

Our Vision towards 2030

Going beyond the Scope of a Comprehensive Global Logistics Enterprise to Create New Value

“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.” This is the NYK Group’s vision for 2030, formed by backcasting from our target state for 2050, and it is driving the evolution of the Group’s businesses and management today. The Group has already transformed into a corporate structure which is not easily affected by market fluctuations and changes in the external environment, restructured its liner trade business through the establishment of Ocean Network Express Pte. Ltd. (ONE), and expanded its businesses with reliable earning power. Going forward, the Group will use sophisticated business portfolio management to construct a system for stably generating profits, laying a foundation that will empower it to achieve sustainable profit growth while also solving social challenges.

Evolve beyond and based on our traditional shipping business

Beyond the scope of comprehensive logistics
Transcendence

Achieve evolution and growth by taking on challenges and co-creating, both a long-standing aspect of our corporate culture

Challenge and co-creation
Co-creation



Steady growth based on two pillars
Two Pillars

Create value and growth towards the future with both core and new businesses



2030 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

Upward Revision of Financial Targets

The Medium-Term Management Plan’s fiscal 2030 financial targets were revised upward in fiscal 2024 from their initial forecasts, as the Group’s business structural reforms and enhancement of management capabilities paid off with stronger power to stably generate higher profits. The Group will continue to proactively make growth investments and provide shareholder returns as it strives toward greater profitability.

	Original Target FY2030	Revised Target FY2030
Recurring profit	¥340 billion	¥440 billion
Excluding ONE	¥160 billion	¥240 billion
ONE (NYK estimate)	¥180 billion	¥200 billion
Profit attributable to owners of parent	¥310 billion	¥400 billion
Shareholders’ equity ratio	Around 57%	Around 58%
ROIC	6.5% or over	7.6%
ROE	10% or over	10.3%

Maritime Shipping Market

Global Maritime Shipping Trends

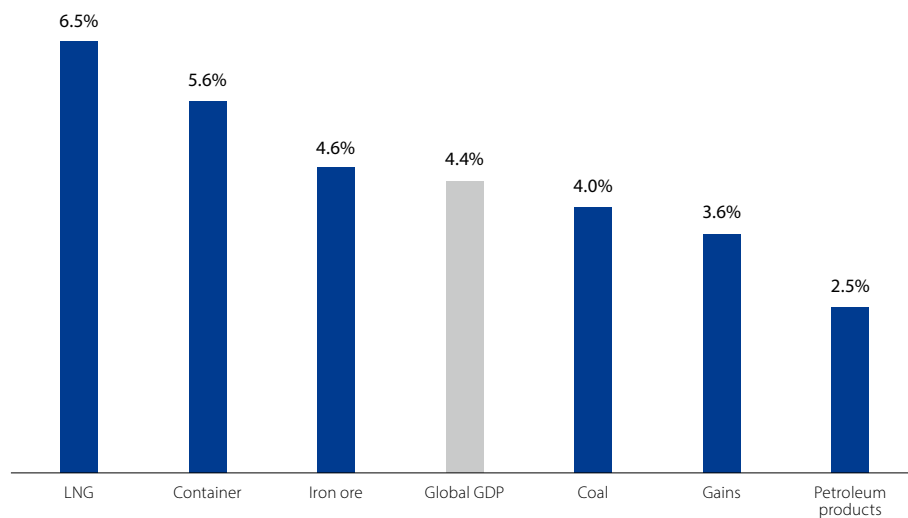
Maritime Shipping is an Industry that Promises Stable Long-Term Growth

Japan's GDP has remained mostly level since 1995, while global GDP has steadily risen at an annual rate of 4.4%. Buoyed by the global market's growth, the maritime shipping industry has also continued to expand. In particular, LNG, container, and iron ore shipping businesses have outpaced global GDP with annual growth of 6.5%, 5.6% and 4.6% respectively.

The global economy is forecasted to continue expanding, with the growth of emerging economies expected to drive higher demand for general consumer goods. The NYK Group's Liner Trade business will likely capture that demand with the scaling up of ONE. Also, the global decarbonization movement will likely continue in the coming years, and shipping companies are stepping up efforts to realize net-zero carbon emissions in their supply chains (Scope 3 emissions). This trend, coupled with energy security needs, promises further growth in demand for LNG and other energy shipping.

The NYK Group, focusing on these domains with strong growth potential, will strive to achieve sustainable growth of its maritime shipping business that surpasses the industry average.

Global Seaborne Trade Volume and Global Economic CAGR (1995 – forecasted 2025)



Source: Created by NYK using data from Clarksons and IMF

Maritime Shipping is an Industry Exposed to Short-Term Market Volatility

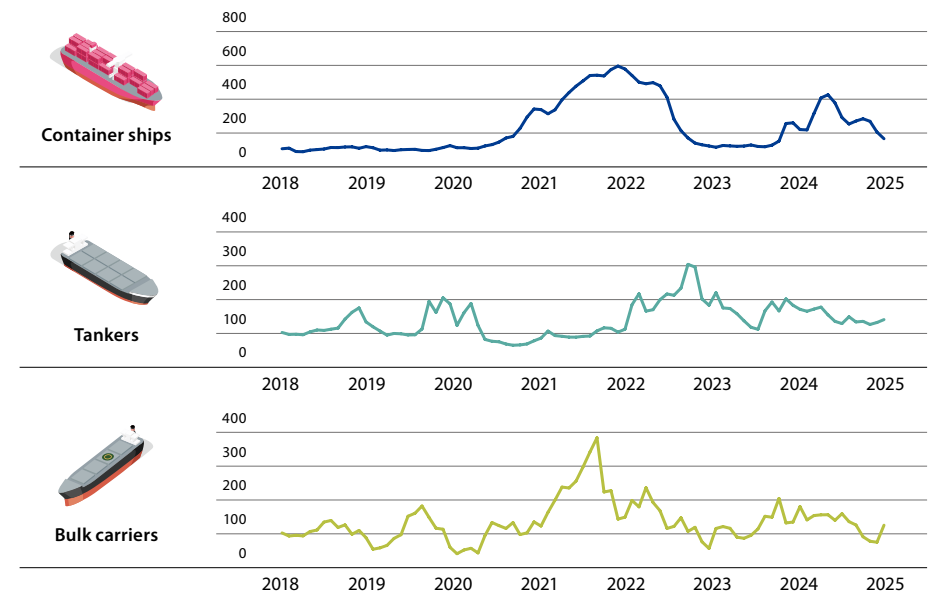
Maritime shipping is an industry that promises growth in the long term, but is highly exposed to market volatility in the short term. Fluctuations in the global economy and resource demand lead to large swings in ship demand and market conditions. The NYK Group has constructed a business foundation resilient to market volatility by diversifying its business portfolio.

Business portfolio management [P.26](#)

Relationship between Changes in Ship Supply and Demand and Market Conditions



Market Trends of Major Vessel Types (Indexed to 100 for January 31, 2018)



Sources: SCFI Comprehensive Container Freight Rate Index, BDTI Index, Baltic Exchange Dry Index

Looking Back at Past Medium-Term Management Plans (2011–2022)

Looking Back at 2011–2022

Advancing Business Structural Reforms while Reducing Performance Volatility

In the past, the NYK Group's performance was highly volatile due to exposure to market fluctuations. To reduce that volatility and secure stable revenue streams, the Group redesigned its business structure and properly managed its exposure. This, followed by market rise stemming from the COVID-19 pandemic, considerably strengthened the Group's financial standing. The business structural reforms enabled the Group to reliably generate recurring profit of 200 to 300 billion yen.

	April 2011 – March 2014	April 2014 – March 2018	April 2018 – March 2023
	<p>More Than Shipping 2013</p> <p>Sluggish market Business structural reforms Strengthening technological capabilities, expanding network</p>	<p>More Than Shipping 2018 — Stage 2, Leveraged by Creative Solutions</p> <p>Sluggish market Further business structural reforms Leading ONE's establishment as a driver</p>	<p>Staying Ahead 2022 with Digitalization and Green</p> <p>Market recovery Smart realignment of business portfolio Integrating ESG into management strategy</p>
External environment	<ul style="list-style-type: none"> ▶ Following the global recession, maritime shipping movements continued to grow, but the ongoing overinvestment in fleets outweighed shipping demand, widening the ship supply and demand gap 	<ul style="list-style-type: none"> ▶ Container ships and dry bulkers in particular remained exposed to a highly volatile environment 	<ul style="list-style-type: none"> ▶ The maritime shipping market surged due to the impact of COVID-19
Strategic pillars	<ul style="list-style-type: none"> ▶ More Than Shipping (Combine Traditional Shipping with Value Added Strategies) <ul style="list-style-type: none"> • target region: Asia • strategic investment: Leveraging logistics business, technological capabilities, and network to build energy transportation business 	<ul style="list-style-type: none"> ▶ Move toward asset-light business model ▶ Secure stable-freight-rate business ▶ Focused investment in LNG business ▶ Differentiation by combining traditional shipping with value added strategies 	<ul style="list-style-type: none"> ▶ Optimize business portfolio ▶ Secure stable-freight-rate business ▶ Increase efficiency and create new values
Key achievements	<ul style="list-style-type: none"> ▶ Investments in logistics warehouses/terminals in Asia to support loading/offloading ▶ Building up of stable long-term revenue streams through investments in offshore and LNG businesses ▶ 10% improvement in fuel efficiency (versus FY2010) 	<ul style="list-style-type: none"> ▶ Business portfolio realignment ▶ Establishment of ONE ▶ Reorganizing Yusen Logistics into a wholly-owned subsidiary ▶ Reduction of highly volatile dry bulk assets 	<ul style="list-style-type: none"> ▶ Improvement of financial standing ▶ Integration of ESG issues into management strategy ▶ Improvement of risk-return balance ▶ Further shift to businesses with stable-freight-rate with expanded investment in car carriers, LNG carriers, and logistics
Major challenges	<ul style="list-style-type: none"> ▶ Earnings not sufficiently improved, due to shipping capacity supply/demand gap and volatility ▶ Need to respond to higher energy transportation demand; tightening of environmental regulations for maritime shipping 	<ul style="list-style-type: none"> ▶ Large drop in profitability due to market decline ▶ Need to improve dry bulk business profitability ▶ Business structure vulnerable to market fluctuations 	<ul style="list-style-type: none"> ▶ Need to implement proper capital policy ▶ Need to further improve risk-return balance
Recurring profit (period average)	¥14.3 billion	¥43.3 billion	¥474.1 billion

Overview of 2026 Medium-Term Management Plan

Sail Green, Drive Transformations 2026

- A Passion for Planetary Wellbeing -

Overview

A Growth Strategy towards the 2050 Vision

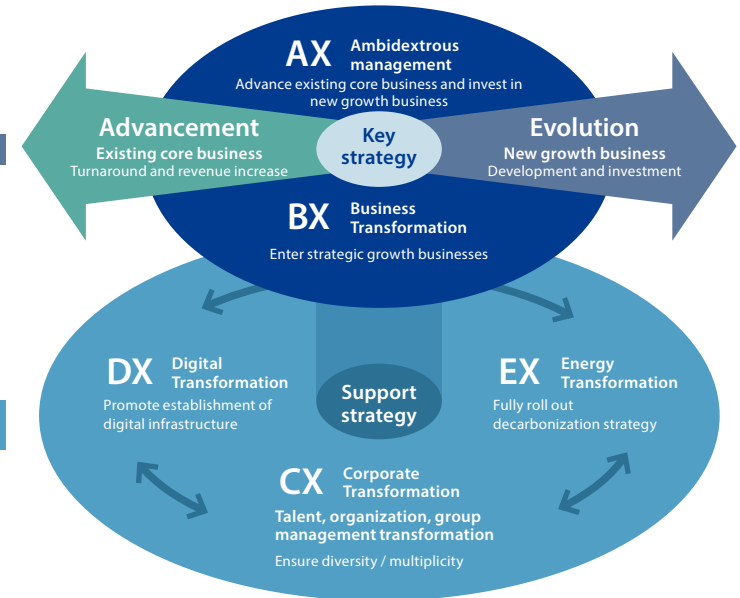
Guided by the Medium-Term Management Plan "Sail Green, Drive Transformations 2026," the NYK Group is transforming itself to achieve sustainable improvement of its corporate value. The plan is built around a two-pillar key strategy of advancing the existing core business and developing new growth business, and a support strategy with CX (talent, organization, and group management transformation), DX, and EX. It aims to realize sustainable growth by putting sustainability at the core of corporate management and proactively investing in areas with growth potential. It also includes commitments to step up decarbonization actions for achieving the net-zero emissions goal for 2050, and to further enrich human capital and corporate infrastructure.

Investment The Group plans to strategically invest 1.4 trillion yen over four years to support expansion into growth areas and strengthen competitiveness through decarbonization.

Advancing Existing Core Business
The Group will seek to further strengthen its competitiveness and earning power in the core businesses—dry bulk, energy, automotive transportation, etc.—by advancing decarbonization and value-added services

Developing New Growth Business
The Group will accelerate investment and business development in new areas with growth potential, including next-generation energy transportation, offshore wind power support vessels, and space-related logistics. This endeavor is aimed at creating new earnings bases focused exclusively on areas where the Group can exploit the strengths it has gained through its maritime shipping business.

Strengthening Infrastructure that Supports Corporate Value
To strengthen infrastructure that supports corporate value, the Group will use CX to develop human resources and reinforce organizational capabilities, DX to improve competitiveness, and EX to accelerate decarbonization. Also, Group-wide reforms will be pursued to strengthen the management foundation that underpins sustainable growth.



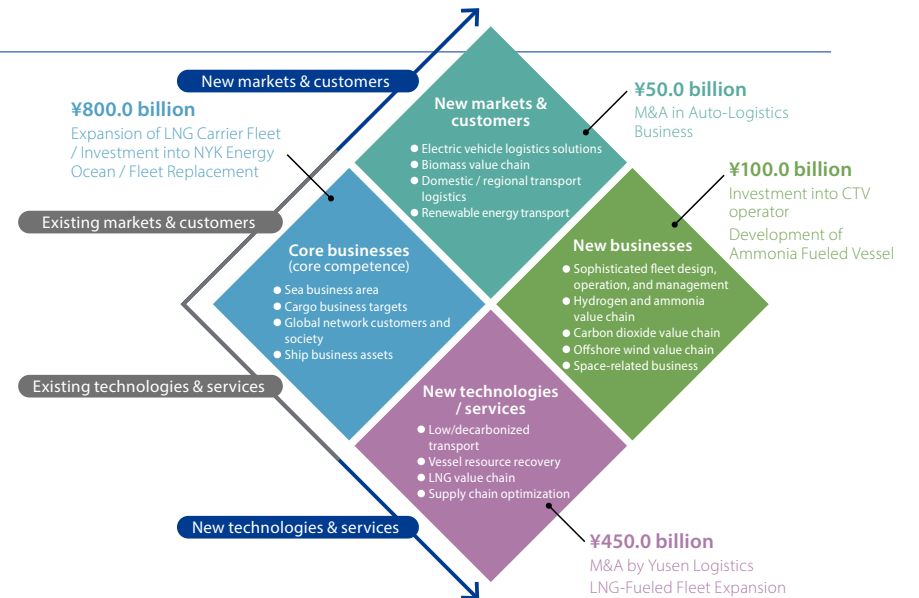
Approach for Key Strategy

Leveraging the Group's Comprehensive Capabilities in Mainly Maritime Shipping

The Group is advancing the existing core business and developing in new growth businesses. Seeking to improve value-added in ways that capitalize on the strengths of the existing core business, the Group is laying the foundation for its future growth by developing new growth businesses in mainly the upstream and downstream of the maritime shipping value chain. In both cases, the Group is striving to strengthen its earning power while solving social challenges, leveraging its comprehensive strengths.

