

# NYK Group DX Story

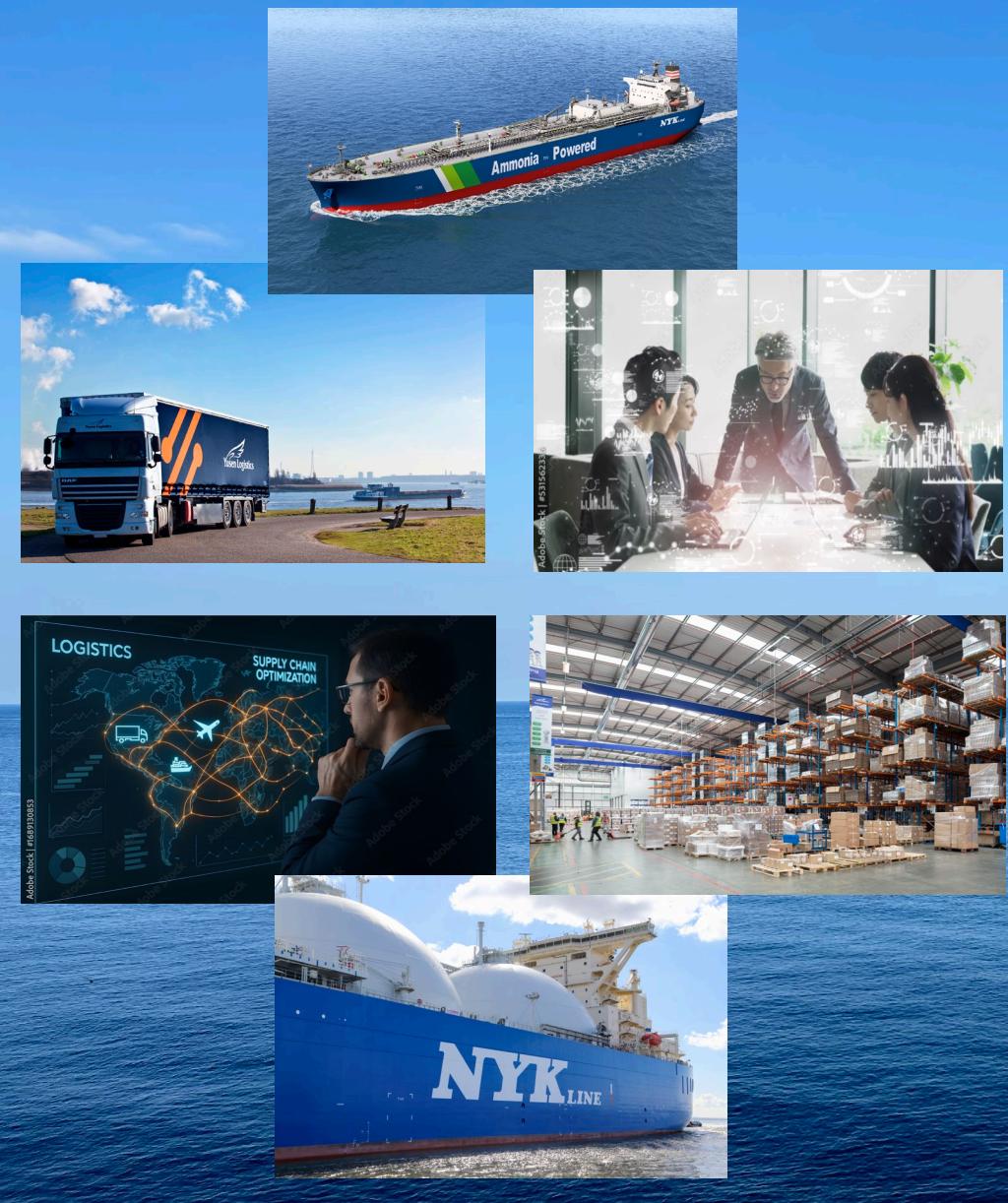
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# DX Stories at the NYK Group: Future Challenges and Their Significance



The NYK Group has steadily promoted DX through site-led initiatives rooted in integrity, innovation, and intensity, as well as the construction of a management foundation that is ahead of its time.

