

The NYK Group's Mission Statement—Unchanged Since Our Founding

# Our *Mission*

## *Bringing value to life.*

Unchanged since the Company's founding, our Mission incorporates our dedication to the value the Group brings to all living things and the environment while realizing prosperous lives and daily fulfillment for people around the world.

“If we float a ship, it will bring more value to the world, and the benefits will fall on the heads of all the people.”

Yataro Iwasaki  
Mitsubishi Group Founder

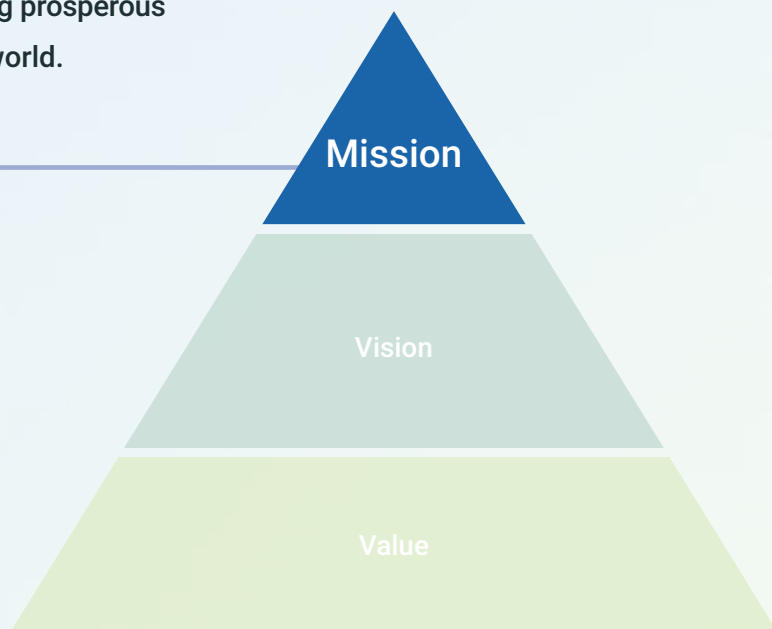


Photo: Mitsubishi Archives



We Strive to Contribute to Society and Achieve Sustainable Growth

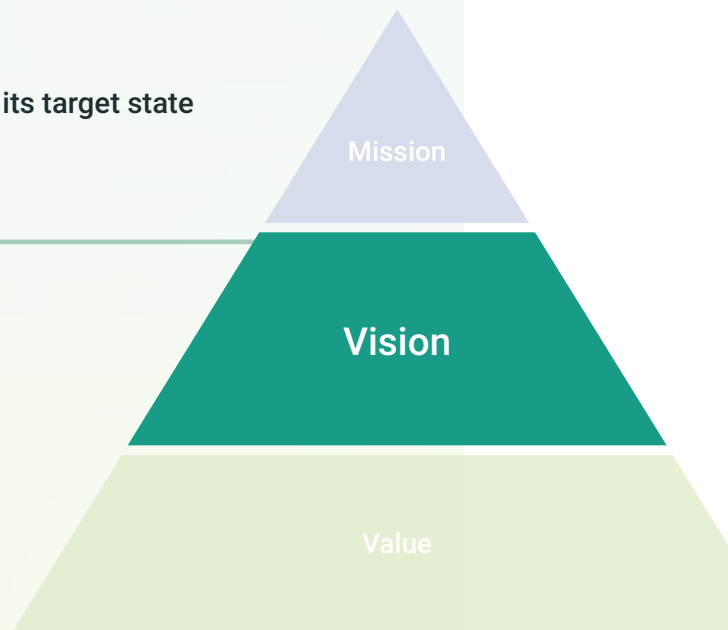
# Our Vision

We go beyond the scope of a comprehensive global logistics enterprise to co-create value required for the future by advancing our core business and growing new ones

The NYK Group has formulated a new vision based on its target state for the long term.

## Reorganization of the Group's Mission, Vision, and Value P.17

We are working to realize our target state for 2050 and become an organization where all NYK Group employees can continue to grow and develop.  
To this end, we have reorganized our key aims so that they are now clear and concise.