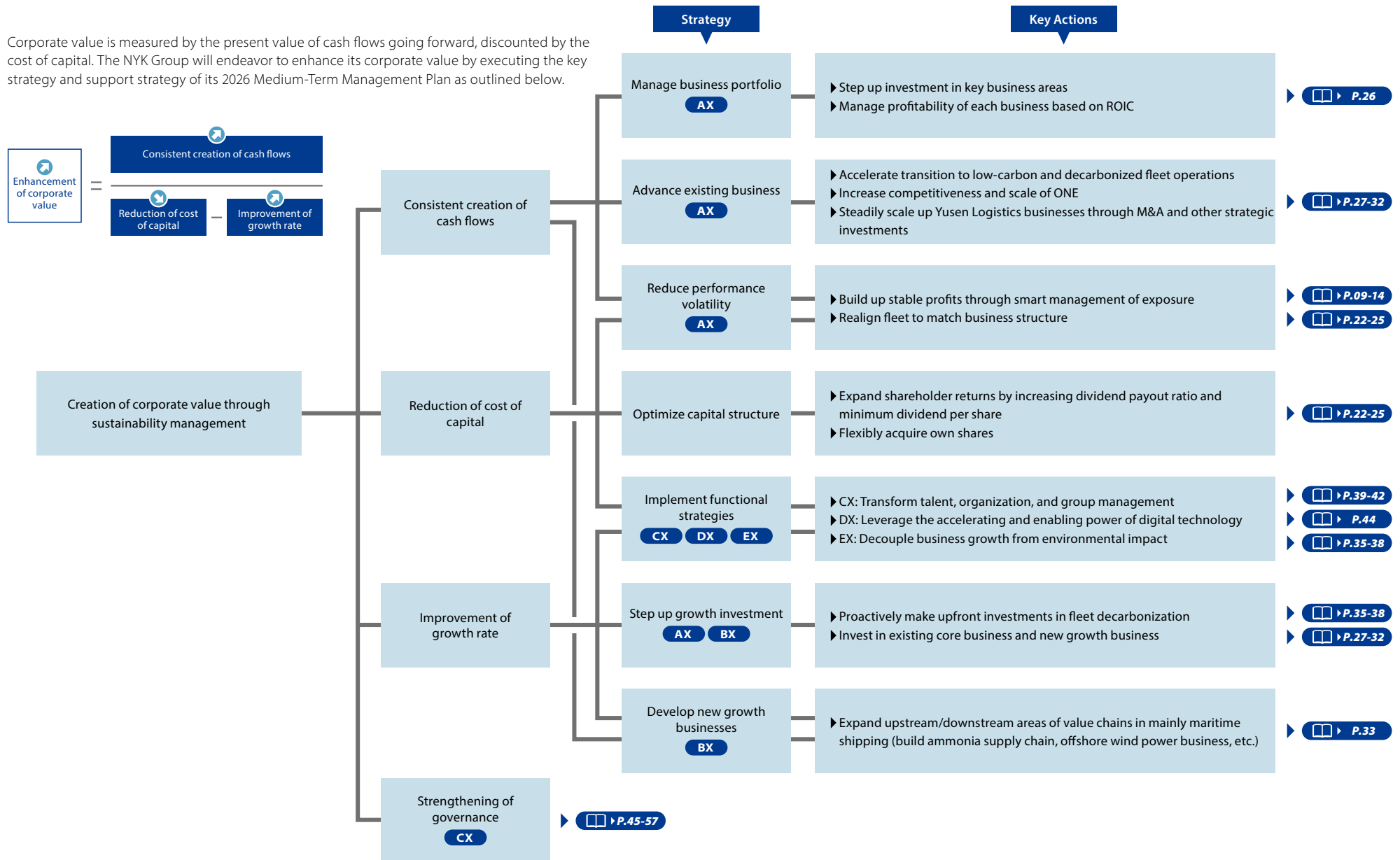
Financial Plan Outlook

(Billions of yen)	Result	Result	Initial Plan	Updated Plan	Forecast
	FY2022	FY2024	FY2026	FY2026	FY2030
Recurring profit	1,109.7	490.8	270	270	440
Profit attributable to owners of parent	1,012.5	477.7	240	240	400
Shareholders' equity ratio	66%	68%	57%	59%	Around 58%
ROIC	35.7%	13.2%	6.5%	5.8%	7.6%
ROE	48.3%	17.2%	10.2%	8.1%	10.3%



The Path to Creating Corporate Value (Logic Tree)

Corporate value is measured by the present value of cash flows going forward, discounted by the cost of capital. The NYK Group will endeavor to enhance its corporate value by executing the key strategy and support strategy of its 2026 Medium-Term Management Plan as outlined below.

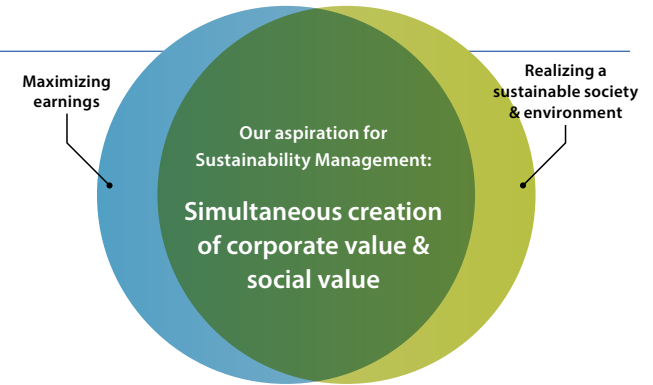


Implementing Sustainability Management

Why We Put Sustainability at the Core of Our Growth Strategy

A Sincere Commitment to Addressing Social Challenges Creates Sustainable Growth

The NYK Group’s business portfolio, which includes maritime shipping among the core businesses, is inextricably linked with its social responsibility to not only help tackle social challenges such as human rights violations and climate change due to GHG emissions and other drivers, but also advance safe ship operations and develop sound work environments. The Group believes that a sincere commitment to addressing these challenges better enables it to develop new technologies, implement new systems, and create growth opportunities for its companies, and thus helps to ensure that it can maintain its competitive edge. The Group will continue striving to enhance its corporate value, create social value, and balance profitability with sustainability so that it can remain a partner of choice for society.



Evolution of Sustainability Management

Our Sustainability Management Has Shifted from Instilling to Implementing

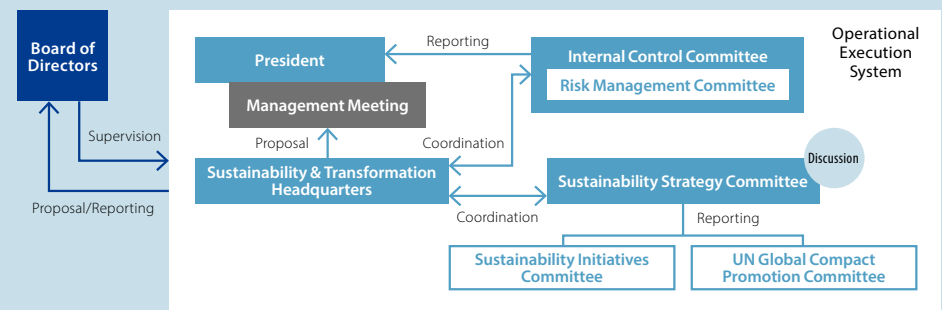


Organizational Structure for Sustainability Management Governance

Under the strong commitment and leadership of top management, the NYK Group promotes and practices Sustainability Management and has established and is operating a governance system. The Sustainability Strategy Committee was formed to advance the Group’s pursuit of sustainability with a long-term perspective, and comprises executive officers representing their respective headquarters, the general managers of the various groups, and outside experts. Important issues that emerge from the committee’s cross-functional discussion of sustainability challenges are proposed to the Management Meeting by the Sustainability & Transformation Headquarters.

The Board of Directors receives reports on sustainability initiatives and related matters reviewed by the Management Meeting and the Risk Management Committee, and makes decisions on them when necessary.

NYK’s Governance Structure for Sustainability Management



Material Issues

Material Issues for the NYK Group

Material Issues Are the Foundation of Sustainability Management

The NYK Group has positioned Safety, Environment, and Human Resources as its material issues, with Governance underlying them. The Group considers these issues to be the foundation that supports Sustainability Management, and is working to familiarize all employees with their importance.

3 Material Issues

Identification of Material Issues Based on Social Impact and Business Relevance

The safe transportation of goods without disrupting logistics—the backbone of the economy and society—is one of the NYK Group’s critical responsibilities. In addition, the Group recognizes that its business activities unavoidably impact the environment, and that this is a significant risk. However, the Group believes that its actions to sincerely address that risk can also promote technological innovation and lead to the creation of new business opportunities. At the same time, human resources are the source of its competitiveness and pillars of its corporate value. The Group has established non-financial targets and KPIs that are linked to these material issues, and is working to achieve those targets.

Process of Identifying Material Issues



Identify key themes

- 1 The Sustainability & Transformation Headquarters takes the lead, ensuring the Group’s key themes are identified through comprehensive consideration, discussion, and selection, making reference to the Medium-Term Management Plan, ISO26000, GRI Standards, SASB Standards, ESRS, SDGs, and case studies of other companies.

Determine importance

- 2 The importance of the key themes is determined for the Group and its stakeholders during discussions within the Sustainability Strategy Committee, which includes external advisors.

Confirm appropriateness

- 3 The Sustainability & Transformation Headquarters submits a report, which is discussed at the Management Meeting, and then discussed and approved by the Board of Directors.

Material Issues, Vision, and Non-financial Targets /KPIs

[Sustainability Report 2025](https://www.nyk.com/english/sustainability/report/) | <https://www.nyk.com/english/sustainability/report/>

Material issues	Vision	Non-financial Targets/KPIs	FY2024 results	Initiatives	Targets	FY2024 results	Background of initiatives	Data scope
Safety	The NYK Group supports logistics sites with expert knowledge, skills, and experience based on a high level of safety awareness, and continues to be an organization where people create safety, and safety protects and nurtures people’s lives and livelihoods.	Number of major accidents: 0 accidents	0 accidents	Responding to malfunctions detected by Remote Diagnostic Center*1 (response completion rate and number of incidents)	100%	100% (347 incidents)	Early detection of ship malfunctions to prevent major accidents	Consolidated
				Vessel visits by corporate officers as part of safety campaigns*2	100%	36.4%	Direct dialogue between management and crew to foster mutual understanding and implant/deepen safety awareness	Non-consolidated
Environment	The NYK Group will continue to be a force that supports the sustainable development of the Earth and humanity by taking a leading role in solving environmental issues on a global scale through continuous co-creation of necessary value for the future beyond the scope of a comprehensive logistics company.	GHG (Scope 1+2) reduction of 45% (vs. FY2021, – Absolute corporate emissions targets) by FY2030 Net Zero (Scope 1/2/3) by FY2050	[Scope 1] 11,140,236 ton-CO2e	Use of low-carbon fuel (utilization rate)	38% by FY2030	9.5%	Promotion of fuel conversion to help reduce GHG emissions	Consolidated
			[Scope 2] 82,420 ton-CO2e	Introduction of vessels powered by alternative fuel (total number of vessels introduced)	51 vessels by FY2030	26 vessels	Expansion of fleets capable of using low-carbon/ decarbonized fuels	Consolidated
			[Scope 1+2] 11,222,657 ton-CO2e (vs. FY2021, –11.8%) [Scope 3] 20,345,980 ton-CO2e	Use of ICP*3 (total number of vessels using ICP, and utilization rate for this year)	—	203 vessels (100%)	Promotion of investment decision-making that helps reduce GHG emissions	Consolidated
Human Resources	The NYK Group encourages all employees to vigorously bring their best and authentic selves to work and to perform at their full potential, enabling us to remain a good corporate citizen implementing social sustainability initiatives.	Women manager ratio of 30% by 2030	Non-consolidated: 13.9% Consolidated: 26.3%	Encouraging male employees to take parental leave (ratio of leave taken)	100%	92.3%	Development of work environment enabling everyone to balance work and family life	Non-consolidated
			Dispatching of female employees to external training (ratio of women)	—	57.1%	Increasing women’s motivation for advancement to management positions by providing them with skill-building opportunities	Non-consolidated	
			Mid-career hiring of women (ratio of women)	approx. 50%	27.2%	Increasing number of female employees who are in managerial positions or are candidates	Non-consolidated	

*1 Remote Diagnostic Center: Facility established in August 2020 at the maritime academy in the Philippines as part of digital ship management initiatives, with the aim of providing onshore monitoring of engine plants for SIMS-equipped vessels.

*2 Safety campaigns: Vessel visits held every summer under the Remember Naka-no-Se campaign, and every winter under the SAIL ON SAFETY campaign, for the purpose of implanting and deepening safety promotion as part of the NYK Group’s corporate culture.

*3 ICP (Internal Carbon Pricing): An internal carbon pricing scheme used to inform investment decisions.

CFO Message

We will strive to sustainably create corporate value using a financial strategy that pursues both growth investments and shareholder returns

Akira Kono

Representative Director, Executive Vice-President, Executive Officer
Senior Assistant to the President
Chief Financial Officer
Chief Executive of Management Planning Headquarters



We have strengthened our earnings base through business restructuring and portfolio realignment

Looking back on fiscal 2024, despite disruptions of logistics due to factors such as the situations in the Middle East, we were able to maintain earnings at a high level. If we exclude the period under special circumstances created by the COVID-19 pandemic, we can say that we achieved virtually our highest profit level ever. This outcome can be attributed to the development of our earnings base into a multilayered structure through efforts to tackle the challenges of reforming our business structures and realigning our business portfolio following the greater accumulation of capital during the pandemic. Our liner trade business was forced to reroute vessels around the Cape of Good Hope due to safety concerns about transiting the Suez Canal, leading to tight capacity supply and demand, but ultimately this supported our earnings. Moreover, the fact that our other businesses were able to generate recurring profit over 200 billion yen attests to the depth of our business portfolio as a whole.

Despite the market uncertainties lying ahead, we will secure a stable profit level in fiscal 2025

The forecast for fiscal 2025 calls for robust performance overall, despite downward pressures such as a weakening of the liner trade business market. Our business structural reforms have paid off by enabling us to advance the development of a platform that can generate a good balance of profits across our entire portfolio, even in a volatile market landscape marked by geopolitical risks and structurally increasing supply.

Under our latest forecast for fiscal 2025, the liner trade business is expected to produce recurring profit of 70 billion yen (down 204.3 billion yen year on year). Uncertainties in the Middle East make it difficult to foretell when the Suez Canal will become safe again. Container ship supply and demand are easing with the delivery of new vessels, and our plan for the year takes into account the risk that freight rates will be pushed down by tariff policies and other factors.

We anticipate that the logistics business will post recurring

profit of 17 billion yen (down 4.2 billion yen year on year). This forecast reflects the effect of M&A-related one-time costs, but we also believe that progress is being made in developing a structure that can maintain profit stability. Fiscal 2025 will be a year that tests our ability to ensure reliable profits amid weakening container freight rates.

The automotive business is forecasted to decline slightly from the previous fiscal year. While transportation demand has been steady, the continued delivery of new vessels will gently ease the currently very tight balance in supply and demand. Market conditions for the dry bulk business are expected to be mostly on par with the previous fiscal year, with no major shifts in the supply-demand balance, but profits are projected to fall year on year due to the sagging profitability of certain types of vessels, exchange rate fluctuations, and other pressures. In the energy business, LNG carrier operations underpinned by medium- to long-term contracts are expected to continue providing a stable profit stream. VLCC (very large crude carrier) earnings will modestly outperform the previous fiscal year due to the limited supply of new vessels, while VLGCC (very large gas (LPG) carrier) revenues

are expected to drop due to strong uncertainties, despite promising levels of North American gas output and demand in the Far East.

The additional uncertainties created by U.S. trade policy since April are impacting exports to the U.S., mainly in the liner trade and logistics businesses. The forecast that we released in August 2025 accounts for the effect of the tariff policies, but we will continue tracking the situation and, where necessary, revise our performance forecasts.

We will increase our corporate value by strengthening our stable profit base and improving capital efficiency

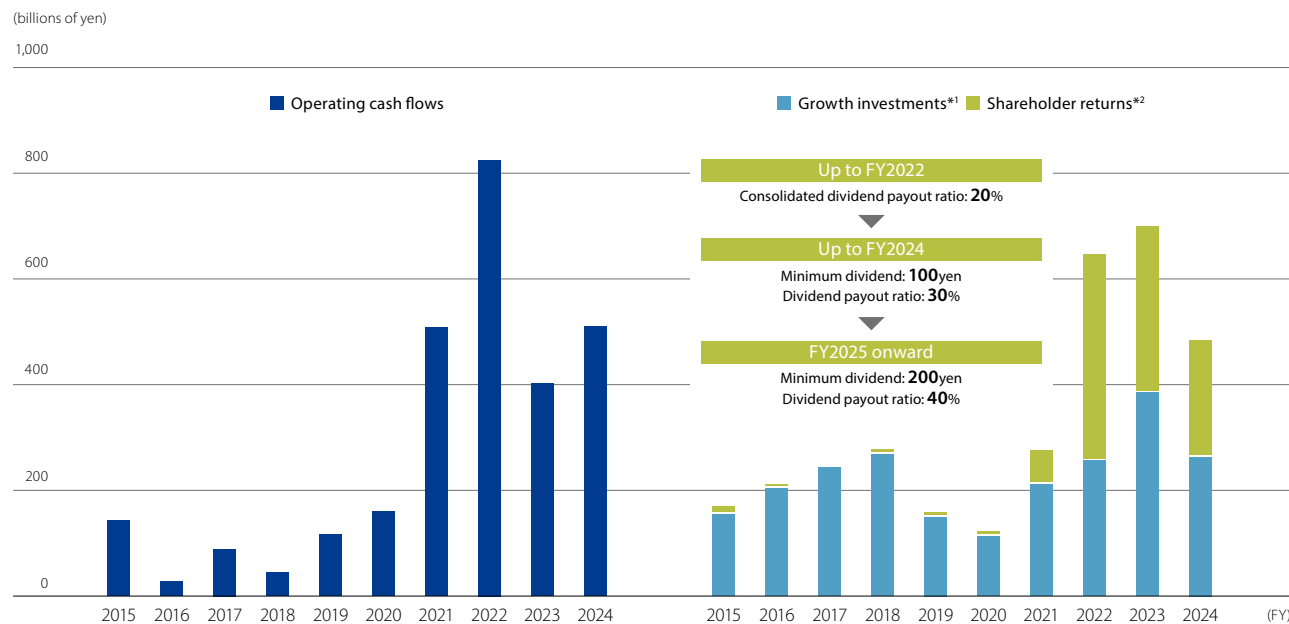
Our future outlook has been revised based on the current state of progress. The outlook for recurring profit in fiscal 2030 has been revised upward from 340 billion yen to 440 billion yen. This decision was shaped by the fact that operating cash flows during the first two years of the current Medium-Term Management Plan (launched in 2023) significantly exceeded expectations, growth investments have outpaced the initial targets, and, despite the ongoing risk of shipping market fluctuations, our stable earnings base has been steadily consolidated through efforts to strengthen capital, realign the business portfolio, and implement structural reforms. As examples of our growth investments, we are continuing to actively invest in the energy business, particularly LNG and LPG carriers, and are steadily scaling up the business through a combination of organic investments and M&A, such as our recent acquisition of a majority stake in ENEOS Ocean's businesses, excluding the crude oil tanker business.

