

Positions, Duties and Responsibilities of Directors, Audit & Supervisory Board Members and Corporate Officers

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| Yasumi Kudo | Chairman, Representative Director, Chairman Corporate Officer | |
| Tadaaki Naito | President, Representative Director, President Corporate Officer | Oversees Digitalization Group |
| Hitoshi Nagasawa | Representative Director, Executive Vice-President Corporate Officer | Chairman of Tramp Shipping Strategy Committee Oversees Automotive Transportation Headquarters (Automotive Transportation Headquarters: Car Carrier Group No.1, Car Carrier Group No.2, Auto-Logistics Group and Automotive Quality Control Group) Oversees Dry Bulk Division (Dry Bulk Division: Tramp Co-ordination Group, Dry Bulk Marine Quality Control Group, Iron Ore & Coal Group, Global Mineral Resources Group, Forest Products Group, Steaming Coal Group, Trammer Group and Bulk & Projects Carriers Group) Oversees Energy Division (Energy Division: Tramp Co-ordination Group, Energy Co-ordination Group, Tanker Group, LNG Group, Offshore Business Group, Fuel Group and Green Business Group) |
| Yoshiyuki Yoshida | Director, Senior Managing Corporate Officer | Chief Compliance Officer Chief Executive of General Affairs Headquarters (General Affairs Headquarters: General Affairs Group, Maritime Museum Group, Secretary Group, Human Resources Group, Internal Audit Chamber, Legal & Fair Trade Promotion Group and Governance Group) Special matters assigned by the President regarding Group Management Oversees General Affairs Group, Maritime Museum Group, Secretary Group, Human Resources Group, Internal Audit Chamber and Legal & Fair Trade Promotion Group and Governance Group |
| Eiichi Takahashi | Director, Senior Managing Corporate Officer | Chief Financial Officer Chief Executive of Management Planning Headquarters (Management Planning Headquarters: Corporate Communication Group, IR Group, Research Group, Government and Industrial Affairs Group, Corporate Planning Group, Group Management Promotion Group, Accounting Group, Finance Group and Cruise Enterprise Group) Oversees Corporate Communication Group, IR Group, Corporate Planning Group, Group Management Promotion Group, Accounting Group, Finance Group and Cruise Enterprise Group In charge of Research Group and Government and Industrial Affairs Group |
| Koichi Chikaraishi | Director | |
| Yukio Okamoto | Chief Outside Director (Part-time) | Independent Director |
| Yoshihiro Katayama | Outside Director (Part-time) | Independent Director |
| Hiroko Kuniya | Outside Director (Part-time) | Independent Director |
| Hidetoshi Maruyama | Senior Managing Corporate Officer | Chairman of Group IT Strategy Committee, Chief Information Officer Chief Executive of Technical Headquarters (Technical Headquarters: Marine Group, Technical Group, Environment Group, Digitalization Group, Technical HQ Management Group and Information Planning Group) Executive Chief of Environmental Management, Chairman of Technology Strategy Committee Special matters assigned by the President regarding Domestic Harbour Oversees Marine Group and Technical Group Assists the Officer who oversees Digitalization Group In charge of Environment Group, Technical HQ Management Group and Information Planning Group |
| Hiroki Harada | Senior Managing Corporate Officer | Deputy Chief Information Officer Chief Executive of Global Logistic Services Headquarters (Global Logistic Services Headquarters: Logistics & Container Trade Coordination Group, Harbour Group and Air Freighter Business Group) Oversee Logistics & Container Trade Coordination Group and Harbour Group In charge of Logistics & Container Trade Coordination Group, Air Freighter Business Group, Yokohama Branch, Kansai Branch and Latin America Region |
| Hitoshi Oshika | Managing Corporate Officer | President and Chief Executive Officer of NIPPON CARGO AIRLINES CO., LTD. |