Values Employees Should Share to Achieve the Mission Statement

# Our Value

# Integrity, Innovation, and Intensity

The 3I's—the NYK Group's Values—are represented by Group employees around the world.

## Integrity

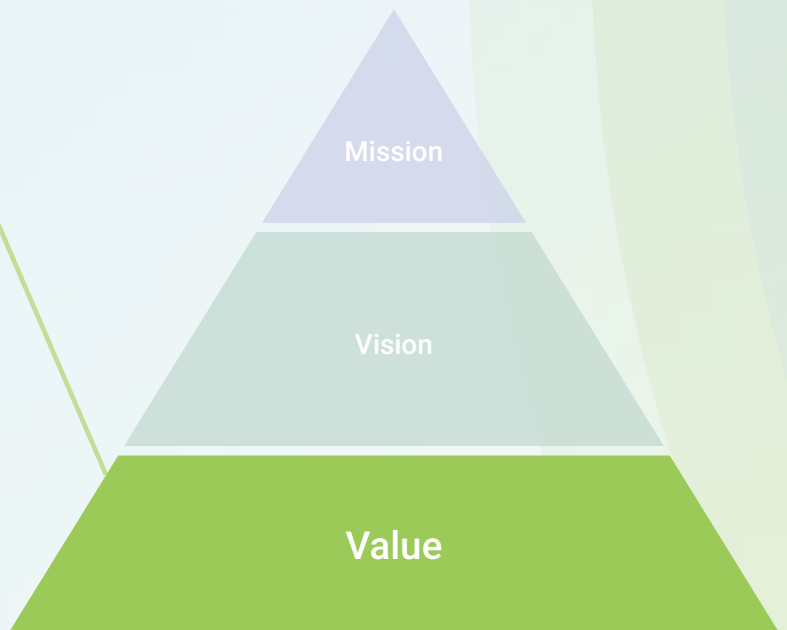
Be respectful and considerate to your customers and colleagues.  
Stay warm, cordial, courteous, and caring.

## Innovation

Continuously think of new ideas for improvement, even when conditions appear satisfactory.  
Remain open to betterment.

## Intensity

Carry through with and accomplish your tasks.  
Never give up.  
Overcome challenges. Remain motivated.







# Initiatives and Achievements

## Initiatives and Results under the Previous Medium-Term Management Plan

Under the previous medium-term management plan, we generated significant profits, despite impacts from the external environment, by executing three strategies. We also intend to steadily reach our management targets with 2030 in sight under the new medium-term management plan starting in fiscal 2023.

## Staying Ahead 2022 with Digitalization and Green

### Basic strategies

1. Optimize business portfolio
2. Secure stable-freight-rate business
3. Increase efficiency and create new value

### Earnings and financial performance

	Target (targeting FY2022)	FY2021	FY2022
Recurring profit	¥70.0–¥100.0 billion	¥1,003.1 billion	¥1,109.7 billion
ROE	Min 8.0%	86.0%	48.3%
Shareholders' Equity Ratio	Min 30%	55.6%	65.6%
DER	1.5 times or below	0.47 times	0.28 times

# Next Target

## Outline and Targets of the New Medium-Term Management Plan

The plan's basic policy is to pursue growth strategies centered on environmental, social, and governance (ESG) themes. By also contributing to solutions for social issues such as environmental problems, we will work to maximize our earnings capability and to sustainably create corporate and social value.

### “Sail Green, Drive Transformations 2026 – A Passion for Planetary Wellbeing –”

#### Basic strategies

1. Key strategy with core business advancement and new business development as the two pillars and supporting function strategy
2. Financial policy

#### Financial targets

ROIC **over 6.5%**

Net income  
(Target as of FY2026) **¥200.0–¥300.0 billion**

ROE  
(Target as of FY2026) **8%–10%**

#### Non-financial targets

Number of major accidents:  
sea, land, and air **0 accidents**  
(Number of major accidents based on NYK standard)

GHG reduction  
by vessels  
(FY2030 target) **over 30%**  
(vs. FY2021)

Ratio of women managers  
(CY2030 target) **30%**  
(onshore positions for NYK non-consolidated)