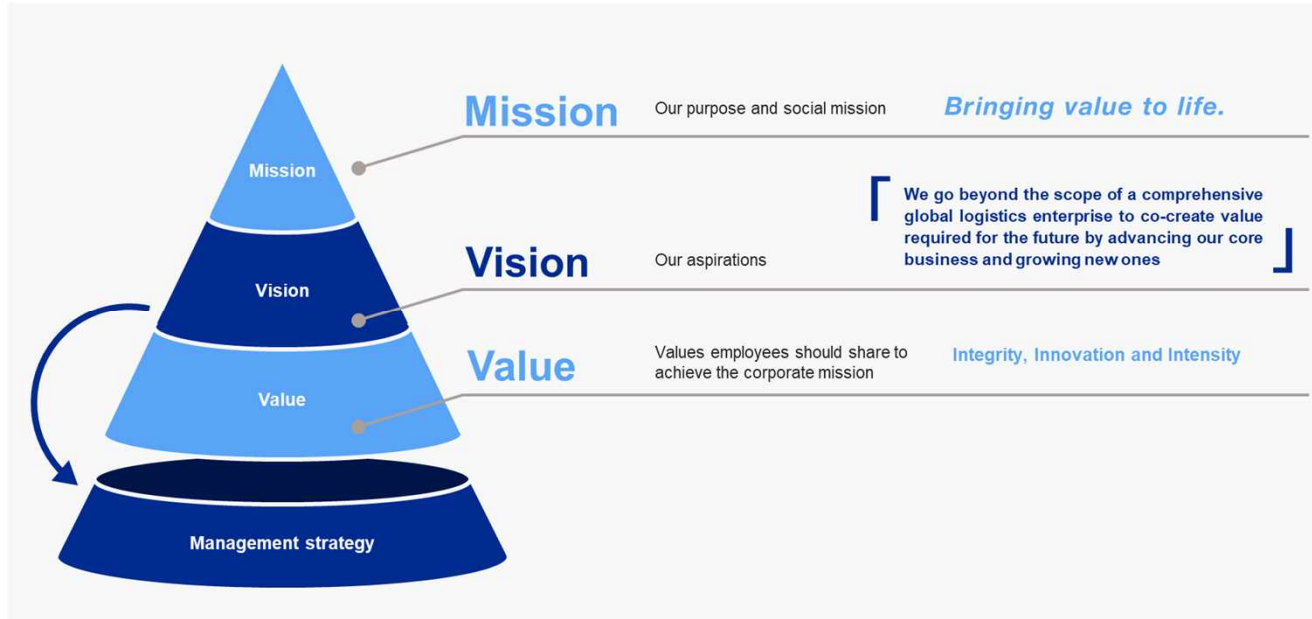


### Basic Philosophy

For developing Medium-Term Management Plan, we reorganized positioning of our corporate Mission, Vision, and Value (MVV) and management strategy



The NYK Group’s basic philosophy, “Bringing value to life,” expresses the purpose and reason for the Group’s existence— i.e., the value the Group brings to all living things and the environment while realizing prosperous lives and daily fulfillment for people around the world.

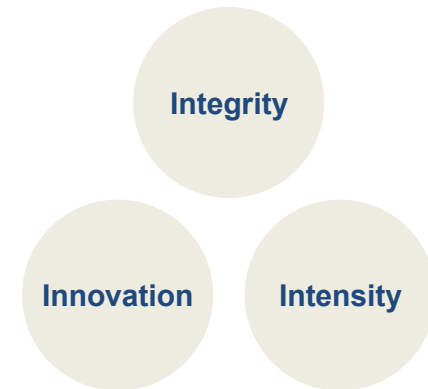
Value in items is created when they are with the people who need them and are in the necessary places. In the future, the Group will play a central role in contributing to a sustainable society and environment, in addition to delivering the essential items and services to the people that need them and to the desired places.

Based on this basic philosophy, the Group is working every day toward its goal of co-creating sustainable value with all of its stakeholders while flexibly adapting its business models to changes in this current era and in society.

Formulated in 2018, our basic philosophy inherits the mission and spirit that have been passed down through the generations since the Company’s founding. This philosophy has permeated throughout the Group and down to its roots as words that express the true ambitions of all our employees.

### NYK Group Values

NYK Group Values represent our DNA, inherited over 130 years of history. They remain aligned with gemba and society and guide us toward the achievement of our “NYK Group Mission Statement.”



#### Integrity

Be respectful and considerate to your customers and colleagues.

Stay warm, cordial, courteous, and caring.

#### Innovation

Continually 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.