Officer<br>Chief Executive of Technical Headquarters (Technical Headquarters: Marine Group, Technical Group, Environment Group and Creative Solutions Group)<br>Executive Chief of Environmental Management<br>Chairman of Technology Strategy Committee<br>Oversees General Affairs Headquarters (General Affairs Headquarters: General Affairs Group, Maritime Museum Group, Secretary Group, Human Resources Group, Internal Audit Chamber and Legal & Fair Trade Promotion Group), Human Resources Group, Marine Group, Technical Group and Environment Group<br>Assists the Director who oversees Creative Solutions Group |
| Kenji Mizushima    | Representative Director,<br>Senior Managing Corporate<br>Officer          | Chief Executive of Management Planning Headquarters<br>(Management Planning Headquarters: Corporate Communication and CSR Group, IR Group, Research Group, Government and Industrial Affairs Group, Corporate Planning Group, Corporate Affiliate Management Group, Accounting Group, Finance Group and Cruise Enterprise Group)<br>Chief Financial Officer<br>Oversees Corporate Communication and CSR Group, IR Group, Research Group, Government and Industrial Affairs Group, Corporate Planning Group, Corporate Affiliate Management Group, Accounting Group, Finance Group and Cruise Enterprise Group                                    |
| Hitoshi Nagasawa   | Representative Director,<br>Senior Managing Corporate<br>Officer          | Chairman of Tramp Shipping Strategy Committee<br>Chief Executive of Energy Division<br>(Energy Division: Tramp Co-ordination Group, Energy Co-ordination Group, Tanker Group, LNG Group, Offshore Business Group and Fuel Group)<br>Oversees Energy Co-ordination Group, Tanker Group, LNG Group and Fuel Group<br>Assists the Director who oversees Tramp Co-ordination Group (matters related to the Energy Division)<br>In charge of Offshore Business Group and Middle-East Region   |
| Koichi Chikaraishi | Representative Director,<br>Senior Managing Corporate<br>Officer          | Chief Executive of Automotive Transportation Headquarters<br>(Automotive Transportation Headquarters: Car Carrier Group No.1, Car Carrier Group No.2, Auto-Logistics Group and Automotive Quality Control Group)<br>Oversees Car Carrier Group No.1, Car Carrier Group No.2, Auto-Logistics Group and Automotive Quality Control Group<br>In charge of Nagoya Branch   |
| Masahiro Samitsu   | Director,<br>Senior Managing Corporate<br>Officer                         | Chief Executive of Dry Bulk Division<br>(Dry Bulk Division: Tramp Co-ordination Group, Dry Bulk Marine Quality Control Group, Capesize Bulker Group, Forest Products Group, Steaming Coal Group, Panamax Group and Bulk & Projects Carriers Group)<br>Oversees Tramp Co-ordination Group, Dry Bulk Marine Quality Control Group, Capesize Bulker Group, Forest Products Group, Steaming Coal Group, Panamax Group, and Bulk & Projects Carriers Group<br>In charge of Kyushu Branch and India Region   |
| Hidetoshi Maruyama | Director,<br>Managing Corporate Officer                                   | Chairman of Group IT Strategy Committee<br>Chief Information Officer<br>Chief Executive of Global Logistic Services Headquarters<br>(Global Logistic Services Headquarters: Logistics & Container Trade Coordination Group, Harbour Group and Terminal Group)<br>Oversees Information Planning Group, Logistics & Container Trade Coordination Group and Terminal Group<br>In charge of Harbour Group, Yokohama Branch, Kansai Branch, Latin America Region, Africa Region and NYK CONTAINER LINE LTD.   |
| Yoshiyuki Yoshida  | Director,<br>Managing Corporate Officer                                   | Chief Executive of General Affairs Headquarters<br>Deputy Chief Compliance Officer<br>Assists the Director who oversees Marine Group (matters related to the foreign seafarers)<br>In charge of General Affairs Group, Maritime Museum Group, Secretary Group, Human Resources Group, Internal Audit Chamber and Legal & Fair Trade Promotion Group  |
| Hitoshi Oshika     | Director, Corporate Officer   | In charge of Corporate Communication and CSR Group, Research Group, Government and Industrial Affairs Group, Corporate Planning Group, Corporate Affiliate Management Group, Cruise Enterprise Group and Air Freighter Business Group  |
