

## Positions, Duties and Responsibilities of Directors, Audit &amp; Supervisory Board Members and Executive Officers

Tadaaki Naito	Chairman, Director, Chairman and Executive Officer	
Hitoshi Nagasawa	President, Representative Director, President and Chief Executive Officer	Executive Chief of ESG Management
Eiichi Takahashi	Representative Director, Senior Managing Executive Officer	Chief Financial Officer Chief Executive of Management Planning Headquarters (Management Planning Headquarters: Corporate Communication Group, IR Group, Research Group, Corporate Planning Group, Group Management Promotion Group, Real Estate Development Group, Accounting Group, Finance Group and Cruise Enterprise Group) Oversees Corporate Communication Group, IR Group, Corporate Planning Group, Group Management Promotion Group, Real Estate Development Group, Accounting Group, Finance Group and Cruise Enterprise Group In charge of Research Group
Hiroki Harada	Director, Senior Managing Executive Officer	Chief Executive of Global Logistic Services Headquarters (Global Logistic Services Headquarters: Logistics & Container Trade Coordination Group, Harbour Group and Air Freighter Business Group) Oversees 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
Yutaka Higurashi	Director, Managing Executive Officer	Chief Compliance Officer Chief Executive of General Affairs Headquarters (General Affairs Headquarters: General Affairs Group, Maritime Museum Group, Secretary Group, Government and Industrial Affairs Group, Human Resources Group, Internal Audit Chamber, Legal & Fair Trade Promotion Group and Governance Group) Oversees General Affairs Group, Secretary Group, Government and Industrial Affairs Group, Human Resources Group, Internal Audit Chamber, Legal & Fair Trade Promotion Group and Governance Group In charge of Maritime Museum Group
Yoshihiro Katayama	Chief Outside Director (Part-time)	Independent Director
Hiroko Kuniya	Outside Director (Part-time)	Independent Director
Eiichi Tanabe	Outside Director (Part-time)	Independent Director
Tomoyuki Koyama	Senior Managing Executive Officer	Chief Safety Officer (Marine), Chief Information Officer, Chairman of Group IT Strategy Committee 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 Oversees Marine Group, Technical Group and Digitalization Group Assists the Officer who oversees Human Resources Group (matters related to personnel affairs and operation of seafarers) In charge of Environment Group, Technical HQ Management Group and Information Planning Group
Akira Kono	Senior Managing Executive Officer	Chairman of Tramp Shipping Strategy Committee Chief Executive of Energy Division (Energy Division: Tramp Co-ordination Group (matters related to the Energy Division), Energy Co-ordination Group, Tanker Group, LNG Group, Offshore Business Group, Fuel Group and Green Business Group) Oversees Tramp Co-ordination Group (matters related to the Energy Division) and LNG Group In charge of Energy Co-ordination Group, Tanker Group, Offshore Business Group, Fuel Group, Green Business Group and Middle-East Region
Takaya Soga	Managing Executive 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 Executive Officer	Chief Executive of 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, Trumper Group and Bulk & Projects Carriers Group) Oversees Tramp Co-ordination Group, Dry Bulk Marine Quality Control Group, Iron Ore & Coal Group, Global Mineral Resources Group, Forest Products Group, Steaming Coal Group, Trumper Group and Bulk & Projects Carriers Group In charge of Kyushu Branch and India Region
Shohei Yamamoto	Managing Executive Officer	In charge of Real Estate Development Group and Cruise Enterprise Group General Manager of Real Estate Development Group
Svein Steimler	Managing Executive Officer	President and CEO of NYK GROUP EUROPE LTD.
Nobuhiro Kashima	Executive Officer	In charge of Iron Ore & Coal Group, Global Mineral Resources Group and Steaming Coal Group Assists the Officer who is in charge of Green Business Group
Toru Kamiyama	Executive Officer	President and Representative Director of YUSEN LOGISTICS CO, LTD.
Masashi Suda	Executive Officer	In charge of Trumper Group and Bulk & Projects Carriers Group
Taizo Yoshida	Executive Officer	In charge of Technical Group General Manager of Technical Group
Kotaro Seki	Executive Officer	In charge of Car Carrier Group No.1, Car Carrier Group No.2, Auto-Logistics Group and Automotive Quality Control Group
Muneaki Saitoh	Executive Officer	In charge of Logistics & Container Trade Coordination Group (matters related to Logistics business) and Harbour Group General Manager of Harbour Group
Kazumasa Okazaki	Executive Officer	In charge of Marine Group
Hideki Suzuki	Executive Officer	Deputy Chief Information Officer In charge of Digitalization Group General Manager of Digitalization Group
Hiroshi Kubota	Executive Officer	In charge of Corporate Planning Group and Group Management Promotion Group General Manager of Group Management Promotion Group
Shinji Umehara	Executive Officer	In charge of General Affairs Group, Secretary Group, Government and Industrial Affairs Group and Human Resources Group
Yuko Tsutsui	Executive Officer	Deputy Chief Compliance Officer In charge of Internal Audit Chamber, Legal & Fair Trade Promotion Group, Governance Group and ESG Management Promotion Group General Manager of Governance Group and ESG Management Promotion Group
Toru Maruyama	Executive Officer	In charge of Corporate Communication Group, IR Group, Accounting Group and Finance Group
Hiroaki Nishiyama	Executive Officer	In charge of Tramp Co-ordination Group, Dry Bulk Marine Quality Control Group and Forest Products Group
Hisaya Higuchi	Executive Officer	Chairman and CEO of NYK SHIPMANAGEMENT PTE LTD
Hironobu Watanabe	Executive Officer	In charge of LNG Group Assists the officer who is in charge of Offshore Business Group General Manager of LNG Group
Patrick Brennan Jr.	Executive Officer	CEO of NYK GROUP AMERICAS INC. , Director of NYK BULKSHIP (ATLANTIC) N.V.
Hiroshi Hiramatsu	Audit & Supervisory Board Member (Full-time)	
Noriko Miyamoto	Audit & Supervisory Board Member (Full-time)	
Hiroshi Nakaso	Outside Audit & Supervisory Board Member (Part-time), Independent Auditor	
Satoko Kuwabara	Outside Audit & Supervisory Board Member (Part-time), Independent Auditor	