

The NYK Group (Includes NYK Headquarters)

GHG Emissions by Scope

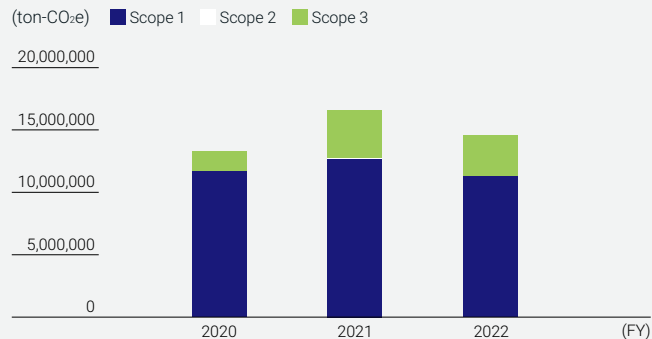
GHG-related	Units: ton-CO ₂ e			
Overall output	FY2020	FY2021	FY2022	Ratio in FY2022 (%)
Scope 1	11,650,054	12,678,695	11,255,044	77.1%
Scope 2	49,444	45,391	76,255	0.5%
Scope 1+2	11,699,499	12,724,086	11,331,299	–
Scope 3	1,623,678	3,890,661	3,264,023	22.4%
Scope 1+2+3	13,323,177	16,614,748	14,595,322	–

Note 1: The scope of aggregation includes headquarters and consolidated subsidiaries.

Note 2: CO₂e: CO₂ equivalent

Note 3: GHG emissions data for Scope 1, Scope 2, and Scope 3 has been verified by a third-party organization. Verification Report (<https://www.nyk.com/english/esg/envi/data/>)

Note 4: For fiscal 2021, we have partially reviewed the scope and revised the figures, certified after recalculation.



Output breakdown	Subcategory	FY2020	FY2021	FY2022
Scope 1	Ships	9,787,671	10,708,996	10,123,951
	Aircraft	1,642,233	1,721,397	964,063
	Others	220,149	248,301	167,029
Scope 2—Market basis		49,444	45,391	76,255
Scope 2—Location basis		52,138	49,010	77,710
Scope 3	Category 1	–	1,887,367	1,486,233
	Category 2	99,013	255,143	197,887
	Category 3	1,508,523	1,730,934	1,552,422
	Category 5	15,489	16,379	19,827
	Category 6	516	678	7,404
	Category 7	135	157	247

Note 1: Scope 2 emissions are calculated on a market basis inside Japan and on a location basis overseas.

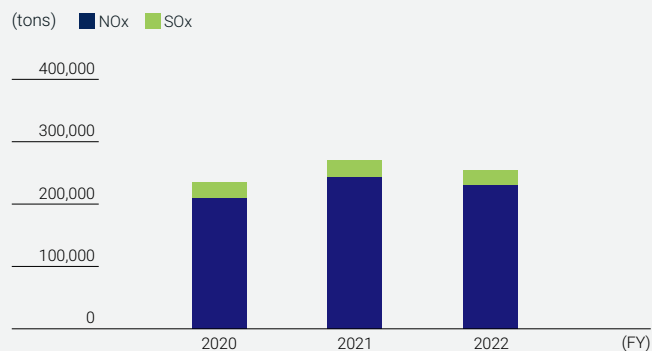
Note 2: In fiscal 2022, a renewable energy certificate was used to offset the electricity used at the Yokohama Branch and the NYK Maritime Museum (234,641 kWh).

Note 3: For fiscal 2021, we have partially reviewed the scope and revised the figures, certified after recalculation.

NOx and SOx Emissions

Other than GHGs	Output (from ships)		
	FY2020	FY2021	FY2022
NOx	209,925	243,726	229,722
SOx	25,518	26,970	25,216

Note: For fiscal 2021, we have partially reviewed the scope and revised the figures, certified after recalculation.