This document outlines the current state of NYK's DX and details how to promote sustainable growth and development for the future.

At the NYK Group, DX is a catalyst for change — driving the sustainable enhancement of corporate value and inspiring us to meet future challenges head-on. At the same time, it serves as a critical instrument in fulfilling our environmental and social responsibilities.

The NYK Group positions DX not only as a means of promoting management strategy (≒ enabler), but also as a driving force (≒ accelerator) that creates new value.

## NYK Group DX

### Enabler (≒ Propulsion Means)

Utilization of digital and IT initiatives as a means of promoting the NYK Group's management strategy



### Accelerator (≒ Tow and Lead Role)

Driving business evolution × strengthening both emerging and established businesses through the strategic implementation of digital and IT initiatives



## NYK Group Management Strategy

### AX Ambidexterity



- Supporting the safe and efficient operation of ships
- Improving customer service and developing customer base (providing online service platforms, etc.)
- Developing and investing in new businesses

### BX Business Transformation



- Practical application of autonomous ships
- Challenges in space-related businesses
- Establishment of an offshore data center
- Offshore wind power generation related business

### CX Corporate Transformation



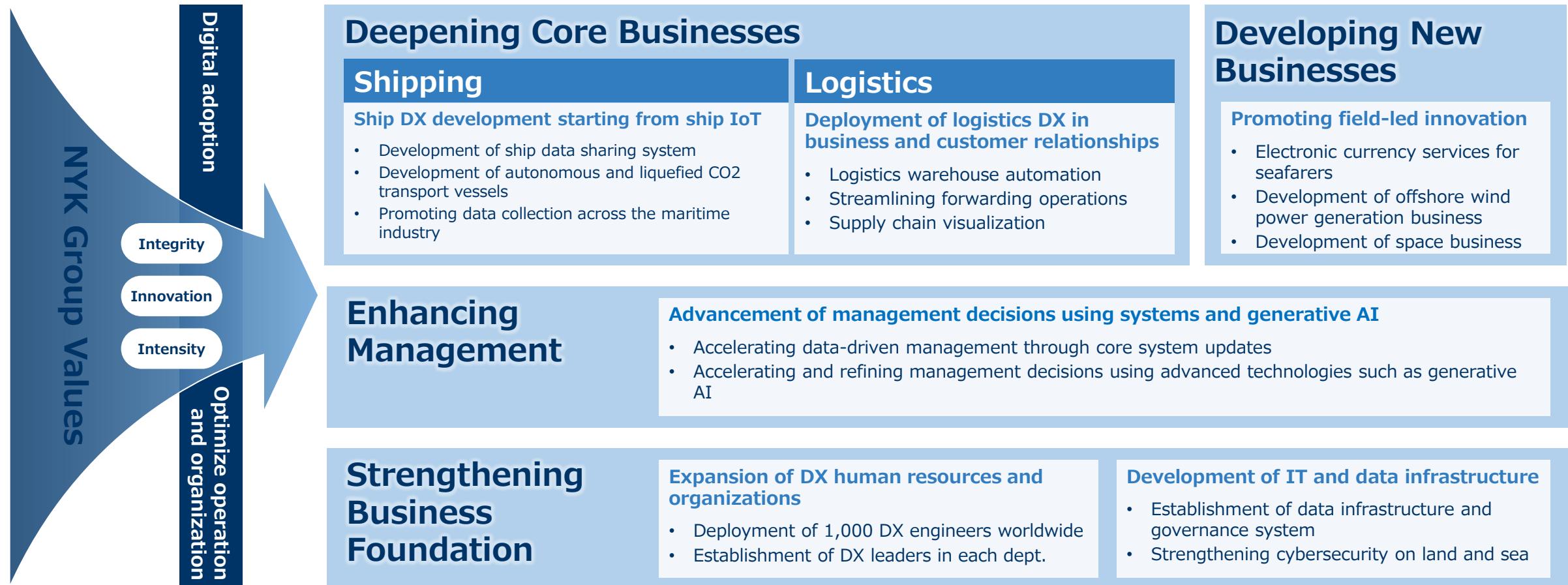
- Next-generation operations and organizations through the introduction of core systems
- Strengthening management infrastructure and governance (development of data utilization infrastructure, etc.)