Turning to shareholder returns, we are pursuing a basic policy of both optimizing capital efficiency and stably providing dividends. As a result of two consecutive years of posting over one trillion yen in recurring profit during COVID-19, our shareholders' equity ratio had become extremely elevated. To rectify this, we launched a share buyback program in fiscal 2023 that has already repurchased a total of around 330 billion yen in shares. Also, we decided,

based on the latest outlook for investment opportunities and on business environmental conditions, to additionally acquire up to 150 billion yen in our shares from May 9, 2025 to April 30, 2026 in order to further improve capital efficiency. Moreover, we have raised the dividend payout ratio from 30% to 40%, the minimum dividend amount per share from 100 yen to 200 yen. These decisions were driven by our strong confidence in the robustness of our earnings base and our cash flows. As the maritime shipping market is affected by swings in the global economy and demand, we have cultivated the ability to manage risk based on our experiences and flexibly adapt to changes in

our business environment. By clearly stating our policy to provide shareholder returns at a minimum rate of 200 yen per share, we seek to strengthen the supporting effect of share price and provide stable returns. At the same time, we are maintaining our policy of increasing the level of dividends in conjunction with improved performance, and have refrained from adopting fixed schemes such as dividend on equity ratio. Our system is designed to share the benefits of booming business with our shareholders. The decisions to raise the dividend payout ratio and the share buyback are also aimed at optimizing our bloated capital, enhancing our capital efficiency, and increasing our corporate value.

Increasing Cash-Generating Ability through Business Restructuring, and Further Advancing Growth Investments and Shareholder Returns



*1 Total acquisitions of tangible (vessels, property, plant, and equipment) and intangible fixed assets and investment securities. *2 Total dividends paid and purchase of treasury stock.

NYK has designed a financial strategy that enables growth investments and flexible capital allocation

We are developing a financial strategy aimed at realizing the optimal balance between growth and capital efficiency while placing top priority on strengthening the competitiveness of our core businesses. We are upgrading our fleet of some 850 vessels by gradually switching to more fuel-efficient and next-generation-fuel ships, and are using digital technology to achieve an advanced level of safety in ship operation.

We are strengthening our market presence as a leader in the energy transition by switching to next-generation fuels such as ammonia, hydrogen, and biofuel to power our vessels, particularly high-demand LNG carriers. In the logistics business, we are building up contract logistics—comprehensive undertaking and running of the logistics operations of other companies—as a third pillar of the business, along with air

and ocean freight forwarding. This includes investments in warehouses and systems, and strategic M&A-driven efforts to expand business domains and enhance our ability to provide high-value-added services. In July 2025, we decided to acquire the pharmaceutical/healthcare logistics business of the Europe-based Walden Group. This move is expected to further strengthen the competitiveness of our contract logistics business by fusing the Walden Group's highly specialized logistics network with our Group's global infrastructure.

To accelerate such growth investments, we have earmarked 200 billion yen as a management allocation funded by excess operating cash flows. This creates a framework that will allow us to agilely pursue investment opportunities as soon as they emerge. In cases where opportunities are abandoned, the funds can be flexibly redirected to share buybacks, dividend increases, and other actions supporting shareholder returns.

To successfully realize major investments and shareholder returns, governance and risk management need to be carried

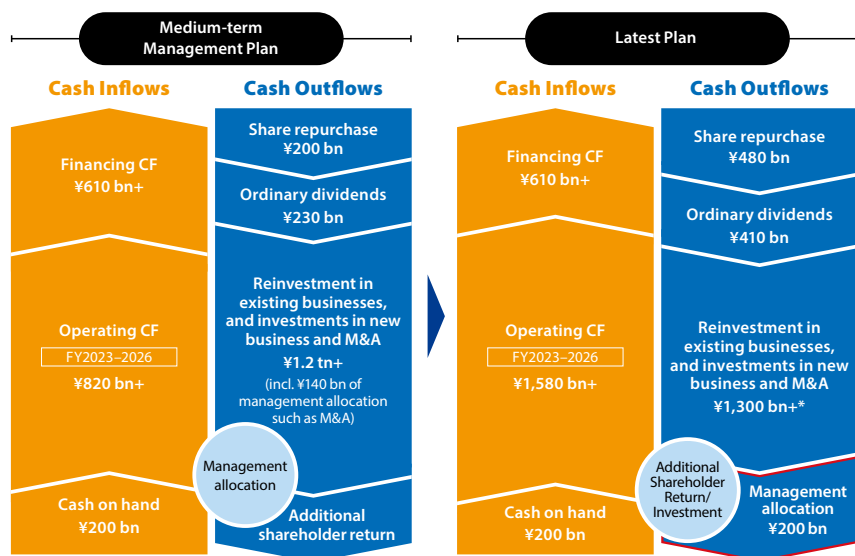
out with greater sophistication. This year, we upgraded our core system to an open cloud platform provided by SAP, and introduced and launched a new expandable business management system for management accounting. As a result, the balance sheet and return on invested capital (ROIC) data for each segment can now be quickly reviewed. In the future, we will further improve business efficiency and data accuracy through greater integration of accounting and operational data and the use of AI agents.

Realizing structural reforms and growth resistant to market fluctuations

We have made clear strides forward in the restructuring of two divisions, container shipping and dry bulk. In the liner trade business, Ocean Network Express Pte. Ltd., formed through a business integration among NYK and two other Japanese companies, surmounted challenges such as higher one-time costs (system integration costs, etc.) to continue achieving profits in the post-pandemic years of fiscal 2023 and 2024. With the growth of alliances among container ship operators and the rise in the overall cost of ship operation due to scaling up and the deployment of larger vessels, companies are readjusting their operations, including opting to suspend ship operations when supply and demand ease. This further supported up freight rates, and thus increased the stability of profit streams. As this shows, the liner trade business has qualitatively changed to a significant degree.

Looking at the dry bulk business, NYK took a lesson from its experience with the profit-depressing effect of high-priced owned ships that were built during the dry bulk boom of the 2000s, and reexamined the balance between owned and chartered vessels. We are now thoroughly implementing asset and liability management that emphasizes consistency in cargo contracts and ship procurement. Our efforts to secure stable revenues with long-term contracts and flexibly procure ships in line with the length of medium-term and spot contracts have firmly established a system that controls negative spreads during market swings, and thus enables profits to be reliably generated in the dry bulk business as well.

Cash Allocation



*Investment includes the repayment of loans to Nippon Cargo Airlines Co., Ltd.

Key Measures for Reducing Risk Exposure

- Until now
- Disposal of high-cost vessels in dry bulk business
 - Strengthening of asset and liability management that adapts procurement to contract length and ship price
 - New ship ordering at set timing/quantity
 - Increasing long-term stable contracts
 - Improving competitiveness of liner trade business

- Going forward
- VaR-based investment decisions
 - Futures trading (FFAs)
 - Capital allocation based on segment ROIC/WACC
 - Logistics business growth



We will strengthen ROIC management for each business

Our investment decisions have long been informed by cash flow indicators such as internal rate of return and net present value. Since fiscal 2020, we have further refined those decisions by also weighing environmental costs as determined through internal carbon pricing.

Meanwhile, our assessments of business performance previously had a tendency to focus heavily on recurring profit and other measures of profit or loss. To take a more balanced approach, we added ROIC as a new indicator when we rolled out the current Medium-Term Management Plan. This has created a clearly defined system for optimizing investment timing and the business portfolio, as each business segment is expected to remain mindful of ROIC and capital efficiency in the course of its operations.

We are also introducing management accounting linked to our core system, which will enable balance sheets to be quickly prepared for each business and thus facilitate visualization of ROIC performance and capital allocation at the segment level.

In addition, we are exploring the optimal balance between

capital efficiency and financial soundness by flexibly incorporating debt-to-equity ratio, capital cost premiums, and other indicators based on each segment's cost of capital and risk characteristics. Through such comprehensive management, we will strive to achieve consistent cash flows and improve long-term ROIC, while reducing risk across our portfolio as a whole.

We are committed to engaging in highly transparent dialogue to enhance shareholder value

The improvement of total shareholder return depends on not only short-term indicators such as dividends and share price, but also the sustainable enhancement of corporate value. Our share repurchases and raising of the dividend payout ratio and minimum dividend amount per share have created a framework for stably providing shareholder returns. We are also focusing on growth investments and the creation of non-financial value as vehicles for further increasing the long-term benefits of being a shareholder. At the same time, we are proactively making non-financial disclosures in anticipation of forthcoming legislation.

It is my impression that many investors and analysts are closely watching how our Group is changing. However, our advances are not fully reflected in our share price. One reason for this may be lingering concerns about our past impairment losses and deficits. To eliminate such concerns, we will work to build stronger trust through dialogue, particularly transparent sharing of information on our progress in structural reforms, achievements in portfolio management, and expansion of a stable earnings base.

Our Group's strengths lie in our successes in surmounting highly volatile market conditions and producing positive results from bold forays into new technological domains such as environmental friendliness and digitalization. Maritime shipping is infrastructure that underpins the global economy, and cargo movements are growing in tandem with the global industrial structure. By expanding the scope of our business in line with the needs of society, we have built up a system that can fulfill diverse transportation needs. Going forward, we will engage in deeper dialogue with stakeholders and more clearly communicate our growth and value creation stories. I ask that you please continue lending your support to our endeavors.

My Key Messages as CFO

- We have revised upward our fiscal 2030 recurring profit outlook to reflect the improved outlook for profitability
- We will realign our cash allocations to strengthen shareholder returns and growth investments
- We will explore opportunities for additional growth investments and shareholder returns in light of conditions in the business environment
- We are shifting to a business structure that can stably generate profits, using a more sophisticated approach to exposure management
- We are stepping up management that is mindful of balance sheets and cash flows
- We will deepen our dialogue with investors and analysts

Business Portfolio Management **AX**

Transforming Our Business Structure to Realize a Corporate Structure That Stably Generates Profits

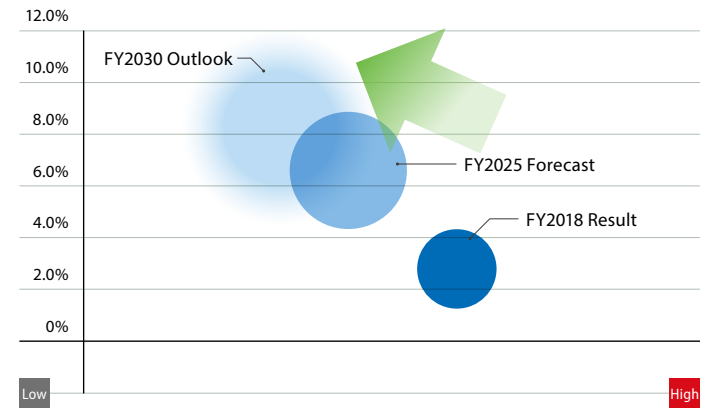
The NYK Group manages its business portfolio with an approach that is based on the characteristics of each business and is aimed at enabling both stable earnings and capital efficiency. By transforming its business structure, the Group is evolving into a corporate structure that can sustainably generate profits, even in a rapidly changing market.

● FY2018 Result ● FY2025 Forecast ● FY2030 Outlook

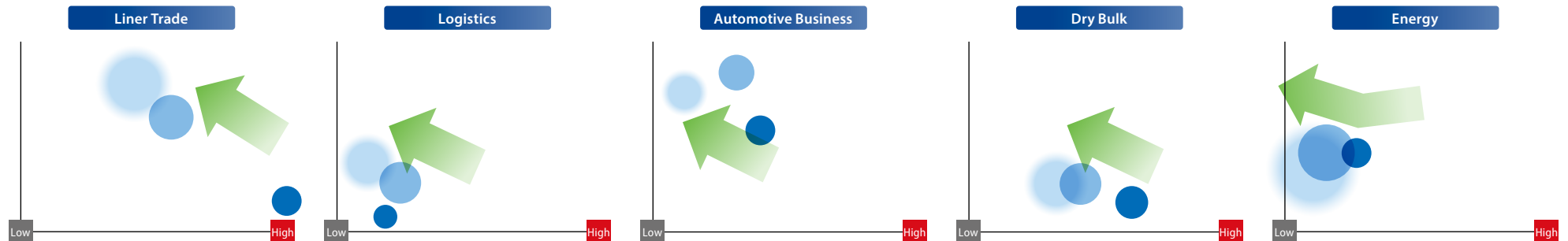
Vertical axis: Latest ROIC Horizontal axis: Return volatility (3-year standard deviation) Circle size: Invested capital

Note: Return = Operating income after tax + Extraordinary profit & loss after tax + Equity in earnings/losses of affiliates + Dividend income)

Group-wide Latest ROIC and Volatility (3-year standard deviation)



Latest ROIC and Volatility (3-year standard deviation)



Liner Trade
Amid a trend in consolidations of ship operators in the liner trade industry, NYK leveraged the establishment of ONE and best practices to develop a business structure capable of generating ROIC at a high level despite some lingering volatility. The Company will seek to increase profits by stepping up its growth investments.

Logistics
The Company has increased its competitiveness in primarily forwarding and contract logistics using M&A and other approaches. This business will be further strengthened through expanded investment focused mainly on specific areas that require transportation technology.

Automotive Business
Until now, we have realized a steady level of ROIC by increasing medium- to long-term contracts with cargo owners. ROIC is forecasted to fall from the 2025 level due to stabilization of the external environment, including the situation in the Middle East, but is expected to remain stable.

Dry Bulk
ROIC volatility is being reduced through proper management of risk exposure. Business structural reforms such as returning high-cost charter vessels are being implemented to transform this segment into a structure capable of stably producing returns.

Energy
ROIC has been stabilized through an increase in medium- to long-term contracts. Looking ahead, ROIC is expected to temporarily decline due to prior investment in new ship construction and M&A, but rebound in fiscal 2030 onward.

Selection and Concentration of Businesses through M&A and Business Transfers/Sales

Major M&A	2018 Yusen Logistics Co., Ltd. ▶ Converted into wholly owned subsidiary	2024 ENEOS Ocean Corporation ▶ Strengthened LPG carrier business, etc.	Major business transfers/sales	2021 Yusen Real Estate Corporation ▶ Sale of portion of real estate business	2025 Nippon Cargo Airlines Co., Ltd. ▶ Transferred to ANA Holdings Inc.

Growth of Existing Businesses **AX**

LINER & LOGISTICS Headquarters



Takuji Banno
Managing Executive Officer
Chief Executive of Liner &
Logistics Headquarters

We will step up growth investments to increase our competitiveness

Our headquarters' liner trade and logistics businesses operate globally in mainly the transport of general consumer goods, and promise to continue growing steadily in the medium- to long-term with the expansion of the global population. Currently, however, the add-on tariffs imposed by the U.S. have become a destabilizing factor in the global market. If retaliatory tariffs are implemented, there is a strong possibility that the market will take a new downturn, which would likely significantly impact the ship allocation strategies of operators, a situation that requires close monitoring.

Since Ocean Network Express Pte. Ltd. (ONE) was established in 2017, NYK, its top shareholder, has frequently discussed the strategies for its sustainable growth with the other two partners. We have implemented governance reforms in the past couple of years following the post-pandemic turmoil. In particular, we have strengthened the executive and supervisory functions of the operational headquarters in Singapore, resulting in accelerated decision-making and vibrant discussions led by the frontline operational team. This has enabled the headquarters to properly respond to the rapid changes in the global landscape. ONE has laid out a clear goal of expanding investment in its fleet, terminals, and containers under its medium-term management plan, ONE 2030. Going forward, we will continue to agilely invest in markets with solid growth potential.

Our logistics business is seeing an M&A-driven realignment of its industry similar to the trend in the containership market. The Yusen Logistics Group is actively exploring possibilities for M&A in strategic market segments requiring specialized expertise, such as pharmaceutical transportation, with the aim of inorganically expanding and strengthening its business. At the same time, it is looking to achieve further growth through organic means as well, deeply searching for opportunities to further exploit its longstanding strengths in customer-centric services. The Medium-Term Management Plan positions the logistics business as a growth engine for the NYK Group, and we will accelerate our efforts to achieve further growth and strengthen our competitiveness.