Energy and Resource Consumption Amounts

GHG-related					
Input breakdown	Subcategory	Unit	FY2020	FY2021	FY2022
Scope 1	Heavy oil A (MDO)	Tons	26,002	30,415	27,219
	Heavy oil C	Tons	2,726,923	3,184,649	2,979,644
	Gas oil (ships)	Tons	153,324	159,484	173,779
	LNG (ships)	Tons	185,587	5,620	14,387
	Jet fuel	KL	666,877	699,024	391,486
	Gasoline	KL	49,187	71,860	9,058
	Kerosene	KL	51	52	49
	Diesel	KL	31,517	23,285	49,408
	LPG	Tons	449	511	375
	Natural gas	m ³	9,757,385	8,624,448	7,460,194
Scope 2-related	Electricity	MWh	117,519	119,880	162,030
Scope 3-related	Waste (office)	Tons	5,390	5,679	6,831
Private power generation derived from renewable energy	Electricity	MWh	—	—	5,970

Note 1: Electricity consumption in Japan is calculated on a market basis. CO₂ emissions volume from electric power consumption for each fiscal year has been calculated using the coefficients for each electricity provider (actual figures for each fiscal year) published by the Ministry of the Environment.

Note 2: For fiscal 2021, we have partially reviewed the scope and revised the figures, certified after recalculation.

Other than GHGs					
Input from offices	Unit	FY2020	FY2021	FY2022	
Water	m ³	446,656	292,510	863,697	
Paper	KG	797,013	636,903	1,007,991	

The NYK Group (Includes NYK Headquarters) As of the end of each company's fiscal year

Employee Demographics Number of employees of consolidated companies (long-term employees, employees on contracts for more than six months)

		FY2020	FY2021	FY2022
Number of employees	Total (a)	35,057	35,165	35,502
By region	Japan	7,932	7,837	7,900
	Europe	7,957	8,640	8,544
	South Asia	12,650	12,446	12,322
	North America	1,964	2,075	2,236
	East Asia	3,207	2,888	2,875
	Oceania	205	185	189
	Central and South America	1,142	1,094	1,436
Number of employees promoted to director by region*1	Japan			
	Men	176	174	180
	Women	6	6	7
	Europe			
	Men	84	86	75
	Women	18	15	7
	South Asia			
	Men	119	100	116
	Women	5	18	23
	North America			
	Men	23	23	26
	Women	2	4	4
	East Asia			
	Men	21	28	22
	Women	0	1	1
	Oceania			
	Men	6	5	5
	Women	0	0	0
	Central and South America			
	Men	5	12	9
	Women	1	3	4

*1 Hired locally. Excludes employees seconded from headquarters and other organizations

		FY2020	FY2021	FY2022
Ratio of management by region and gender (%) *1	Japan			
	Men	91.5	91.1	90.1
	Women	8.5	8.9	9.9
	Europe			
	Men	73.6	71.0	68.0
	Women	26.4	29.0	32.0
	South Asia			
	Men	60.6	59.5	64.0
	Women	39.4	40.5	36.0
	North America			
	Men	66.3	66.4	67.4
	Women	33.7	33.6	32.6
	East Asia			
	Men	62.9	65.1	63.9
	Women	37.1	34.9	36.1
	Oceania			
	Men	86.0	86.7	82.4
	Women	14.0	13.3	17.6
	Central and South America			
	Men	69.2	72.5	71.9
	Women	30.8	27.5	28.1
By gender	Men	22,436	22,438	22,372
	Women	12,621	12,727	13,130
By job type	Office workers*2	34,185	34,224	34,590
	Seafarers*3	872	941	912
New hires	Total	3,889	6,260	6,579
	Men	2,452	3,679	4,116
	Women	1,437	2,581	2,463
Ratio of voluntary resignations (%)		12.2	14.8	14.1

*1 National staff who are managers or higher. Includes employees seconded from headquarters and other organizations

2 Includes navigation officers and engineers at office locations as well as employees seconded from Group companies

*3 Excludes non-Japanese seafarers

* Navigation officers and engineers either hold a seafaring license or are in the process of acquiring one at a maritime college.