### EX Energy Transformation

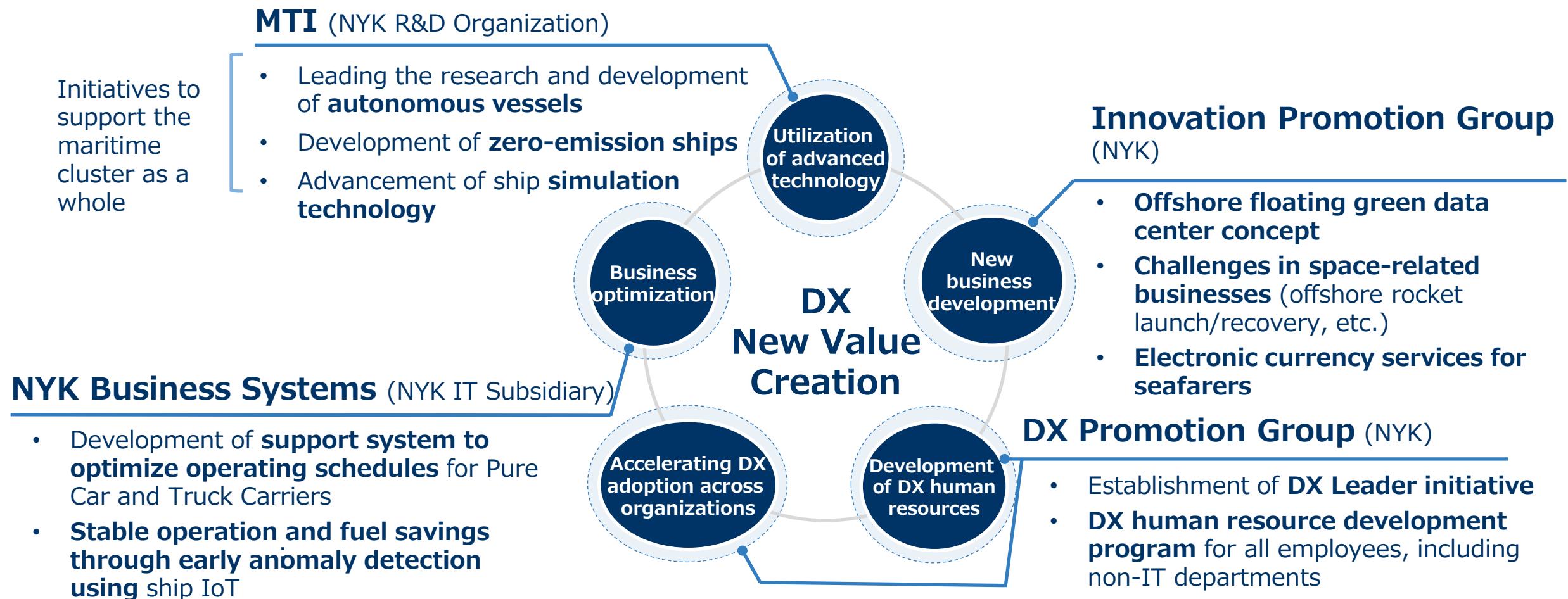


- Development of hulls and data for decarbonization (development of liquefied CO2 transport vessels, etc.)
- Promotion of sustainability (conversion of ship fuel (ammonia fuel, etc.))

The NYK Group has been working to deepen its core businesses (shipping and logistics), develop new businesses, and enhance the management system that supports these businesses, thereby strengthening the Group's business foundation. We will continue to promote these initiatives more actively through DX.



The NYK Group has established specialized DX execution organizations focused on distinct objectives, such as utilizing advanced technology and optimizing operations. This targeted approach enables the company to tackle the dual challenge of enhancing corporate value and generating new value.