Actions Taken for Realizing Stable Earnings

Past changes in business environment

- Excessive competition among containership operators
- Greater sophistication in the logistics value chain
- Acceleration of M&A activity among industry peers
- Large advances by major industry players

Responses by the Group

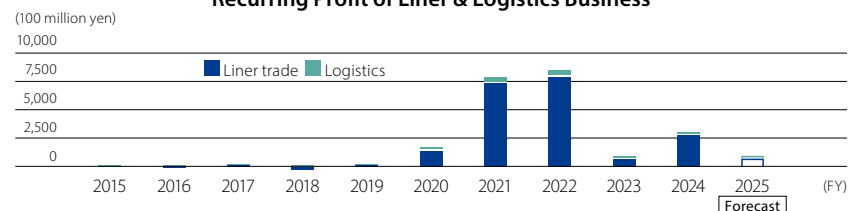
- Establishment of ONE to integrate container shipping businesses of three Japanese operators
- Scaling up and efficiency improvement of container shipping business
- Expansion of customer-centric logistics services
- Strengthening of expertise in the logistics business through M&A

Recurring Profit

We Are Developing Highly Competitive Liner Trade and Logistics Businesses

In the liner trade business, recurring profit entered a sharp upward trend from 2020 onward due to the effects of turmoil in global logistics and higher freight rates, and this growth rapidly expanded the business's contribution to the Group's overall performance. Over the medium- to long-term, we will strive to sustainably grow profits through actions such as enlarging ONE's fleet, improving operational efficiency through DX, and increasing our competitiveness through enhancement of service quality. In the logistics business, we will develop the forwarding and contract logistics services with a well-balanced approach so that we can further build up steady revenue streams.

Recurring Profit of Liner & Logistics Business



Growth Strategy

We Will Seek to Sustainably Increase Profits by Boosting Our Growth Investments and Competitiveness

In the liner trade segment, we established ONE through the business integration of three Japanese shipping companies, thereby creating a highly competitive business structure. At the same time, ONE has been working to close the fleet scale gap with its major competitors. To achieve ONE's 2030 targets —fleet scale of 3 million TEU, profit level of US\$3.8 billion, and ROE of 10% or more—ONE will invest a total of US\$25 billion in the container shipping business over the next six years while executing the five growth strategies. Container shipping is a promising growth sector, and we will use our growth strategies to put together a solid business portfolio with minimum exposure to volatility.

In the logistics business, we will build up stable revenue with our businesses in air and ocean freight forwarding, contract logistics, and supply chain solutions. Moreover, we will seek to expand profits through not only organic growth but also M&A and other forms of strategic investment. However, this does not mean that we will indiscriminately pursue upscaling; instead, we will focus on achieving growth in domains that require strong expertise. In our harbor transport business, we are working with domestic Group companies to constantly support Japan's port infrastructure with terminal, port operation, tugboat, and shipping agency services. We strive to consistently provide safe and efficient port services and advance decarbonization initiatives with the aim of offering valuable infrastructure functions that customers will always choose.

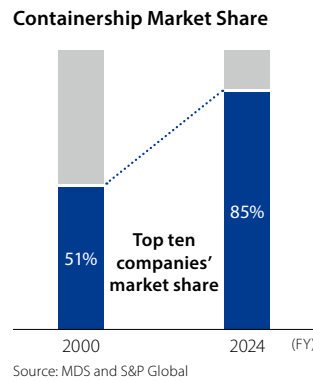
Features and Competitive Advantages of Liner Trade and Logistics Businesses

Liner Trade Business

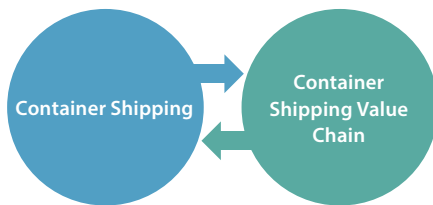
Realignment of the Container Shipping Industry

The container shipping industry was once populated with many operators, but falling freight rates, oversupply, and other challenging market conditions sparked a series of corporate realignments. Today, the industry structure has shifted towards alliances of several players each, all seeking to expand their service networks and gain greater efficiency through joint shipping operations.

ONE launched a new alliance, the Premier Alliance, with Yang Ming Marine Transport Corporation and HMM Co., Ltd. in February 2025, and is also collaborating with Mediterranean Shipping Company S.A. in selected routes. The industry is continuing to realign through other alliances as well, including the establishment of Gemini Cooperation by A. P. Moller – Maersk A/S and Hapag-Lloyd AG.



Growth Strategy Presented in ONE's medium-term management plan, ONE 2030

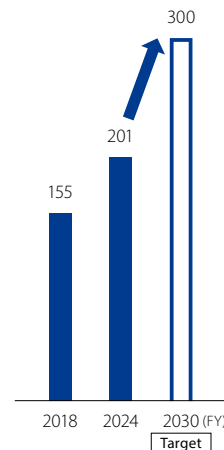


Capturing growth of the industry

Building a sustainable business portfolio

- 1 Green Strategy
- 2 Digital Strategy
- 3 Talent Strategy
- 4 Finance Strategy
- 5 Global Strategy

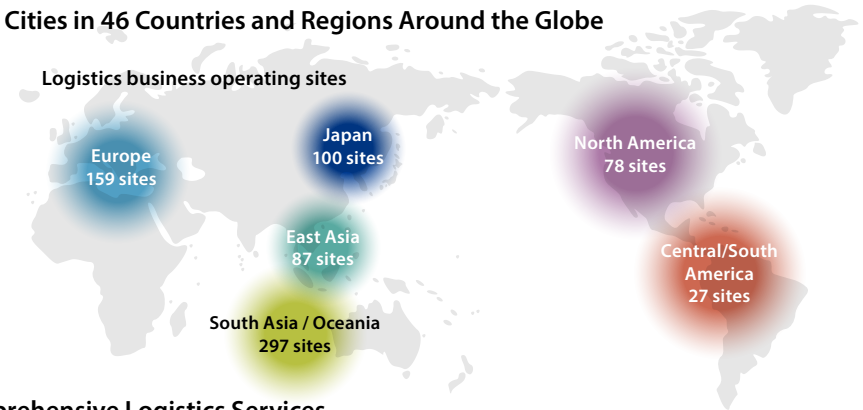
ONE's Fleet Scale (10,000 TEU)



Logistics Business

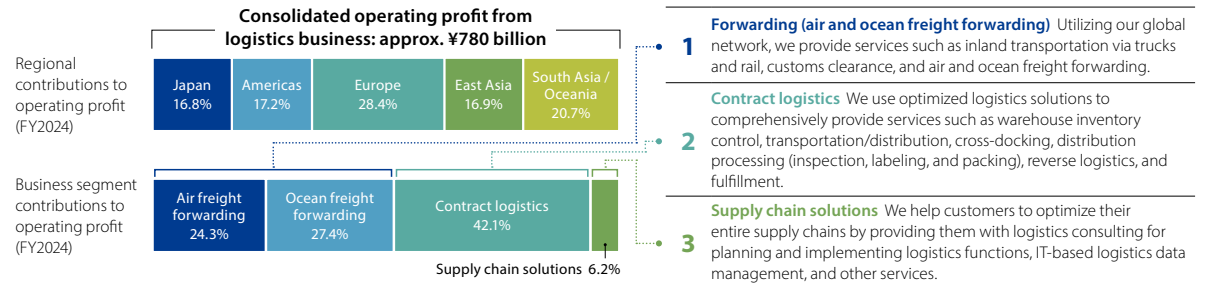
A Network of 748 Sites in 437 Cities in 46 Countries and Regions Around the Globe

The NYK Group's globally operating logistics business is centered on the Yusen Logistics Group (YL). Capitalizing on its extensive insights and worldwide network of operating sites, this segment reliably provides seamless and flexible logistics services.



Offering Well-Balanced Comprehensive Logistics Services

YL provides a well-balanced set of services in forwarding, contract logistics, and supply chain solutions, supporting the entire flow of goods with its comprehensive strengths. This framework enables both stability and the flexibility needed to respond to diverse needs.



Expanding Business by Focusing on Areas Requiring Expertise

YL is forging a strongly competitive structure by focusing on business areas that require expertise. In 2018, it acquired as a subsidiary the U.K.-based International Logistics Group Limited, a provider of e-fulfillment (e-commerce-related logistics) services, thereby strengthening its ability to serve the fast-growing e-commerce market. In 2024, it expanded its European healthcare logistics operations by opening a pharmaceuticals warehouse in Gembloux, Belgium, the largest of its type in the region. The group uses such M&A and capital investment projects to enlarge the range of services it provides in high value-added areas such as retail, healthcare, aerospace, and automobiles.



Growth of Existing Businesses **AX**

AUTOMOTIVE Business Division



Yutaka Ikeda
 Managing Executive Officer
 Chief Executive of Automotive
 Business Headquarters

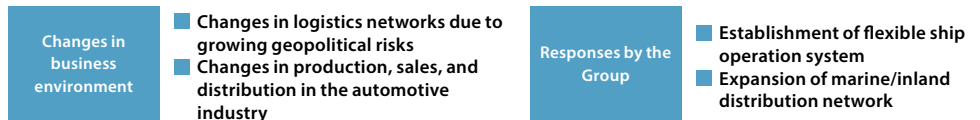
We will continue challenging ourselves to create value using our strengths in safety, environmental response, and teamwork

A temporary shortage in shipping capacity was experienced in fiscal 2024 due to logistics bottlenecks brought on by the situation in the Middle East, but we worked hard to fully meet transportation demand by efficiently allocating and operating vessels. In our inland logistics business, we further developed services to respond to diverse needs, which helped us to increase profits of the division as a whole. In addition, we have actively invested toward future business expansion and stabilization, including the planned opening and operation of a new terminal in Europe.

Our division's mission is to deliver vehicles safely and reliably to every corner of the world. We make safety our top priority, and provide a solution to improve the quality of ship operation, cargo handling, and vessels, including by hosting global seminars on improvements for safe cargo handling, and engaging in quality enhancement activities with involvement of shipowners and ship management companies. The automotive industry is currently seeing a transformation in vehicle usage that is spurred by technological innovation in areas such as electric vehicles, autonomous driving, and car sharing. These changes also represent opportunities to expand our business in new directions, and we are boosting our competitiveness by expanding where we can in not only maritime shipping but also across the entire automobile supply chain. We are also pursuing environmental initiatives such as the use of biofuels and development of LNG-fueled vessels and other next-generation fuel vessels for sustainable society.

In the inland logistics business, we are actively working to reduce our environmental impact, including through the use of renewable energy, such as generating electricity at terminals using wind and solar power. Our various efforts to enhance safety and quality, expand into new business domains, and protect the environment cannot be successfully implemented globally without division-wide teamwork. To facilitate that teamwork, we are striving to develop a truly solid organization that enables our personnel to play active roles internationally. Our efforts in this regard include respecting diverse ways of working and thinking, and implementing human resource policies that transcend national and regional boundaries. Through our ceaseless efforts to strengthen safety and quality assurance, lead the way in environmental action, create opportunities for serendipity in business development, and build the truly solid organization needed to accomplish those tasks, we will continue taking on the challenge of creating value for the automotive business for the benefit of our customers, society, and our division staff.

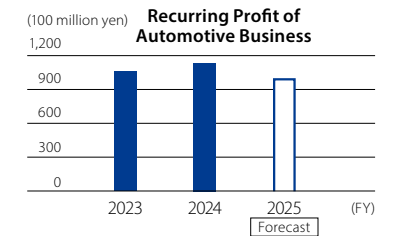
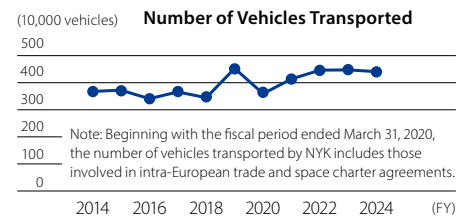
Actions Taken for Realizing Stable Earnings



Recurring Profit

Overcoming Adversity through Close Cooperation with Customers

The sharp downturn in the global economy in the latter half of the 2010s was accompanied by a downward trend in the worldwide total number of automobiles sold. Since 2020, the world has experienced an increase in major changes and uncertainty driven by factors such as the prolongation of the COVID-19 pandemic, shipping capacity shortages resulting from that pandemic's acceleration of ship scrapping, the global semiconductor shortage, the Panama Canal drought, and the worsening situation in the Middle East. Amid such conditions in our business environment, we have closely worked together with our customers to provide them with safe and dependable transportation capabilities based on medium- and long-term contracts and to solve various logistics challenges. Looking ahead, we anticipate a temporary decline in earnings due to increases in shipping capacity supply and slower growth in the number of finished vehicles sold, but we will endeavor to create new business opportunities and streamline logistics through greater collaboration with partners around the world.



Growth Strategy

Expanding Our Business Domains to Serve as "NYK Everywhere"

The diverse changes affecting the automotive industry could potentially spark changes in logistics services as well. To address this possibility, we will further build up our ship operation system around next-generation fuel vessels, develop new terminals and enhance our inland businesses to expand our services to regional and intraregional logistics, so that we can offer a highly efficient logistics network as "NYK everywhere." We will also seek to increase our productivity through DX, including the use of AI to improve the planning processes for ship operation, loading, and allocation. The ultimate source of competitiveness is people. We will increase our efforts to reform ways of working, improve the workplace environment, and develop human resources.

Growth Opportunities	Response Strategies
Increased efforts to reduce GHG emissions	Expand LNG-fueled fleet and use biofuels and bio-LNG
Use of big data	Use AI to improve business productivity
Advancement of D&I	Adopt diverse workstyles, improve crew quarters of new vessels, and implement international personnel exchanges
Growing needs for reliable transportation services	Conclude medium-/long-term contracts with customers
Transformation/expansion of logistics business domains	Develop a broader range of services through collaboration with marine shipping and inland logistics businesses

Growth of Existing Businesses **AX**

DRY BULK Division



Hiroaki Nishiyama
Managing Executive Officer,
Chief Executive of Dry Bulk
Division

We will stably generate profits by developing a consistent system of business operation

Our division serves the dry bulk market, handling an annual cargo volume of 5 billion tons. With a fleet of some 450 vessels, we support the foundation of everyday life for people around the world.

Despite negative pressures such as the slowdown of the Chinese economy and various geopolitical factors, we believe that dry bulk shipping demand will remain firm in the medium- to long-term due to the growth of minor bulk cargo transportation, the commencement of ore shipments out of the Simandou mine in Guinea, and other positive developments. With regard to shipping capacity supply, we anticipate that market conditions will stay robust over the medium- to long-term, given that the number of new ship orders is limited compared with the number of aging vessels expected to be decommissioned.

We are operating our business based on primarily the four strategies we formulated in 2018: (1) Enhancing the sophistication of exposure management and market forecasting, (2) Evolving into a non-asset dry bulk business, (3) Strengthening the specialized carrier business to build up long-term stable profits, and (4) Participating in supply chains beyond the maritime shipping industry. By executing these four strategies, we will seek to stabilize our revenue streams and maximize their profits.

Going forward, we will pursue greater collaboration with our overseas operating sites in countries such as India, China, and Singapore, and with our joint ventures with customers in order to deepen our level of business expansion, while also implementing decarbonization initiatives and capital efficiency improvements.

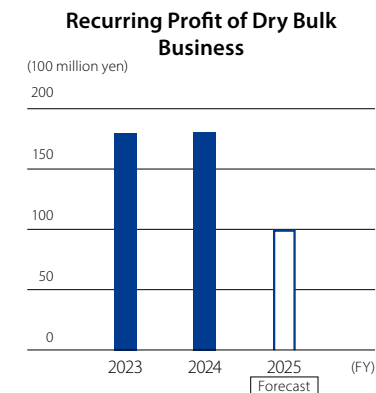
Historically, the dry bulk business has been highly susceptible to the effects of global politics and economic conditions. In order for us to maintain customer trust in such an environment, it is vital that we continually rebalance our fleet portfolio to adapt to market fluctuations, agilely identify changes in the market environment, and operate our business with a long-range perspective and a consistent strategy. We will seek to grow our business toward 2030 as we pursue safe ship operation with a forward-looking vision and under our policy of being “on the same page.”

Actions Taken for Realizing Stable Earnings		
Sophisticated risk-taking and risk control	Challenge and opportunity	Market conditions remain highly volatile, but the business environment offers profit-making opportunities to those willing to take on a certain amount of risk
	Response	Develop a set of processes ranging from risk level assessment and monitoring to risk hedging by trading FFA and establishing decision-making criteria, and a system for implementing them
Generating profits by capturing growth opportunities from changes in market structure	Challenge and opportunity	Changes in market structure, society, and stakeholder needs
	Response	Develop environmentally friendly vessels, establish shipping system for cargo/trade expected to grow in volume, etc.