| Kazuo Ogasawara    | Director, Corporate Officer   | In charge of Dry Bulk Marine Quality Control Group and Capesize Bulker Group   |
| Yukio Okamoto      | Outside Director (Part-time)  | Independent Director   |
| Yuri Okina         | Outside Director (Part-time)  | Independent Director   |

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| Koichi Akamine   | Senior Managing Corporate Officer                    | Assists the Director who oversees Human Resources Group (matters related to personnel affairs and operation of seafarers) and Marine Group   |
| Yasuo Tanaka     | Senior Managing Corporate Officer                    | In charge of Technical Group, Environment Group and Creative Solutions Group   |
| Fukashi Sakamoto | Managing Corporate Officer                           | President and Chief Executive Officer of NIPPON CARGO AIRLINES CO., LTD.   |
| Takashi Abe      | Managing Corporate Officer                           | Assists the Director who oversees Bulk & Projects Carriers Group<br>Vice-President of NYK BULK & PROJECTS CARRIERS LTD.  |
| Takuji Nakai     | Corporate Officer                                    | President and Chief Executive Officer of NYK GROUP EUROPE LTD.<br>In charge of Russia Region<br>Assists the Director who is in charge of Africa Region   |
| Yuji Isoda       | Corporate Officer                                    | Chief Representative for China<br>In charge of Taipei Branch and Korea   |
| Kenichi Miki     | Corporate Officer                                    | In charge of Energy Co-ordination Group, Tanker Group and Fuel Group   |
| Eiichi Takahashi | Corporate Officer                                    | In charge of Accounting Group, Finance Group and NYK ACCOUNTING CO., LTD.  |
| Noriaki Tajima   | Corporate Officer                                    | In charge of Tramp Co-ordination Group, Forest Products Group and Bulk & Projects Carriers Group   |
| Hiroyuki Okamoto | Corporate Officer                                    | Assists the Director who oversees Car Carrier Group No.1 and Car Carrier Group No.2<br>In charge of Auto-Logistics Group and Automotive Quality Control Group  |
| Svein Steimler   | Corporate Officer                                    | NYK GROUP EUROPE LTD. Executive Vice President and COO   |
| Jeremy Nixon     | Corporate Officer                                    | NYK GROUP SOUTH ASIA PTE. LTD. CEO of Global Liner Management Division   |
| Tomoyuki Koyama  | Corporate Officer                                    | NYK SHIPMANAGEMENT PTE. LTD. Chairman & Chief Executive Officer  |
| Keiji Tsuchiya   | Corporate Officer                                    | In charge of Steaming Coal Group, Panamax Group  |
| Hiroki Harada    | Corporate Officer                                    | Deputy Chief Information Officer<br>In charge of Information Planning Group, Logistics & Container Trade Coordination Group, and Terminal Group<br>General Manager of Logistics & Container Trade Coordination Group |
| Noriko Miyamoto  | Corporate Officer                                    | In charge of IR Group<br>General Manager of IR Group   |
| Toshiyuki Kimura | Corporate Officer                                    | Managing Executive Officer of YUSEN LOGISTICS CO., LTD.  |
| Akira Kono       | Corporate Officer                                    | In charge of LNG Group   |
| Takaya Soga      | Corporate Officer                                    | In charge of Car Carrier Group No.1 and Car Carrier Group No.2<br>General Manager of Car Carrier Group No.1 and Car Carrier Group No.2   |
| Kobune Goto      | Corporate Officer                                    | In charge of Marine Group<br>General Manager of Marine Group   |
| Hiroshi Sugiura  | Audit & Supervisory Board Member (Full-time)         |  |
| Yoko Wasaki      | Audit & Supervisory Board Member (Full-time)         |  |
| Mitsuoki Kikuchi | Outside Audit & Supervisory Board Member (Part-time) | Independent Auditor  |
| Toshio Mita      | Outside Audit & Supervisory Board Member (Part-time) | Independent Auditor  |