

The NYK Group ESG Story (released in February 2021)

Integrating ESG into management strategy

Specified in the Medium-term Management Plan so as to realize both earnings maximization and sustainability of society and the environment

ESG management as growth strategy

- Aim to be a corporate group that remains essential to society
- Aim to be a Sustainable Solution Provider that creates new value for the stakeholders

New Value Creation to Realize the NYK Group of Tomorrow

- Reduce GHG emissions
- Convert to LNG fuel
- Taking on ambitious initiatives in the energy field
- Establish NYK group sustainability initiative

Bolstering of Human Resources and Organizations to Advance New Value Creation

- Nurture human resources who promote innovation
- Build an organization that can fully leverage the diversity of 35,000 employees
- System and workstyle that enhance the capabilities of each employee

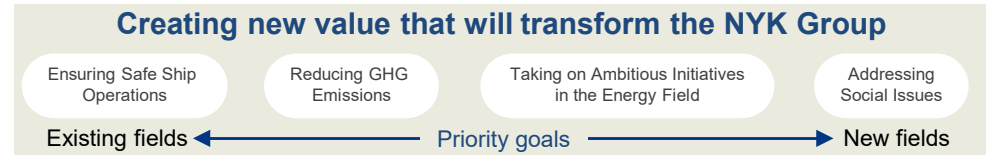
Strengthening of the Management Base to Support ESG management

- Group governance that popularizes ESG management
- Raise the overall ability of the NYK Group as a whole by establishing the methods to propose and take decisions regarding measures for the next generation

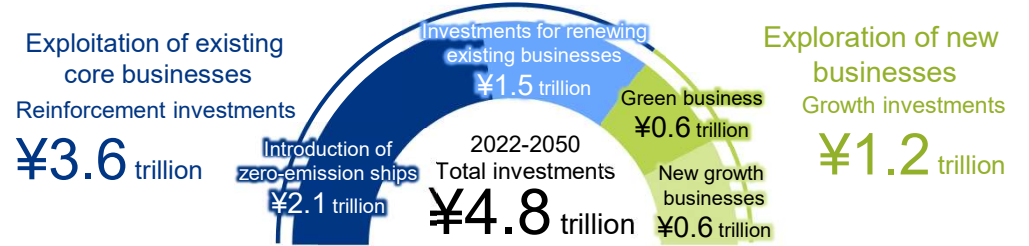
[Click link to see the NYK Group ESG Story, published February 2021](#)

The NYK Group ESG Story 2022 (released in March 2022)

Roughly one year after the release of the NYK Group ESG Story, we published the NYK Group ESG Story 2022. This update describes a year of progress toward integrating ESG into our management strategies. This document also includes certain parts of our growth strategy from an ultra-long-term perspective, representing a preliminary step in the formulation of our next medium-term management plan, which will begin in fiscal 2023.



Strategic Investments, Particularly in Environment-Related Fields



[Click link to see the NYK Group ESG Story 2022, published March 2022](#)