Recurring Profit

Transforming to a Business Structure that Steadily Produces Profits

Although the dry bulk business used to incur losses whenever market conditions declined, we gradually achieved a stable level of profits by making structural reforms, such as redelivering long-term charter vessels. At the same time, we also established a system for properly identifying market condition risks and optimizing the balance between risk and return. In order to grow our business in line with customers’ shipping demand, we need to beef up our fleet (including medium- and long-term chartered and owned vessels), which entails taking on a certain amount of market condition risks. However, we also need to keep market condition-driven revenue fluctuations below a certain level. We are working to reduce the degree of profit fluctuation and increase our core earning power by developing sophisticated approaches for risk measurement (value at risk, etc.) and control (FFA trading, etc.), incorporating them into everything from management decision-making to operational guidelines, and using them to judiciously select risks that should be taken to generate returns.



Growth Strategy

We Will Seek to Maximize Profits by Exploiting Changes in Market Structure

Demand for resource and grain shipping is expected to rise in the medium- to long-term, buoyed by population growth and the economic expansion of emerging countries. Also, tighter environmental regulations and the formulation of decarbonization policies by cargo owners are driving a rapid rise in the need for low-carbon solutions in shipping. Seizing such structural changes as growth opportunities, we will work to expand long-term contracts and diversify trade patterns, and we will accelerate investment in the development of a highly environmentally friendly fleet (including deployment of LNG-fueled vessels) in order to provide added value to customers in the form of environmental impact reductions. In addition, we will strive to enhance our competitiveness and achieve growth through co-creation with cargo owners that generates value and other benefits.

Growth Opportunities	Response Strategies
Expansion of shipping demand due to population and economic growth	Pursuit of long-term contracts with cargo owners
Decarbonization needs and tighter environmental regulations	Operation of next-generation fuel vessels (LNG, etc.)
Optimization of entire supply chain	Expansion of solutions through partnering with customers and suppliers
Geopolitical changes in supply chains	Flexible development of a fleet resilient to market fluctuations

Growth of Existing Businesses **AX**

ENERGY Division



Hironobu Watanabe
Managing Executive Officer,
Chief Executive of Energy
Division

We will strive toward sustainable growth while contributing to stable energy supply

Today, energy security has become more important than ever amid a global rise in geopolitical uncertainties. This is prompting a re-examination of the value of natural gas and other conventional energy resources for stable supply. At the same time, however, the adoption of clean energy and the decarbonization movement are expected to steadily proceed in the medium- to long-term.

Despite this challenging environment, our division is continuing to take action under the dual strategy of advancing existing core business and investing in new growth business, and will further strive to provide value across the entire energy value chain, guided by our mission of "Bringing energy safely and more cleanly to all."

In our existing core business in conventional energy, we are stably supplying LNG—which is rising in demand as a low-carbon fuel—and crude oil/petroleum products, while seeking to shrink our environmental impact through steady implementation of low-carbon and decarbonization solutions in our transportation services. NYK Energy Ocean Corporation was inaugurated in April 2025 and now operates 47 vessels taken over from ENEOS Ocean Corporation. We are bolstering our efforts to achieve further growth in the existing business with a focus on the LNG/LPG carrier segment.

On the new growth business side, we are focusing on the clean energy sector, including businesses related to offshore wind power, ammonia, and CO₂. In January 2025, Northern Offshore Group AB, Europe's largest operator of crew transfer vessels (CTVs) that serve offshore wind power facilities, became a consolidated subsidiary of NYK. Through these and other M&A and business investments, we are actively seeking to capture growth opportunities.

Although we face a dramatically changing business environment, we are accelerating our global business expansion as we strive to build long-term stable revenue and sustainable growth.

Actions Taken for Realizing Stable Earnings

Past changes in business environment

- Diversification of energy demand, decarbonization movement
- Return to conventional energy to accommodate rising importance of energy security

Responses by the Group

- Investment in next-generation energy businesses
- Expansion of LNG/LPG carrier fleet

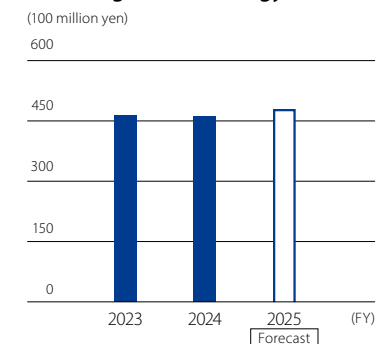
Recurring Profit

Providing Value Across the Supply Chain and Establishing a Solid Earnings Base

The energy business has maintained a solid level of profits, mainly by implementing a stable profit model founded on long-term contracts. In particular, we implemented operations based on time-charter contracts in the LNG transportation business and the tanker business (transportation of crude oil/petroleum products) to secure a steady revenue stream resilient to market fluctuations. Moreover, we are further increasing access to earning opportunities by broadly pursuing projects across value chains supporting natural gas / petroleum upstream and downstream, including FPSO (floating production, storage, and offloading), drillship, and shuttle tanker projects.

We will continue advancing our establishment of a solid earnings base through these business endeavors, while also seeking to further generate value in the energy market.

Recurring Profit of Energy Business



Growth Strategy

Seeking Sustainable Growth through Both Conventional and Next-Generation Energy

We are working to reinforce our solid earnings base in our mainly LNG-focused conventional energy transportation business, while also steadily investing in next-generation energy transportation. We will create new growth opportunities through pursuits such as ammonia-fueled vessel development, offshore wind power-related business, and CO₂ transportation. In addition, we will increase ship operational efficiency, safety, and environmental friendliness to strengthen our global competitiveness and achieve sustainable growth.

Growth Opportunities	Response Strategies
Natural gas demand and LNG shipping demand are forecasted to grow over the medium- to long-term	Building up of LNG carrier fleet and operational capabilities, continued participation in upstream/midstream projects
Need for next-generation fuel (biofuel, ammonia, hydrogen, methanol, etc.) is expected to grow	Development, social implementation, and promotion of ammonia-fueled vessels Efforts to build next-generation fuel value chains
Policy-based promotion of offshore wind power development	Gradual launch of offshore wind power-related products/ services
Growing environmental awareness among customers	Decarbonization-minded ship operation management, decarbonization of fleet
Diversification of energy suppliers, and increase in long-distance transportation	Greater sophistication in ship operational efficiency and safety performance (strengthening of DX, AI, crew training, etc.)

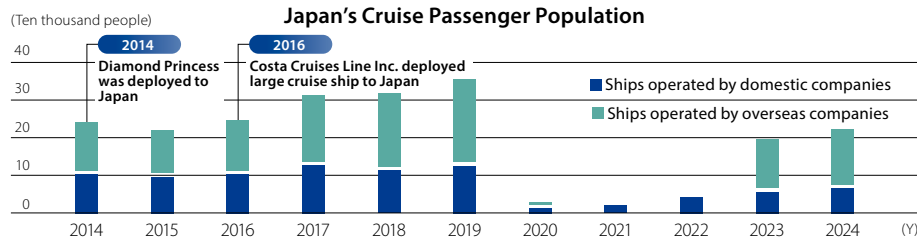
Growth of Existing Businesses **AX** **BX**

CRUISE Business / TECHNICAL Ability

Cruise Business Market Environment

We Will Strengthen Our Business in the Growth-Promising Cruise Market

The NYK Group laid the cornerstone of Japan’s luxury cruise industry in 1991 when it began providing safe and pleasant cruise experience with the launch of the first Asuka cruise ship. Later, the launch of Asuka II in 2006 opened a new page in the development of cruise culture. Although passenger occupancy rate experienced a temporary decline due to the COVID-19 pandemic, it is now on a recovery trajectory. With both the domestic and international markets promising further growth ahead, the Group will strengthen the cruise business by enhancing its organizational capabilities and creating new value through innovative collaborations.



Source: Created by NYK using data from "Annex: 2024 Trends in Japan's Cruise Passenger Population, etc.," Japan's Ministry of Land, Infrastructure, Transport and Tourism

Asuka Luxury: Creating the Future of Cruise Culture

Building the Next-Generation Cruise Business with Two-Ship Service and a Business Alliance

The current Medium-Term Management Plan positions the cruise business as a "core business". With the launch of Asuka III in July 2025, a two-ship operation with Asuka II has been established. We will further enhance our competitiveness in the luxury market and strengthen our organizational structure to offer more customers "a time of ultimate happiness".

In February 2025, the Group concluded a basic business partnership agreement with Oriental Land Co., Ltd. We will collaborate in areas such as ship management, operational management, and human resources development. Through these innovative collaborations, we aim to develop multifaceted value, including expanding Japan’s cruise population, strengthening our revenue base, and creating synergies.

Growth opportunities	Strategy
Recovery of tourism demand and resurgence of cruise market	Enhancement of luxury cruise travel and development of unique routes

Asuka II

Asuka III

Photo by NYK Cruises Co., Ltd.

Efforts to Commercialize Using Technological Capabilities

We Will Establish New Growth Businesses in New Domains

The NYK Group will take on the challenge of creating new businesses with technological capabilities it has amassed through its existing businesses. This endeavor will include not only in-house initiatives but also active co-creation with external partners, and will seek to broaden the Group’s business development into new domains beyond the borders of its existing businesses.

Providing New Services

Offering Solutions that Tackle Ship-Related Challenges

The Ship Business Group, formed in April 2023, has led the NYK Group’s establishment of a new brand, HULL NUMBER ZERO (HNZ), which will utilize technological capabilities cultivated by the Group over many years to provide customers with solutions to challenges in all stages of ship lifetime, including design, construction, operation, and maintenance. HNZ represents one of the Group’s ventures in the creation of new growth businesses emerging from maritime shipping, and will develop ship-related services that treat ships as not only a means—such as cargo and passenger transport—but also as an objective.

Examples of HNZ Solutions



- Shipbuilding-related services (including dispatch of supervisors)
- Main engine monitoring and fuel-related solutions
- Solutions supporting seafarer well-being
- Sales, maintenance, and inspection of marine equipment/devices

▶ HULL NUMBER ZERO | <https://www.en.hull-number-zero.com/>

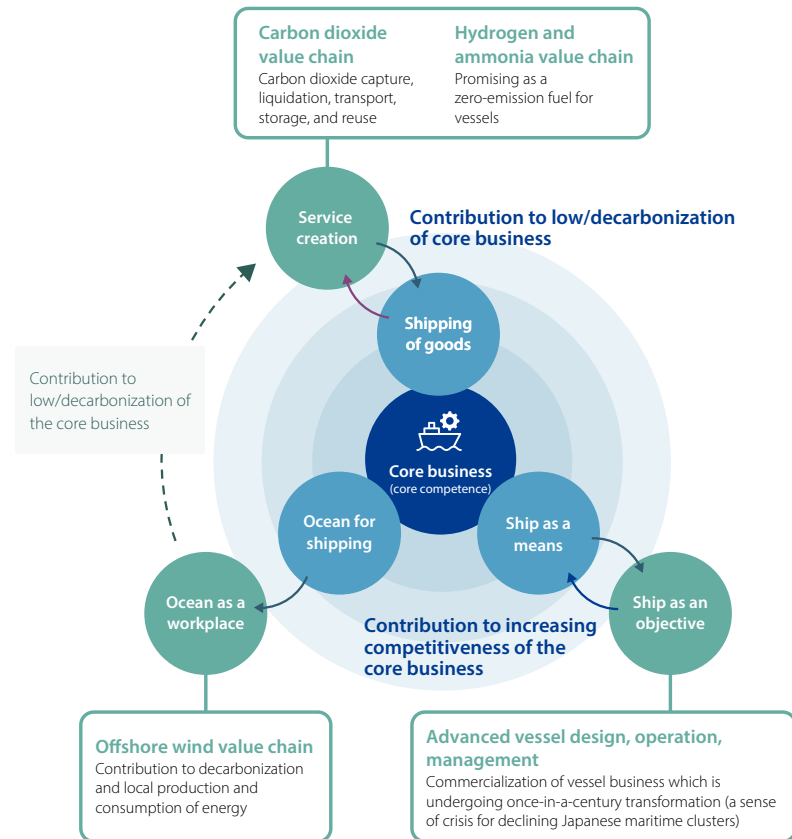
▶ News Room | <https://www.nyk.com/english/news/2024/20240919.html>

Growth of New Businesses **BX**

Aspiration

Creating New Value that Solves Social Issues and Enhances Corporate Value

The NYK Group is taking on the challenge of creating new businesses by matching business opportunities based on megatrends such as decarbonization and development of circular economies with the technologies and insights we have cultivated in the core businesses. These endeavors seek to use the power of innovation to grow and evolve the Group beyond the realm of maritime shipping and comprehensive global logistics.



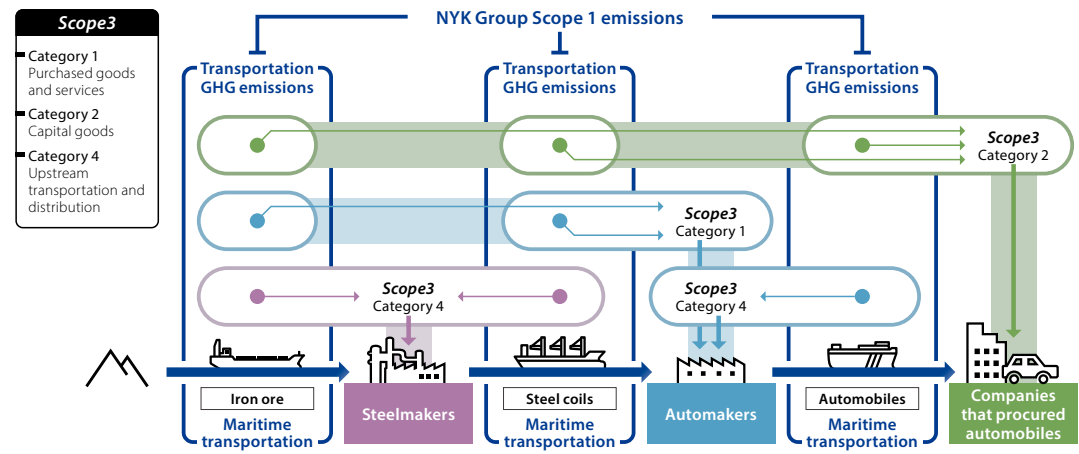
Becoming the Corporate Group of Choice for Customers

We Will Create Business Opportunities from Our Environmental Initiatives

Offering products with a lower Product Carbon Footprint (PCF)^{*1} helps businesses cut costs—such as border carbon taxes—and boost competitiveness by meeting customer and corporate sustainability requirements. Moreover, companies are starting to find that their access to financing can be affected by the level of their commitment to disclosing and reducing greenhouse gas (GHG) emissions across their entire supply chain, including Scope 3 emissions. Such changes in the business environment are reshaping the decision-making of customers and the stakeholders beyond them. For example, this is leading to increased demand for environmentally friendlier forms of transportation to address the Scope 3 emissions of logistics for procurement and transportation. The NYK Group will respond by providing maritime transportation services that offer reduced environmental impact through the deployment of next-generation fuel ships, improvement of ship operation, and other solutions. The Group has also launched a service to allocate GHG savings^{*2} in its logistics business. Leveraging this proactive introduction of environmentally conscious assets and services as a key to building competitive advantages, the Group will work to create new business opportunities in a society transitioning to net-zero emissions.

[P.35](#)

Transportation GHG Emissions Are Counted in Various Categories of Our Stakeholders' Scope 3 Emissions



Reduction of the transportation/logistics GHG emissions associated with various supply chains contributes to Scope 3 reductions for many companies

^{*1} Product Carbon footprint: The incorporation of figures converted from GHG emissions throughout life cycles—from procurement of raw materials through to scrapping or recycling—into CO₂ emission equivalents or a system for displaying such figures.
^{*2} Service to allocate GHG savings: A scheme that uses numerical data, certificates, and other documentation to visualize the environmental value created by the NYK Group's reduction of GHG emissions through actions such as switching to alternative fuels, and that allocates that value to customers so that they can incorporate it in their own decarbonization contributions.

Growth of New Businesses **BX** | Challenges Taken on by the NYK Group

TOPICS

1

The Challenge of New Fuel Trials and Next-Generation Fuel Ship Development

The NYK Group has set the ambitious goal of achieving net-zero GHG emissions by 2050, and is developing ammonia-fueled vessels as one ship fuel conversion scenario for reaching that goal.

In August 2024, NYK completed the development of the ammonia-fueled tugboat Sakigake, the culmination of a project supported by the Green Innovation Fund run by Japan's New Energy and Industrial Technology Development Organization (NEDO). The world's first ammonia-fueled vessel to undergo demonstration testing and analysis in actual operation, Sakigake has achieved a GHG emissions reduction of up to roughly 95% compared with the use of heavy fuel oil. NYK is also developing an ammonia-fueled medium gas carrier (AFMGC) that is slated for completion in November 2026, and concluded the world's first AFMGC time-charter contract with Yara Clean Ammonia Switzerland SA, a group company of one of the world's largest ammonia distributors, Yara International ASA.

NYK will go beyond ammonia-fueled maritime shipping to also pursue various other avenues for constructing an ammonia supply chain that contributes to the realization of a decarbonized society.