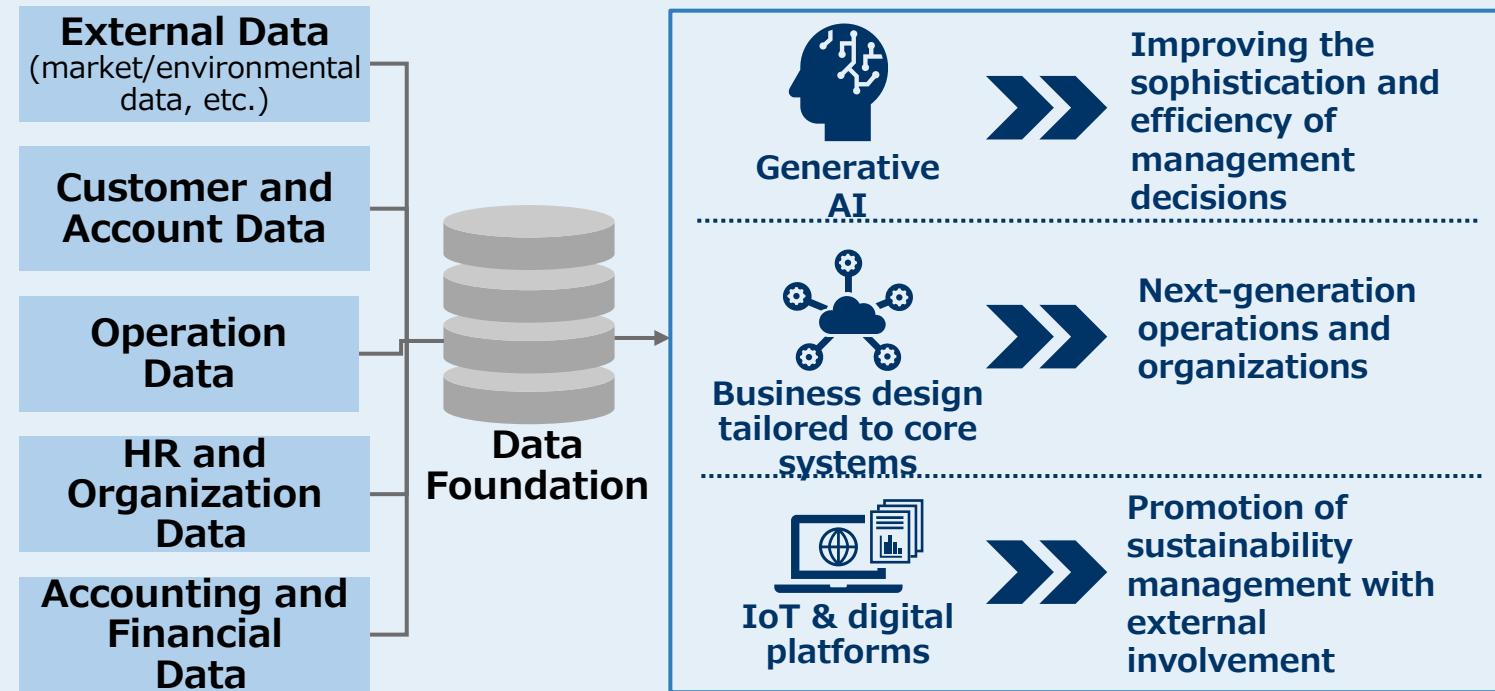
The NYK Group has established a robust data utilization framework that leverages both financial and non-financial information from each Group company. Moving forward, the Group will actively harness generative AI and other data-driven technologies to achieve a management approach that is both efficient and environmentally sustainable.