Employee Diversity

		FY2020	FY2021	FY2022
Number of non-Japanese seafarers*1	Total (b)	10,818	10,788	10,622
Ratio of women employees (%)		37.0	37.0	37.9
Ratio of women managers (%) *2		25.0	25.9	25.2

*1 From fiscal 2022, the aggregation standard was changed. In conjunction with this, the figures for fiscal 2020 to fiscal 2021 have been revised.

*2 Managers or higher

Number of Group Employees (Including Non-Japanese Seafarers)

	FY2020	FY2021	FY2022
Total (a + b)	45,875	45,953	46,124

Occupational Health and Safety

	FY2020	FY2021	FY2022
Lost-time injury (LTI) rate (%) *1	2.22	2.00	2.52
Number of work-related deaths	1	1	2
Mortality rate (%)	0.00	0.00	0.01

*1 Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 1,000,000
Total working hours are calculated as 2,000 hours per person

NYK Headquarters

Employee Demographics

		FY2020	FY2021	FY2022
Number of employees	Total	1,788	1,800	1,852
By gender	Men	1,465	1,479	1,523
	Women	323	321	329
Long-term employees	Office workers (excludes navigation officers and engineers at office locations)	759	766	791
	Women	258	246	242
	Navigation officers and engineers	575	577	586
	Women	19	19	21
Fixed-term employees	Office workers	120	127	139
	Women	38	51	60
	Seafarers	8	6	4
	Women	0	0	0
Non-fixed-term employees*1	Office workers	3	3	3
	Women	8	5	6
	Seafarers	0	0	0
	Women	0	0	0
Long-term employees, fixed-term employees, and non-fixed-term employees	Office workers (excludes navigation officers and engineers at office locations)	1,186	1,198	1,241
	Navigation officers and engineers	602	602	611
Average age (years old)*2	Office workers (excludes navigation officers and engineers at office locations)	41.3	41.2	41.0
	Navigation officers and engineers	38.6	38.8	39.2
Age range*2	Office workers (excludes navigation officers and engineers at office locations)			
	Under 30	207	195	189
	30–49	495	509	546
	50 and older	315	308	298
	Navigation officers and engineers			
	Under 30	139	139	143
	30–49	347	335	335
	50 and older	108	122	129
New hires*3	Total	54	66	87
New-graduate hires	Total	53	54	56
	Office workers (excludes navigation officers and engineers at office locations)			
	Men	24	19	22
	Women	7	10	7
	Navigation officers and engineers			
	Men	20	22	24
	Women	2	3	3
Mid-career hires	Total	1	12	31
	Men	1	11	25
	Women	0	1	6
Ratio of mid-career hires (%)		2.0	18.0	36.0
Rate of turnover within three years after hire (%)*4	Office workers (excludes navigation officers and engineers at office locations)	0.0	0.9	0.0
	Navigation officers and engineers	5.6	1.4	6.7
Ratio of voluntary resignations (%)*5		1.0	1.6	2.1
Turnover rate at NYK (%)*6		4.2	3.9	4.5

*1 Employees who converted to employment contracts with no fixed period

*2 Excludes fixed-term employees

*3 New graduates and mid-career hires

*4 Calculation method: Number of new graduates and mid-career employees hired in the previous three fiscal years who resigned in each fiscal year / Number of new graduates and mid-career employees hired in the previous three fiscal years

*5 Calculation method: Number of employees who resigned at their own request in each fiscal year / Total number of long-term employees at the end of each fiscal year

*6 Calculation method: Number of employees who resigned in each fiscal year / Total number of long-term employees at the end of each fiscal year

Employee Diversity

		FY2020	FY2021	FY2022
Ratio of women employees (%)	Office workers (excludes navigation officers and engineers)	25.4	24.3	23.4
	Navigation officers and engineers	3.2	3.2	3.5
Ratio of women managers (%)	Office workers (excludes navigation officers and engineers)	14.7	14.0	13.7
	Navigation officers and engineers*1	0.4	0.4	0.4
Employment ratio of people with disabilities (%)		2.0	1.9	2.0
Employees union membership rate (%)*2	Office workers (includes navigation officers and engineers)	85.1	83.9	84.4
	Seafarers (excludes captains)	100.0	100.0	100.0

*1 From fiscal 2021, the aggregation standard was changed. In conjunction with this, the figures for fiscal 2019 to fiscal 2020 have been revised.
Calculation method: women managers / Total managers.