Sakigake, ammonia-fueled tugboat converted from LNG-fueled predecessor

[▶ News Room | https://www.nyk.com/english/news/2025/20250210_03.html](https://www.nyk.com/english/news/2025/20250210_03.html)

TOPICS

2

The Challenge of Developing Offshore Wind Power-Related Businesses through Diverse Co-Creation

NYK is pursuing co-creation with diverse domestic and international partners to advance renewable energy projects, particularly in offshore wind power. Since 2019, the Company has been collaborating in the Crew Transfer Vessel (CTV) business overseas with Northern Offshore Group AB (NOG), and acquired a majority stake in the company, making it a consolidated subsidiary. NOG is a pioneering CTV operator based in Sweden, and this strategic acquisition is designed to provide valuable insights into Europe's pioneering offshore wind power market. Since the acquisition, NOG has been expanding its offshore wind service capabilities, including by building up its service operation vessel (SOV) fleet. The Company has also acquired shares in IOVTEC Co., Ltd. in Taiwan to facilitate business expansion in the Asia-Pacific region. In Japan, the Company has begun operating a CTV transport service in Hokkaido, and is seeking to cultivate next-generation talent through the Akita School of Wind and Sea, a training center that it co-established in Akita Prefecture. In addition, the Company and Akita Eisen KK established Japan Offshore Support Co., Ltd., which is providing CTV maintenance and management services that combine local vessel operation expertise in the Akita (Tohoku) area with the Company's international shipping expertise. The Company is also working with Kosaba Shipbuilding Corporation to construct its first domestically produced CTV, which is scheduled for completion in February 2026. As part of a NEDO-commissioned project, the Company is partnering with Sumitomo Electric Industries, Ltd. to design cable-laying vessels (CLV) that will help to strengthen Japan's power transmission grid and drive the expansion of offshore wind power. The conceptual design received Approval in Principle from ClassNK in fiscal 2024. The Company will continue taking part in diverse collaborations aimed at helping to bring forth a sustainable society.



CTV that supports offshore wind power operations

[▶ News Room | https://www.nyk.com/english/news/2025/20250114.html](https://www.nyk.com/english/news/2025/20250114.html)

TOPICS

3

The Challenge of Developing Space Businesses by Unlocking New Possibilities through the Fusion of Marine and Space Solutions

NYK is capitalizing on its strengths as a comprehensive global logistics enterprise to pursue space-related business development projects in four areas: (1) offshore recovery of reusable rockets, (2) offshore launch of rockets, (3) capture of space-related logistics demand, and (4) satellite data utilization.

With regard to development of offshore rocket recovery systems, the Company was selected by the Japan Aerospace Exploration Agency (JAXA) in December 2024 for the Space Strategy Fund, in the category of developing ground-based infrastructure technologies for the recovery of reusable spacecraft under the category of "ground systems for future transportation." Working together with Mitsubishi Heavy Industries, Ltd., which is mainly responsible for rocket body research and development, the Company is pursuing research, development, and commercialization of a system for offshore recovery of reusable rockets. The system's conceptual design received Approval in Principle from ClassNK in July 2025, marking the first time for ClassNK to approve a space development-related system involving the use of ships.

The Company will continue advancing its space-related business through co-creative technological development with partners and collaborations with Group companies, with the aim of creating novel value for the space industry.



Recovery vessel of offshore rocket recovery system (artist's impression)

[▶ News Room | https://www.nyk.com/english/news/2025/20250422_01.html](https://www.nyk.com/english/news/2025/20250422_01.html)

TOPICS

4

The Challenge of Realizing the World's First Offshore Floating Off-grid Data Center

NYK has concluded a memorandum of understanding with the city of Yokohama, NTT Facilities, Inc., Eurus Energy Holdings Corporation, and MUFG Bank, Ltd. concerning the development of an offshore green data center* on a "mini-float" (floating berthing facility) to function as a backup facility in the event of a disaster. The project will involve demonstration testing of an offshore floating data center that will be installed on a mini-float (25 x 80 m) moored at Osanbashi Pier in Yokohama, Kanagawa Prefecture, and will be powered entirely by renewable energy supplied from solar power and storage battery systems. Testing is expected to start in fiscal 2025 and will be aimed at commercializing what may become the world's first offshore floating green data center. By taking on this challenge, the project envisions situating these data centers near offshore wind farms to maximize the use of generated electricity without relying on or being limited by onshore power grids.

NYK aspires to tap into the renewable energy available in Japan's extensive coastal waters and improve the country's port functions through offshore facility construction and maintenance, and thereby contribute to both environmental protection and the growth of digital infrastructure.

* Data center designed to reduce its environmental impact by improving energy efficiency.



Offshore data center powered entirely by renewable energy (artist's impression)

[▶ News Room | https://www.nyk.com/english/news/2025/20250327_03.html](https://www.nyk.com/english/news/2025/20250327_03.html)

Implementing Functional Strategies **EX** | The Path to Realizing Decarbonization

The Management Environment for Decarbonization, and Our Aspirations



Climate change presents risks that could seriously impact the economy, society, the environment, and security on a global scale. The maritime shipping industry plays a central role in the global trade that supports the lives of people everywhere, and thus shoulders a heavy responsibility. Decarbonization actions are essential for realizing a sustainable society, and the NYK Group has set ambitious targets for this undertaking: a 45% reduction in Scope 1 and 2 greenhouse gas (GHG) emissions by fiscal 2030 versus the levels in fiscal 2021, and net-zero by fiscal 2050, including Scope 3 emissions.

Decarbonization offers growth opportunities in the form of new markets, customer needs, and potential to strengthen the company’s competitiveness. Moreover, we can further set ourselves apart by providing environmentally friendly transportation services and using digital technology to achieve greater efficiency. The International Maritime Organization recently approved draft regulations that provide competitive advantages to shipping services that have low GHG emissions, and discussions toward adoption of the regulations are underway. The finalized rules will likely include provisions supporting first movers. Our Group has developed technologies enabling the safe use of next-generation fuels that replace fuel oil, and has pioneered the adoption of next-generation fuel ships*1, demonstrating that we are already building a foundation that will strengthen our competitiveness and facilitate differentiation.

We currently operate 30 next-generation fuel ships,*2 accounting for 3.8% of our operational fleet. This level significantly exceeds the ratio of 0.9% for all operating oceangoing ships worldwide.*3 We plan to raise the number to 100 or more by fiscal 2030, and leverage this as a driver for further growth. As a leader in maritime shipping, we are strongly committed to spearheading decarbonization efforts across the globe, and will accelerate our actions in this area with a strategy that decouples business growth from environmental impact.

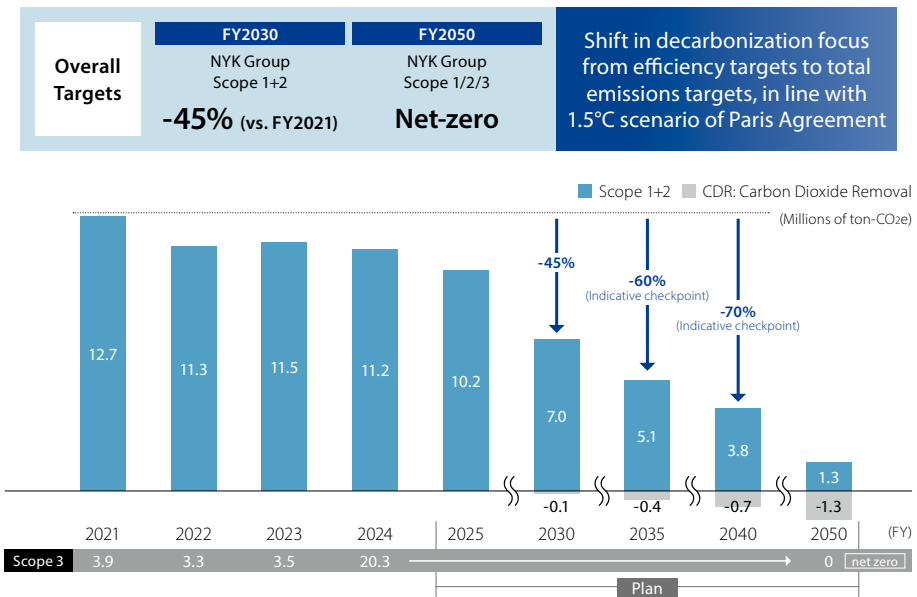
*1 Ships that can use fuel other than fuel oil or diesel. LNG carriers are not included.
 *2 As of March 31, 2025. Includes chartered ships and ships operated by companies accounted for using the equity method.
 *3 DNV survey, as of end-May 2025. Excludes LNG carriers.

Decarbonization Targets and Net-Zero Scenario

Achieving Net-Zero Emissions by 2050 through Innovation and Co-Creation

The Group released the NYK Group Decarbonization Story in November 2023, laying out high targets for its decarbonization journey: a 45% reduction in the Group’s Scope 1 and 2 GHG emissions by fiscal 2030 versus the levels in fiscal 2021, and net-zero by fiscal 2050, including Scope 3 emissions. The Group is working toward these targets by pursuing co-creation and innovation with various stakeholders to not only exploit technologies that is available now or will become available in the near future but also take on the challenge of developing revolutionary technologies. It will seek to maximize the reduction of GHG emissions through efforts such as using diverse technologies and operational improvements to scale back energy consumption, and transitioning to fuels with lower emissions. In addition, the remaining balance of emissions will be offset with carbon credits to achieve net-zero, as outlined in the Group’s decarbonization story.

Scenario for Achieving Net Zero



Note: Beginning fiscal 2024, the Scope 3 data collection has been expanded to include all major consolidated subsidiaries and equity method affiliates, and emissions have been collected from all categories of Scope 3.

Implementing Functional Strategies **EX** | The Path to Realizing Decarbonization

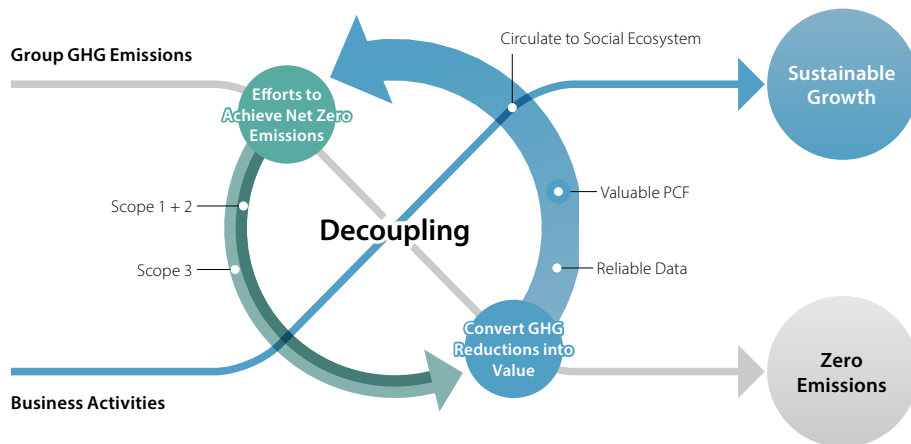
Decarbonization Strategy

Converting GHG Reductions into Value to Achieve Sustainable Growth

Logistics serves as the backbone of countless industries, playing a vital role in the global economy. However, it is often classified as one of the “hard-to-abate” sectors, where reducing emissions proves to be particularly challenging.

Advancing GHG emission reductions in the hard-to-abate sector can lead to service differentiation and serve as an opportunity to build sustainable growth and competitiveness. The development of technologies to ensure the safe use of zero-emission fuels, the application of energy-saving technologies to improve operational efficiency could lead to new business models that meet customer demand for low-carbon transportation services, with the aim of reducing the product carbon footprint (PCF). By building an ecosystem that facilitates the sharing and circulation of emission reduction values, we aim to offer transportation services that are rich in environmental value. In doing so, we hope to accelerate the decarbonization cycle within society and promote the decoupling of sustainable business growth from environmental impact.

NYK Group Decarbonization Strategy



Roadmap Toward 2030

Maximize Energy Efficiency × Use of Alternative Fuels to Achieve 45% Reduction in GHG Emissions

The Group is maximizing energy efficiency and shifting to the use of alternative fuels to reach the fiscal 2030 goal of reducing GHG emissions (Scope 1+2) by 45% versus fiscal 2021.

Tactic 1 Maximize Energy Efficiency

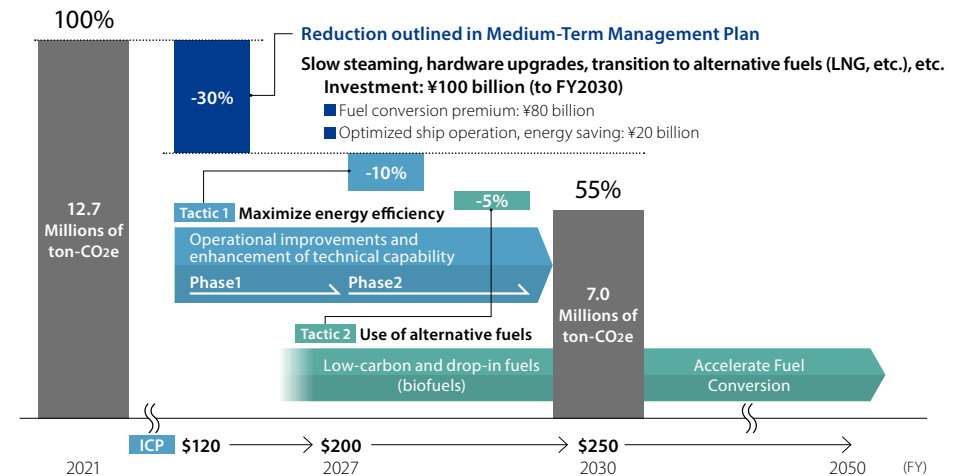
This mainly involves implementing measures for reducing hull resistance and optimizing engine performance.

Phase1 (2024–2026)	<ul style="list-style-type: none"> Hull optimization: Reduction effect of 1–2% Engine upgrades and remote control: Reduction effect of 2–10% Optimization of propellers and stern shape: Reduction effect of 2–7%
Phase2 (2027–)	<ul style="list-style-type: none"> Wind-assisted propulsion system (WAPS): Reduction effect of 5–10% Air lubrication system (ALS): Reduction effect of 5–10%

Tactic 2 Use of Alternative Fuels

The Group will continue switching to existing low-carbon fuels such as biofuels by 2030, and thereafter start using new fuels and increasing the number of ships powered by those fuels.

Roadmap to 45% Reduction Goal for FY2030



Implementing Functional Strategies EX | The Path to Realizing Decarbonization

Net-Zero Emissions by 2050

Accelerating GHG Reduction by Leading the World in the Use of Alternative Fuels

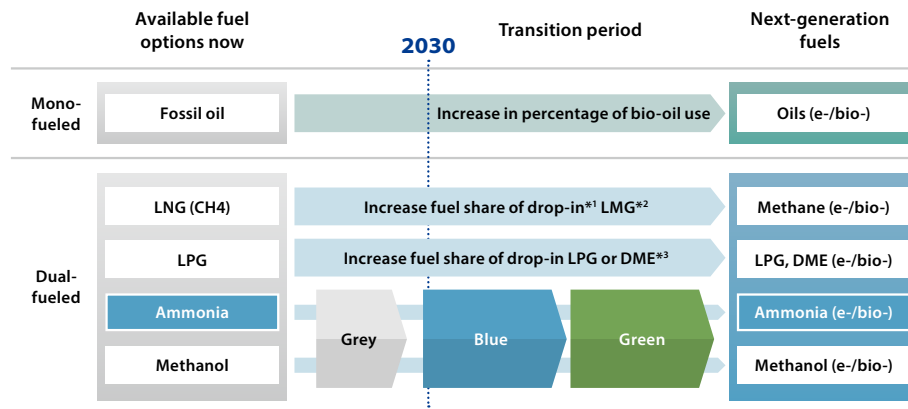
The NYK Group will step up fuel conversion to next-generation fuels, such as ammonia and methanol, as they become practical from 2030 onward.

Ammonia-fueled tugboat Sakigake, the world's first commercial ammonia-fueled vessel for commercial use, has completed its demonstration voyage and entered commercial operation. As the first-ever project to directly fuel a marine engine with ammonia, it is a pivotal initiative whose establishment of safe operating procedures and technical standards may contribute to international rule-making.

Using the insights gained from that project, the Group is building an ammonia-fueled ammonia gas carrier set to go into service in 2026.

Green Future, delivered in May 2025 and time-chartered by a Group company, is the first dry bulk carrier operated by the Group to be powered by a dual-fuel engine that can use methanol and fuel oil. In the same month, construction was completed for Transporter, the world's first offshore wind power crew transfer vessel to be operable using only biomethanol as fuel. The Group is pioneering the adoption of next-generation fuels as a first mover, seeking to set itself apart from the competition in low-carbon and decarbonized shipping. It also plans to accelerate its transition to next-generation fuels from 2030 onward, and is now setting the stage by working to establish technologies and insights on safe operation of all sorts of next-generation fuel ships.

Transition to Next-Generation Fuels



*1 Drop-in: This describes fuels that can be used without modifications to the ship or its engine. Here, it refers to the addition of a next-generation fuel to a conventional fuel.