## Initiatives to Improve Data Usage Environment

# Establishment of Data Infrastructure and Governance System

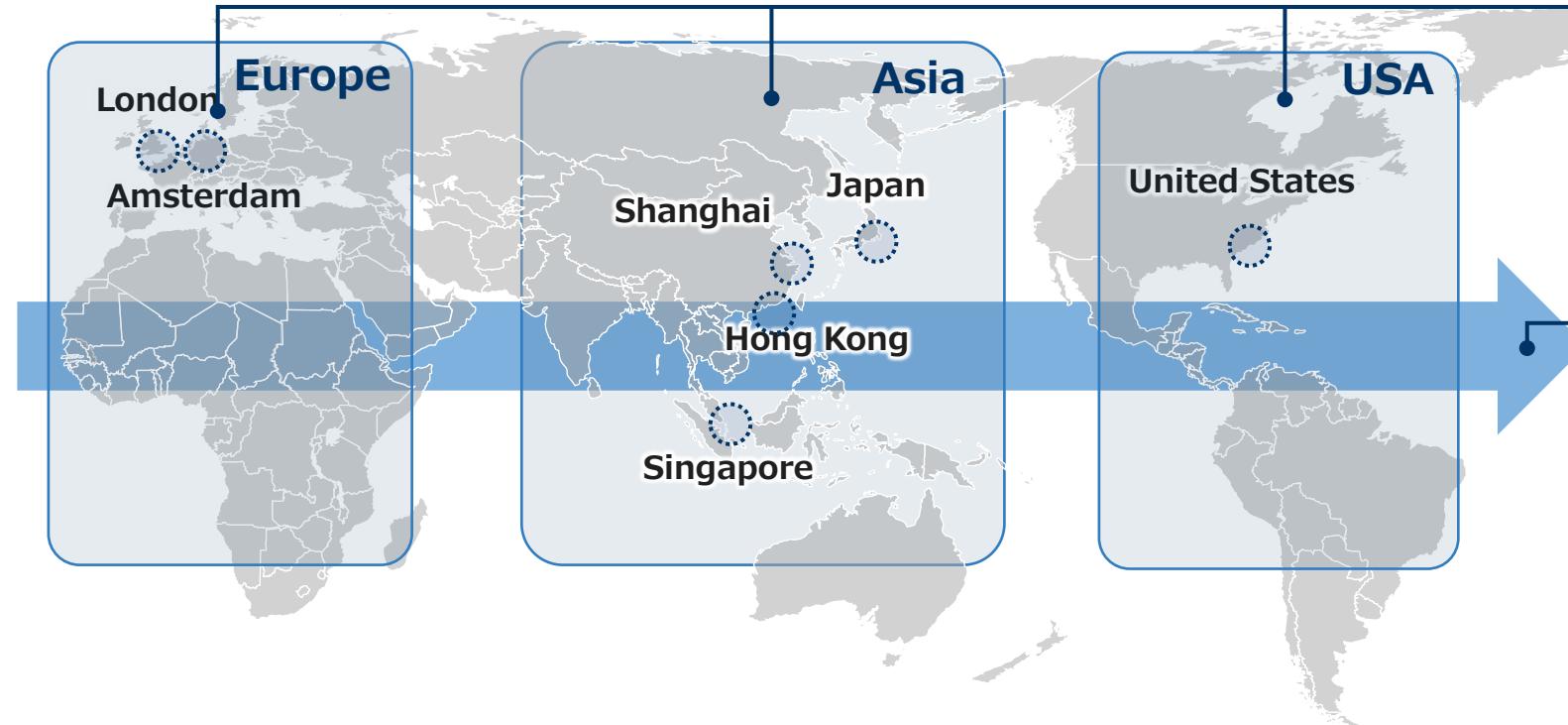


## NYK Group Vision for Future Data Utilization



The NYK Group will utilize DX/IT bases in the U.S., Europe, and Asia to provide IT services tailored to the circumstances of each region, while using networking technology and human resources through a common governance and communication platform to promote DX in collaboration across the globe.