2 Japanese employees (navigation officers and engineers) are members of the All Japan Seaman's Union, except for captains.

* All Japan Seaman's Union: The union is the only industrial labor union in Japan formed by people working in the Japanese maritime-related industry.

Note: Because the collection of racial or ethnic data is legally prohibited or restricted in some countries, we do not collect or disclose information on the percentage of all workers in our business by race or ethnicity.

Occupational Health and Safety (Includes Fixed-Term Employees)

		FY2020	FY2021	FY2022
Number of occupational accidents*1	Total	2	2	2
	Office workers (includes navigation officers and engineers at office locations)	0	0	0
	Seafarers	2	2	2
Lost-time injury (LTI) rate (%)*2		0.00	0.41	0.82
Number of work-related deaths	Total	0	0	0
	Office workers (includes navigation officers and engineers at office locations)	0	0	0
	Seafarers	0	0	0
Number of lost days caused by occupational accidents	Total	0	71	9
	Office workers (includes navigation officers and engineers at office locations)	0	0	0
	Seafarers	0	71	9

*1 Excludes commuting accidents / Major occupational accidents while working on board include falls, pinches, frostbite (burns), etc.

2 Employees working at headquarters, including navigation officers and engineers who are working at office locations, seconded employees from Group companies, and contractors for business consignment, etc.
Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 1,000,000

* Navigation officers and engineers either hold a seafaring license or are in the process of acquiring one at a maritime college

Employee Support Systems

		FY2020	FY2021	FY2022
Average number of days of paid leave taken*1		15.4	17.4	18.8
Average ratio of paid leave taken (%)		56.3	61.3	67.1
Number of employees who took maternity leave*2		8	20	15
Average ratio of employees who took maternity leave (%)		100.0	100.0	100.0
Number of employees who used parental leave program*2	Total	29	53	64
	Men	22	37	52
	Women	7	16	12
Ratio of employees who used parental leave program (%)	Total	43.9	68.8	76.2
	Men	37.3	60.7	72.2
	Women	100.0	100.0	100.0
Ratio of employees who returned to work after taking parental leave (%)		100.0	91.0 (Number of employees who left the Company: 1)	100.0
Retention rate of employees who used parental leave program (%)		100.0	100.0	100.0
Number of employees who used shortened working-hour program*2	Total	21	8	4
	Men	1	0	0
	Women	20	8	4
Number of working mothers*3		71	87	75
Number of employees who used family-care leave program*2	Total	0	1	0
	Men	0	1	0
	Women	0	0	0
Ratio of employees who returned to work after taking family-care leave (%)		Not applicable	100.0	Not applicable
Retention rate of employees who used family-care leave program (%)		Not applicable	100.0	Not applicable

*1 Excludes seafarers and employees currently seconded to other companies / Includes paid summer, winter holidays

*2 Total number of users, excluding those who left the Company

*3 Mothers with children in compulsory education or younger / Excludes mothers on maternity or parental leave

Education

		FY2020	FY2021	FY2022
Average number of hours employees participated in training programs	Company average	43.0	61.5	60.2
	Office workers (includes navigation officers and engineers at office locations)*1	17.2	16.9	18.1
	Seafarers	142.1	230.5	226.7
Average expenditure on educational and training programs (yen)	Company average	177,610	228,750	235,398
	Office workers (includes navigation officers and engineers at office locations)*2	85,021	113,006	122,497
	Seafarers	533,995	667,968	682,969

*1 Excludes workers trained outside the Company

*2 Programs for office workers trained inside or outside the Company