*2 LMG: Liquefied methane gas.

*3 DME: Dimethyl ether.

Convert GHG Reductions into Value

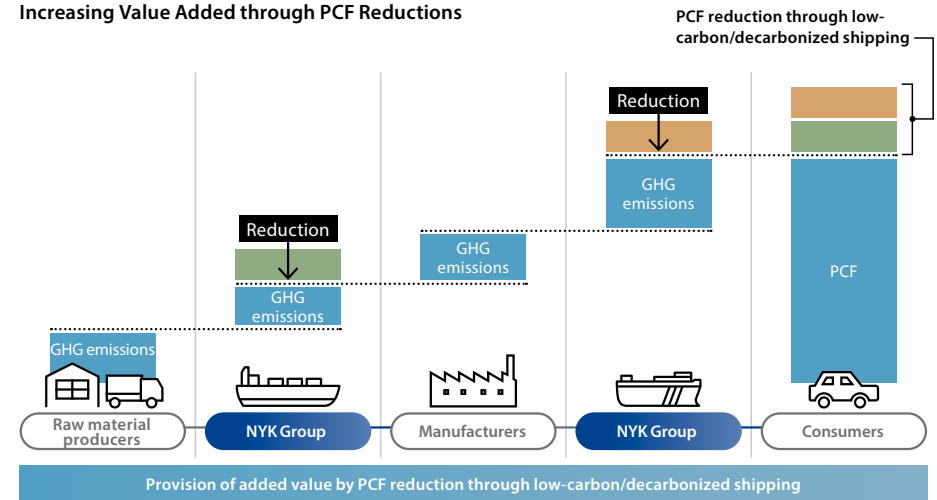
Becoming a Logistics Provider of Choice by Supporting Customer Decarbonization

In recent years, businesses have been taking greater interest in reducing the product carbon footprint (PCF) of their products and services in response to the growing environmental awareness among consumers and the debate over procurement-related regulations such as the Carbon Border Adjustment Mechanism and mandatory disclosure of Scope 3 emissions. The NYK Group sees increasing society's demand for PCF reduction as not just an environmental undertaking, but as a new business opportunity—the provision of low-carbon and decarbonized logistics services.

Meanwhile, this has not been without challenge for our customers in accurately measuring GHG emissions in maritime transport and differences arising in individual calculation methods.

As one approach for addressing that challenge, the Global Ro-Ro Community, an initiative involving NYK and five other companies, has announced guidelines for calculating GHG emission intensity for Ro-Ro ships, such as car carriers, in conjunction with the international NPO Smart Freight Centre. The NYK Group will seek to gain a competitive edge by offering low-carbon and decarbonized transportation services that contribute to PCF reduction and are based on standardized procedures and highly reliable emissions data. The Group will work with customers to co-create a market in high-value-added green logistics by developing a method of visualizing environmental value, a data sharing platform, and a set of benchmarks.

Increasing Value Added through PCF Reductions



Note: PCF includes the processes of product use and disposal, but for simplicity this figure shows only the processes up to product sale.

Implementing Functional Strategies **EX** | The Path to Realizing Decarbonization

Decarbonization Initiatives

Leading Global Decarbonization with Partners

It is impossible to contribute to the realization of a decarbonized society and create corporate value from that endeavor simply by doing things the way that they have always been done.

Instead, it is crucial that the NYK Group leverage not only technological innovation but also collaboration with diverse partners to transform the workings of society as a whole through the establishment of new rules and systems. The Group is firmly taking action to lead the world on the path to decarbonization.

CDR Is an Effective Tool for Achieving Net Zero Emissions

The NYK Group believes that carbon dioxide removal (CDR) is on par with the reduction of Scope 1 (direct) emissions in terms of effectiveness and is a valuable tool that should be used in efforts to achieve net zero emissions. While the Group prioritizes GHG reduction by maximizing energy efficiency and switching to next-generation fuels. For residual emissions that cannot be avoided through efforts to reduce GHG emissions, we will utilize CDR to tackle these hard-to-abate emissions, ensuring that CDR is effectively leveraged to achieve our net-zero goal.

 **Position Paper** | <https://www.nyk.com/sustainability/pdf/environment016.pdf>

Procurement of DACCS Credits

NYK and ENEOS Corporation have signed an agreement regarding the sale and purchase of marine fuel with CDR credits to be created through direct air capture with carbon storage* (DACCS). ENEOS will procure CDR credits from a DACCS plant operated by 1PointFive in the U.S. and supply them to NYK along with marine fuel. 1PointFive is a carbon capture, utilization, and sequestration (CCUS) company that is working to help curb the average global temperature rise to 1.5°C above pre-industrial levels.



Procurement of Forest Management CDR Credits

NYK holds an agreement with Mitsui & Co., Ltd. to purchase CDR credits created through forest management projects that Mitsui jointly operates with Hokkaido Prefecture and forestry public corporation in Akita Prefecture, Japan. The projects efficiently and stably create credits through digital technology that utilizes aerial surveys and satellite data. NYK decided to purchase the credits because the projects are expected to provide diverse value—not only decarbonization effects, but also forest conservation, job creation, and local economic development.



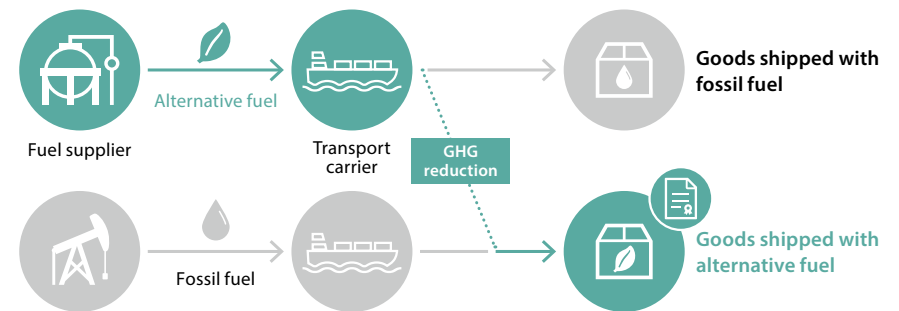
*This photo is for illustrative purposes

* Direct air capture with carbon storage (DACCS) is a set of technologies for directly capturing CO₂ from the atmosphere and storing it underground.

Creating New Service Offerings from Decarbonization

Alternative Fuel: A New Green Solution

Group company Yusen Logistics Co., Ltd. has started offering Alternative Fuel, a green solution that measures, analyzes, and visualizes the GHG emissions of customers based on past shipping data, and allocates GHG savings to them in accordance with their GHG reduction targets. These GHG savings are procured from airlines, the NYK Group, and other marine shipping companies, as well as created by Yusen Logistics from land transportation operations utilizing alternative fuels. This service supports customers' reduction of Scope 3 emissions and promotes the use of alternative fuel by adding economic value to transportation options with low environmental impact.



Introduction of Platform Managing GHG Emission Reduction

Ahead of the launch of Alternative Fuel, NYK and Yusen Logistics introduced a digital platform for managing the reduction of GHG emissions that is provided by 123Carbon B.V., a Netherlands-based startup working on decarbonizing the logistics sector. The platform is used to allocate to Yusen Logistics GHG reductions achieved through the use of biofuels in NYK's maritime shipping business, along with certificates issued by a third-party certification service that verifies the reductions. The resulting GHG savings forms part of the environmental value that Yusen Logistics' green solution Alternative Fuel allocates to customers seeking to reduce their Scope 3 emissions.

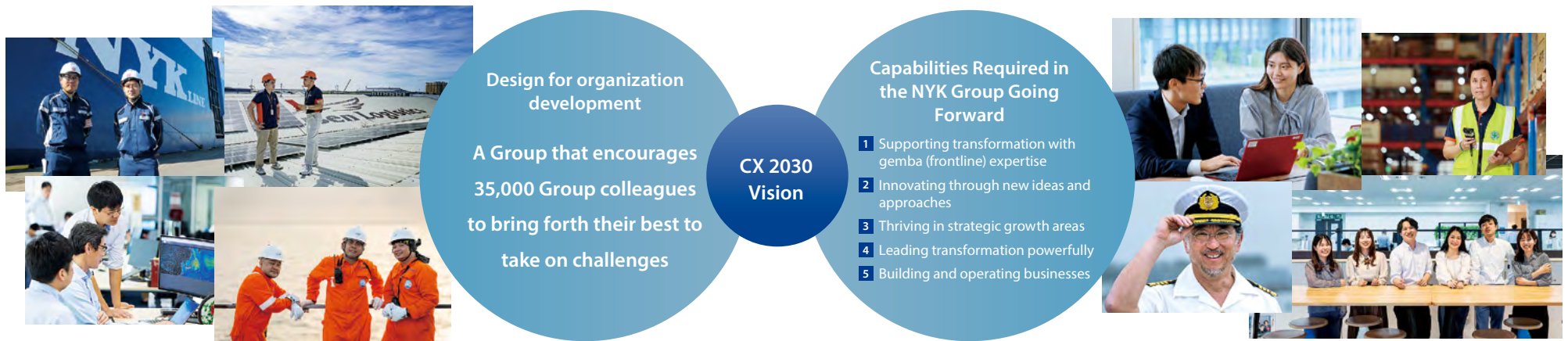
Implementing Functional Strategies **CX** | CX Strategies

CX 2030 Vision

Transforming into “A Global Company Headquartered in Japan”

The CX 2030 Vision lays out the organizational state and capabilities needed to realize the NYK Group vision set forth by the Medium-Term Management Plan: 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 Group is strengthening its talent, organization, and governance under a set of CX strategies that sets the course for achieving the CX 2030 Vision.

By implementing the initiatives of this vision, the Group is aiming to transform from “A Japanese Company Operating Globally” (where the organization operates globally, but key decisions are made in Japan) to “A Global Company Headquartered in Japan” (where the headquarters is located in Japan, and the organization involves employees with diverse backgrounds in decision-making).



CX Strategies

Three Core Strategies for Achieving the Target State

The CX strategies are a set of transformational initiatives for realizing the CX 2030 Vision’s image of the organization that the NYK Group aspires to become in 2030. They are aimed at fostering a corporate culture that embraces change and continues taking on challenges, and developing the talent and organization needed to sustainably generate value.

They consist of three core strategies: talent development, organization development, and enhancement of governance. The Group will strive to sustainably increase its corporate value by enhancing the management foundation and strengthening Group solidarity.

1 Talent Development

The Group will develop an environment that enables people representing diverse values and backgrounds to continuously grow by autonomously learning and challenging themselves. It will also consolidate its talent foundation as a source of sustainable competitiveness by cultivating leaders, strategically assigning global talent, and promoting the advancement of women and navigation officers and engineers.

2 Organization Development

The Group will develop an organization that supports collaboration across divisional, regional, and national borders. It will carry out organizational surveys and cultural reforms to foster a culture of autonomy and co-creation, and transition to a resilient structure that can flexibly and rapidly respond to change.

3 Enhancement of Governance

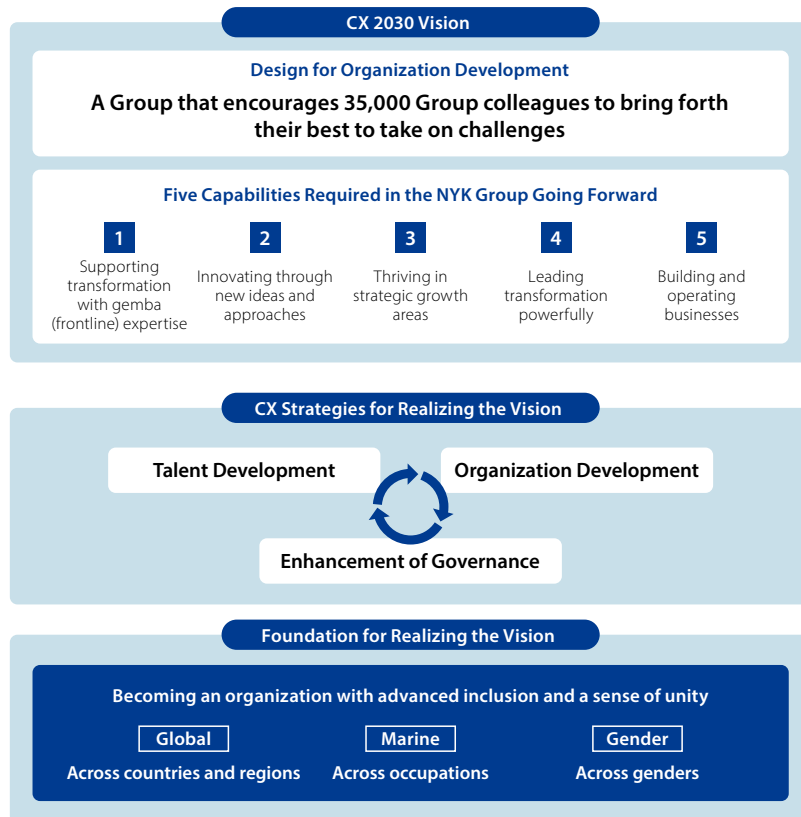
The Group will enhance governance as a vehicle for talent and organization development. It will localize Group company management and introduce management standards to build a foundation for transforming as the entire Group.

Implementing Functional Strategies **CX** | CX Strategies

CX Story

A Big-Picture Roadmap for Realizing the CX 2030 Vision

The NYK Group CX Story provides a roadmap for the Group’s evolution into an organization that embraces change and challenges and constantly produces value. The Group will carry out the three core strategies: talent development, organization development, and enhancement of governance in line with the CX 2030 Vision’s guidance on the target state and five capabilities required in the Group. The foundation for this transformation is an organization with advanced inclusion and a sense of unity where diverse individuals collaborate with one another. Progress will be tracked using various indicators.



Creating a Virtuous Cycle that Strengthens Talent, the Organization, and Governance for Becoming a Truly Global Company

For NYK to become “A Global Company Headquartered in Japan,” it must establish autonomy across the entire organization by delegating authority and enhancing and cultivating local talent responsible for executing the Group’s management standards. This will enable Group organizations outside Japan to act autonomously without constantly relying on the corporate head office for instructions, and governance will be strengthened across the Group through their coordination with the head office. The Group’s global development of talent will create a virtuous cycle that helps to reinforce the organization and governance.

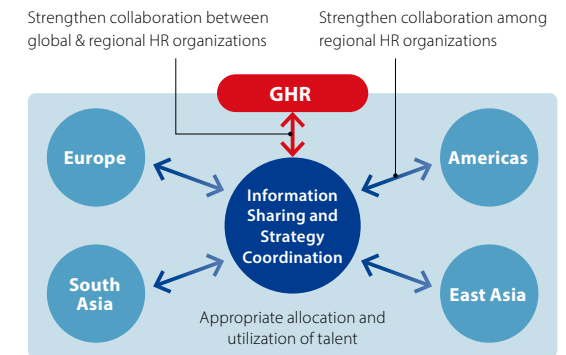


Becoming a Global Company

The Group’s global HR (GHR) organization was realigned in fiscal 2024 to strengthen HR functions at the regional level (regional HR). This change is intended to promote autonomous talent management by local organizations so that hiring, placement, and training can be tailored to local needs—and thereby increase the Group’s competitiveness.

In the area of talent development, the Group will advance talent management and globally standardize employee evaluation systems to create a platform for promoting assignment of overseas talent to the NYK head office or another country outside Japan to facilitate the assignment of the right person to the right place.

To advance organization development, the Group will strengthen internal branding and utilize feedback from regular engagement surveys.



Implementing Functional Strategies **CX** | CX Strategies

Becoming an Organization with Advanced Inclusion and a Sense of Unity

The NYK Group seeks to create new value by taking on the challenge of developing new businesses beyond the scope of a comprehensive global logistics enterprise, through not only *monohakobi* (transportation) but also co-creation with diverse stakeholders. The Group has reaffirmed that a critical part of this endeavor is to build a foundation that enables all employees to work vibrantly, regardless of nationality, occupation, and gender. The development of an organization where diverse talent can transcend position and nationality to exchange opinions and create value together is a core element of the current Medium-Term Management Plan's actions for strengthening talent and the organization, and is defined as a vital platform that supports the Group's sustainable growth and value creation. Initiatives for promoting inclusion are now being implemented along three important perspectives : Global, Marine, and Gender.

Inclusion Global

Direction

As we stride towards "A Global Company Headquartered in Japan," we will promote excellent human resources within the Group regardless of the location and maximize our corporate capabilities.

Situation

- 80% of the Group's human resources are employed outside Japan
- Seeking to become "A Global Company Headquartered in Japan"
- Launch of cross-border internal talent recruitment

Challenges

- Revitalization of overseas talent (departure from Japanese-centric tendency)
- Advancement of delegation of authority, localization of management
- Organizational improvements, boosting motivation
- Assignment of the right person to the right place

Developing the organization by promoting talent exchange

Introduction of internal job posting system that promotes cross-border assignments (Global Challenge Program)

Global promotion of assignment of the right person to the right place

Standardization of talent management employee evaluation system

Developing the organization by utilizing diverse talent

Promote excellent local hires to management positions at Group companies

Topics

Accelerating Cross-Border Assignment to Become a Truly Global Company

After working as an internal auditor at NYK Line (China) Co., Ltd. for six years, I moved to the head office's Internal Audit Chamber in 2024. I believe that this is both a testament to the Company's recognition of my accomplishments and a new career challenge that broadens my horizons through interactions with my global colleagues.

