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Nippon Yusen Kabushiki Kaisha NYK Report 2021

FINANCIAL, SOCIAL AND
ENVIRONMENTAL PERFORMANCE



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► COVER INSPIRATION

The cover represents the NYK Group advancing the implementation of its current reforms backed by powerful business execution capabilities covering the sea, land, and air.





Ship name: Sakura Leader
 Type: Pure car and truck carrier
 Gross tonnage: 72,285 tons
 Length overall: 199.96 meters
 Total capacity: 7,000 units (based on conversion to standard vehicle units)

Action
 For
 Innovation

Inaugural ship of the "Sail GREEN" project, an ESG brand being promoted by the Car Transportation Division, delivered in October 2020 to become the first LNG-fueled pure car and truck carrier built in Japan (see page 57 for details)

Editorial Policy for the NYK Report

NYK Report 2021 is the ninth iteration of the NYK Group's integrated report, which first launched in 2013. Targeting a wide range of the NYK 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 its management strategies, which are strongly oriented toward contributing to the sustainable growth of society and industry as well as of the NYK Group. Building on last year's report, which focused on our *raison d'être*, *NYK Report 2021* tells the story of how we create value, featuring examples of outstanding financial and ESG performance and continuous provision of social value.

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), financial results), etc.		
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 2020 (April 2020 to March 2021)
However, certain information from April 2021 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:** September 2021 (previous: October 2020; next: September 2022)
Edited based on the Japanese version of *NYK Report 2021* issued in August 2021.

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, employees, local communities, NPOs/NGOs, students, certification bodies, researchers, and those responsible for CSR/ESG at other companies.

Guidelines for Disclosure about the Environment, Social, and Governance factors

- International Integrated Reporting Framework Version 1.0 by the International Integrated Reporting Council (IIRC)
- GRI Standards, global standards for sustainability reporting produced by the Global Reporting Initiative (GRI)
- ISO 26000
- Guidance for Integrated Corporate Disclosure and Company-Investor Dialogues for Collaborative Value Creation by the Ministry of Economy, Trade and Industry
- Japan Business Federation
Society 5.0—Co-Creating the Future

Sustainable Solution Provider

Bringing value to life.

In supporting society and industry for over 135 years, we have done much more than simply “transport” cargo.

We have played an essential role in society because we have boldly taken on new challenges that no-one else has and achieved results.

Today, we are witnessing the dramatic dawning of a new era.

We believe that environmental, social, and governance (ESG) issues constitute the key theme for value creation going forward. Taking a completely new approach, we will continue to play an essential role in the world as a corporate group, winning the favor of society in the new era.