● NYK Group's DX/IT Sites



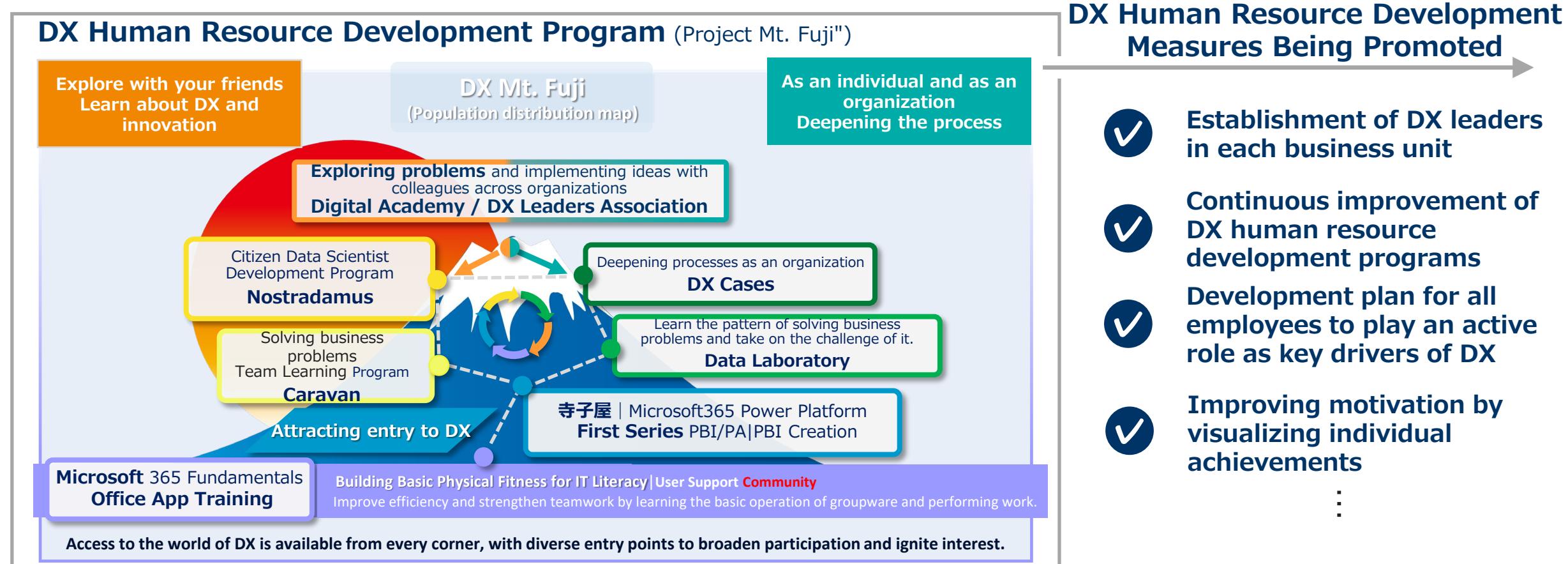
## 1 Community-based DX and IT Promotion System

- Deploy 1,000 IT/DX technical personnel globally in the United States, Europe, and Asia to promote local DX according to the unique circumstances of the region

## Common Platform for Entire Group

- Promote collaboration between technology and human resources through a common platform **across departments and group companies**
- Share and utilize global business knowledge cultivated through forwarding and shipping businesses
- Promote international division of labor system by optimally locating global lead organizations for each specialized function

The NYK Group is committed to transforming non-IT talent into DX human resources through a dedicated DX human resource development program. We are actively implementing initiatives — such as appointing DX leaders within each business department — to nurture professionals who can proactively drive DX in the field.



The NYK Group will bolster Japan's maritime industry and shape the future through groundbreaking innovation. By integrating cutting-edge digital expertise from our global business sites, we aim to secure sustainable growth and enhance corporate value.

## Future Vision through DX

### Supporting Japan's Maritime Cluster with the Power of Digital Technology

- By co-creating with the shipping ecosystem, we will contribute to the revitalization of Japan's maritime industry as a whole.

### Digitally Embracing Innovation

- We will promote the development of data and infrastructure so that we can quickly enjoy the benefits of innovative technologies that will appear in the future.

### Deploying Advanced Digital Technologies to the Entire NYK Group

- We will incorporate and utilize the cutting-edge knowledge of overseas digital human resources who are active in globally expanding business areas.

### Utilizing Digital Technology to Drive Sustainable Value Creation

- Responding to the demands of the environment and society while realizing sustainable corporate value creation





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