I am now developing a deeper understanding of the strengths and challenges of the NYK Group's global internal auditing system through discussions with other internal auditors in Japan and other regions. Going forward, I am motivated to bring value by sharing best practices and tackling to various challenges. I feel a strong sense of purpose through my involvement in the Group's transformation into a truly global company.

Aderlina Yin

Overseas Internal Audit Supervisory Team and Internal Audit Team, Internal Audit Chamber



Inclusion Marine

Direction

We will improve the engagement of navigation officers and engineers—contributors to the Group's competitiveness—by developing an environment that enables them to work with passion and pride

Situation

- Many new businesses emerge from technology, and the technical expertise of navigation officers and engineers is essential to business development
- The scope of activity goes beyond marine enterprises to also include the new business domain of land-based services

Challenges

- Improvement of engagement
- Consistent securing of exceptional crew talent

*NYK-TDG Maritime Academy, a merchant marine academy opened in Philippines in 2007.

Strengthening talent recruitment

Promoting crew development through in-house training and NTMA*

Enhancing talent development

NYK Maritime College Interviews with HR officers before and after onboard operations (Performance Development Officer program)

Expanding opportunities to play active roles

Launch of internal job posting system for navigation officers and engineers (Global Challenge Program)

Diversifying career paths

Redefining target talent for navigation officers & engineers

Topics

CX NEO Project Supports Active Roles for Navigation Officers & Engineers (NYK Empowering Oceans)

NYK runs the CX NEO (NYK Empowering Oceans) project to re-examine the workstyles and career challenges of navigation officers and engineers and build an environment that enables them to work with passion and pride. These professionals are a source of the Company's competitiveness, and the development of an environment where they can demonstrate their expertise is a crucial element of the Company's management strategy. CX NEO clearly defines mission and purpose, identifies concrete issues, and implements measures for addressing them. The aim is to improve the shipboard environment by diversifying career options and increasing job satisfaction.



Target Talent for Navigation Officers & Engineers



Maritime competence

The capacity to contribute to the NYK Group's business operations by utilizing and applying experience and skills gained onboard

Implementing Functional Strategies **CX** | CX Strategies

Promotion of Inclusion

Inclusion Gender

Direction

We consider women talent to be a driver of sustainable growth and a source of strength for NYK. We proactively pursue women's empowerment, which we have redefined as "gender diversity that contributes to management."

Situation

- Pursuing gender diversity that contributes to management
- A full set of measures have been implemented to help women maintain their careers
- Women's empowerment is advancing overseas, but remains a challenge in Japan

Challenges

- Elimination of unconscious biases
- Further improvement of women ratio of mid-career hires
- Expansion of pipeline for developing women candidates for management positions

 **President's Message on Gender Diversity**
https://www.nyk.com/english/news/2025/_icsFiles/afiedfile/2025/03/10/social005en.pdf

Topics

Moving to the Stage of "Gender Diversity That Contributes to Management"

NYK proactively pursues women's empowerment, which it has redefined as "gender diversity that contributes to management." This commitment includes a sponsorship program launched in fiscal 2025 that assigns women managers to auditor positions at Group companies and supports them with mentoring by the overseeing executive officer. The aim is to ensure diversity at the decision-making level and enhance the mentor's understanding of the value of having an inclusive organization.

One member of the program's inaugural session is Ryoko Tanaka, Manager of the Group Management Promotion Group's Japan Group Management Support Team. Ms. Tanaka enthusiastically describes her participation, declaring, "The program is helping me to build up experience in management decision-making, and my conversations with my mentor are enabling me to develop a more sophisticated perspective. This is a valuable experience that lets me put my hands on one side of corporate management, and I'm really motivated by thinking about how this challenge will help me grow. Also, I want to do my best to support the growth of the organization where I serve as an auditor."

NYK plans to step up its efforts to reach the goal of increasing the percentage of women managers to 30% by 2030.

Ryoko Tanaka
 Manager
 Japan Group Management Support Team
 Group Management Promotion Group



Recruitment

Ensure diversity across entire organization by hiring women

Utilization

Support for career development
 Increase percentage of women managers

Foster an organizational culture

Spread president's message internally and externally

Inclusion Indicators for Monitoring Progress

Engagement survey score Consolidated

The survey visualizes the level of engagement across the Group, and the results are used to guide organizational development activities.

FY2022
79%
 (positive responses)

Global

Cross-border assignments

This initiative promotes assignment of non-Japanese personnel to positions in other countries, regions, or companies to strengthen talent development and diversify organizations.

Consolidated (Cumulative)

FY2023 **FY2024**
16 cases ▶ **39 cases**

Transfers through in-house job posts

This voluntary transfer program supports self-led career development.

Consolidated (Cumulative)

FY2022 **FY2024**
0 cases ▶ **10 cases**

Overseas local Managing Director ratio

Diversification at the decision-making level is promoted to strengthen local organizations.

Consolidated

FY2024
40.0%

Marine

NTMA graduates

NTMA helps NYK secure high-quality seafarers who support safe ship operation.

Consolidated (Cumulative)

FY2024
1,551

Human capital investment per seafarer

NYK pursues human capital investments in seafarers, a source of its competitiveness, including in-house training.

Non-consolidated

FY2019 **FY2024**
¥0.7 million/year ▶ **¥1.08 million/year**
210 hours/year ▶ **280 hours/year**

Engagement survey score of seafarers

Seafarers' engagement survey scores are lower than those of onshore employees. NYK is seeking to raise their scores through CX NEO activities.

Non-consolidated

FY2022
70%
 (positive responses)

Gender

Percentage of women hires

New graduate hires
 onshore administrative/engineering

NYK is seeking to ensure diversity across the organization by hiring new graduates.

Non-consolidated

FY2019 **FY2024**
21.9% ▶ **44.2%**

Percentage of women managers

NYK is working to increase this percentage to diversify decision-making.

Non-consolidated

FY2024 **FY2030 (target)**
13.9% ▶ **30.0%**

Consolidated

26.3% ▶ **30.0%**

Percentage of men who used parental leave program

NYK is promoting use of the parental leave program by male employees to foster an organizational culture in which everyone can shine.

Non-consolidated

FY2022 **FY2024**
72.2% ▶ **92.3%**

Implementing Functional Strategies **Safety**

Safety is the Core of an Effective Sustainability Management

Safety Underpins Trust, and without Trust, There Is No Business

The 1997 Diamond Grace accident*1 at Naka-no-Se shoal in Tokyo Bay became a major turning point in the NYK Group's safety efforts. Centered around the Safety and Environmental Management Committee (SEMC), chaired by the president, the Group has been implementing NAV9000*2—a safety quality improvement activity based on the Group's unique safety standards—and is working continuously to raise safety levels across NYK-operated vessels, chartered vessels, shipowners, and ship management companies. Seeking to ensure that all crew members on NYK vessels are fully trained in safety, the Group established the NYK Maritime Education Technical Committee (N-MEC) under SEMC as a body tasked with setting policies on crew member education, training, and development. The NYK Maritime College, an in-house crew member training program, cultivates seafarer talent through high-level education and training. The Group strives to firmly implant a safety culture and develop human resources under the philosophy of "safety underpins trust, and without trust, there is no business," a commitment that continues to uphold the core of the Group's sustainability management.

▶ Latest Safety Initiatives | https://www.nyk.com/english/sustainability/pdf/report_027en.pdf

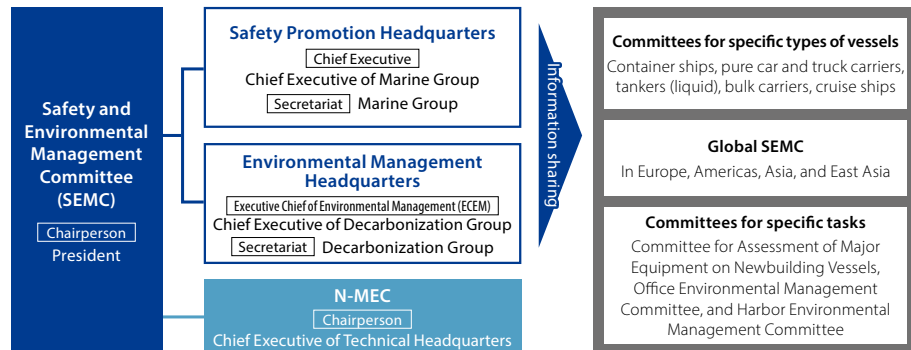
The NYK Group's in-house initiatives

Promotion structure

Safety and Environmental Management Committee (SEMC)

The SEMC is a cross-functional organization chaired by the president that plays the central role in the Group's safety and environmental initiatives. It has subcommittees for specific vessel types, regions, and tasks, and engages in site-specific efforts for controlling risk and make continuous improvements. As part of its commitment towards the elimination of major accidents, it carries out activities such as periodic ship visits, educational/training programs, and crisis-response drills. It also seeks to make continual improvements through a PDCA cycle linked with NAV9000, and supports the promotion and advancement of safety culture in partnership with shipowners and ship management companies.

Safety and Environmental Measures Advancement System



Pursuing Safety through Talent and Culture

Development of highly safety-minded talent

- ▶ Standardized education through NYK Maritime College
- ▶ Rank-based training at seven sites worldwide
- ▶ Provision of learning opportunities through e-learning
- ▶ Standardized program serving crew members of all nationalities
- ▶ Greater emphasis on hands-on training

Cultivating and penetrating of safety culture

- ▶ President-led SEMC
- ▶ Executive officer ship visits and dialogue with crew members
- ▶ Implementation of NAV9000 safety, quality improvement activity
- ▶ Sharing of information with stakeholders on accidents and measures to prevent recurrence
- ▶ Implementation of PDCA cycle to refresh and enhance safety awareness

*1 The crude oil tanker Diamond Grace, operated by NYK, made contact with the west edge of Naka-no-Se shoal in Tokyo Bay, causing approximately 1,550 kiloliters of crude oil to spill into the sea.

*2 A safety, quality improvement activity based on NYK's unique safety standards, established in 1998. The Group strives to develop methods for preventing accidents and enhancing safety and quality, based on assessments of vessel and ship management companies, and through dialogue with its partners—crew members, shipowners, and ship management companies.

Human resources development

Enhancing quality of education: NYK Maritime Education Technical Committee (N-MEC)

N-MEC is a technical committee established to improve the quality of the Group's crew member education programs. It develops educational materials tailored to on-site operational needs and revises curricula to standardize and enhance the quality of the training centers and educational programs run by the Group worldwide. It also works to standardize simulator training and improve instructor competencies, and is building a system through which crew members of diverse nationalities can acquire a common set of skills. These activities not only enhance the technical expertise and safety awareness of crew members, but also contribute to fostering a strong safety culture.

Safety & quality improvement

Evolving the safety strategy: Launch of NAV9000 Plus

NYK plans to launch NAV9000 Plus in fiscal 2026 as an evolution of NAV9000. This new initiative is aimed at enhancing the safety and quality standards by closely following up on improvements that need to be made on ships owned or chartered by the Group, and as well as that of the shipowners and ship management companies. Guided by the ideals of partnership based guidance and co-creation, the Group will pursue dialogue and collaboration with stakeholders to further elevate safety and quality standards.

*NAV9000 Plus Ambassadors: These are NAV9000 Plus promoters who will strive to instill and advance the initiative's and activities both internally and externally. This role is to be fulfilled by members assigned to each business section, and the initiative is premised on the active involvement of every business section.



Four Evolution Focuses of NAV9000 Plus

- 1 Formulation of the NYK Golden Rule**
Codification of "Formalization of Fundamental safety standards"
- 2 Introduction of assessment sheets and visualization**
Visualize assessment results and implement data-driven, company-specific follow-up
- 3 Establishment of NAV9000 Plus Ambassadors* program**
Enhance safety and quality standards through comprehensive follow-up support
- 4 Optimization of approaches based on mode of ship management**
Implement tailored follow-up aligned with each ship management company

Implementing Functional Strategies **DX**

Advancing Transformation with the Power of Digital Solutions **DX** — Digital as a Transformation “Enabler × Accelerator” —

At the NYK Group, digital transformation is both an enabler that supports Group-wide management strategy and an accelerator that speeds up transformation and value creation. These two forces underpin the current Medium-Term Management Plan’s four other strategies (AX, BX, CX, and EX) and are producing concrete results in their respective domains. With IT departments playing a supporting role, these initiatives are driving the transformation of business units with field-led approaches grounded in the field-level (awareness) of challenges and the ability to take action.

The NYK Group’s Definition of DX

Enabler

Power to accomplish

Role: Utilize digital solutions and IT to build a foundation supporting the realization of management strategy and to develop the means of implementation

Accelerator

Power to speed up value creation

Role: Utilize digital solutions and IT to accelerate the execution of management strategy and to drive transformation

Outcome Expected from DX

AX

Ambidextrous management

- Support for safe and efficient ship operation ▶①
- Transformation of new ship design and ship management operations ▶②
- Improvement of customer service and development of customer bases ▶③

BX

Business transformation

- Commercialization of autonomous ships ▶④
- Taking on the challenge of creating new businesses ▶⑤

CX

Talent, organization, group management transformation

- Faster and more sophisticated decision-making
- Enhancement of well-being ▶⑥
- Strengthening of management foundation and governance

EX

Energy transformation

- Development of fleet for decarbonization ▶⑦
- Support for the spread of renewable energy ▶⑧

[Co-Creation Cases ▶ ① P.04 ② P.17 ③ P.13 ④ P.07 ⑤ P.19](https://www.nyk.com/english/sustainability/pdf/concept/esg-story002en.pdf) | <https://www.nyk.com/english/sustainability/pdf/concept/esg-story002en.pdf>

[Yusen Logistics ▶ ③](https://www.yusen-logistics.com/jp_en/digital-solutions/yusen-vantage/yusen-vantage-focus) | https://www.yusen-logistics.com/jp_en/digital-solutions/yusen-vantage/yusen-vantage-focus

[NYK Report 2024 ▶ ④ P.40](https://www.nyk.com/english/ir/library/nyk/_icsFiles/afeldfile/2025/01/27/2024_nykreport_all_en.pdf) | https://www.nyk.com/english/ir/library/nyk/_icsFiles/afeldfile/2025/01/27/2024_nykreport_all_en.pdf

[News Room ▶ ⑥](https://www.nyk.com/english/news/2024/20240614.html) | <https://www.nyk.com/english/news/2024/20240614.html>

DX Strategy Going Forward

The competitive environment for businesses is changing around the world due to rapid technological innovation and labor shortages stemming from population shrinkage in certain nations. The NYK Group considers development of the system foundation for future growth, maximized utilization of generative AI, and the strengthening of security governance to be priority challenges going forward. To address these challenges, the Group will cultivate DX talent, enhance IT infrastructure, and engage in global collaboration. It will also use data that contributes to management decision-making and strengthen the organizational structure for supporting and promoting that data utilization. In so doing, the Group will seek to increase its overall competitiveness.

Cultivation of DX Talent

The Group implements basic training, e-learning, and other talent development programs for improving employees’ digital skills. This has given rise to an organizational structure that enables those in the field to conceive and proactively execute their own DX projects. Moreover, the implementation of skill assessments and programs supporting skill acquisition has promoted learning optimized to each employee’s level of expertise. The Group will further advance DX to facilitate optimized assignment of personnel and to increase the efficiency of human resource development.

Enhancement of IT Infrastructure and Global Collaboration

NYK Group has assigned IT/DX talent to its offices in the U.S., Europe, and Asia. Each base also functions as a Centre of Excellence,* operating in cooperation and collaboration with each other. They also work with IT personnel of globally operating Group companies to create an international system of task allocation in specific domains. Their collaboration with highly skilled overseas professionals is aimed at building up the Group’s overall IT capabilities and competitiveness.

*Center that engages in cross-functional activities.

IT/DX Promotion Offices at Group Companies

Company	Offices
NYK Business Systems	Tokyo London Singapore United States
Yusen Logistics	Tokyo Shanghai Hong Kong Singapore Amsterdam United States

Utilizing Data in Management Decision-Making and Strengthening Organizational Structure for Promoting Data Utilization

In the past, the use of a given dataset was confined to an individual department or operation, but recent years have seen increasing use of the same datasets by multiple departments and external organizations. To address this shift and develop an environment that facilitates swift and accurate management decision-making, NYK has established a committee responsible for identifying challenges across the Company, designing processes, and coordinating with stakeholders. This committee is working to integrate financial and non-financial data and develop an analytical platform that uses generative AI and other advanced technologies. These efforts are intended to advance data and system integration and promote the visualization and sharing of information that contributes to management decision-making. The development of DX leaders and strengthening of the organizational structure for promoting data utilization are aimed at improving decision-making across the Company.

The NYK Group’s Vision for Data Utilization in the Future