| Tomoyuki Koyama | Managing Corporate Officer | Assists the Officer who oversees Marine Group In charge of Human Resources Group (matters related to personnel affairs and operation of seafarers) |
| Akira Kono | Managing Corporate Officer | Chief Executive of Energy Division Oversees Tramp Co-ordination Group (matters related to the Energy Division), Energy Co-ordination Group, Tanker Group and Fuel Group In charge of LNG Group, Offshore Business Group, Green Business Group and Middle-East Region |
| Takaya Soga | Managing Corporate Officer | Chief Executive of Automotive Transportation Headquarters (Automotive Transportation Headquarters: Car Carrier Group No.1, Car Carrier Group No.2, Auto-Logistics Group and Automotive Quality Control Group) Oversees Car Carrier Group No.1, Car Carrier Group No.2, Auto-Logistics Group and Automotive Quality Control Group In charge of Nagoya Branch, Russia Region and Africa Region |
| Koichi Uragami | Managing Corporate Officer | Chief Executive of Dry Bulk Division Oversees Tramp Co-ordination Group, Dry Bulk Marine Quality Control Group, Iron Ore & Coal Group, Forest Products Group, Steaming Coal Group, Trammer Group and Bulk & Projects Carriers Group) In charge of Global Mineral Resources Group, Kyushu Branch and India Region |
| Shohei Yamamoto | Managing Corporate Officer | In charge of Corporate Communication Group, IR Group, Accounting Group, Finance Group and Cruise Enterprise Group |
| Svein Steimler | Corporate Officer | President and CEO of NYK GROUP EUROPE LTD. |
| Yutaka Higurashi | Corporate Officer | Deputy Chief Compliance Officer In charge of General Affairs Group, Maritime Museum Group, Secretary Group, Internal Audit Chamber, Legal & Fair Trade Promotion Group and Governance Group |
| Nobuhiro Kashima | Corporate Officer | In charge of Tramp Co-ordination Group, Dry Bulk Marine Quality Control Group and Panamax Group Assists the Officer who is in charge of Green Business Group |
| Toru Kamiyama | Corporate Officer | Representative Director, Senior Managing Executive Officer of YUSEN LOGISTICS CO, LTD. |
| Hemant Pathania | Corporate Officer | Managing Director and COO of NYK SHIPMANAGEMENT PTE. LTD. |
| Masashi Suda | Corporate Officer | In charge of Trammer Group and Bulk & Projects Carriers Group |
| Shinya Hitomi | Corporate Officer | In charge of Energy Co-ordination Group, Tanker Group and Fuel Group |
| Taizo Yoshida | Corporate Officer | In charge of Technical Group General Manager of Technical Group |
| Akihiro Yoshida | Corporate Officer | In charge of Iron Ore & Coal Group and Forest Products Group |
| Kotaro Seki | Corporate Officer | In charge of Car Carrier Group No.1, Car Carrier Group No.2, Auto-Logistics Group and Automotive Quality Control Group |
| Lee Check Poh | Corporate Officer | Executive Chairman of TASC0 BERHAD |
| Muneaki Saitoh | Corporate Officer | In charge of Logistics & Container Trade Coordination Group (matters related to Logistics business) and Harbour Group General Manager of Harbour Group |
| Kazumasa Okazaki | Corporate Officer | In charge of Marine Group |
| Hideki Suzuki | Corporate Officer | In charge of Digitalization Group General Manager of Digitalization Group |
| Hiroshi Kubota | Corporate Officer | In charge of Corporate Planning Group and Group Management Promotion Group General Manager of Corporate Planning Group |
| Shinji Umehara | Corporate Officer | In charge of Human Resources Group General Manager of Human Resources Group |
| Yoko Wasaki | Audit & Supervisory Board Member (Full-time) | |
| Hiroshi Hiramatsu | Audit & Supervisory Board Member (Full-time) | |
| Toshio Mita | Outside Audit & Supervisory Board Member (Part-time), Independent Auditor | |
| Hirohide Yamaguchi | Outside Audit & Supervisory Board Member (Part-time), Independent Auditor | |