[Appendix]

Positions, Duties and Responsibilities of Directors, Audit & Supervisory Committee Members and Executive Officers (As of April 1, 2024)

Hitoshi Nagasawa	Chairman,		
	Director		
Takaya Soga	President,	Group Chief Executive Officer (GCEO)	
	Representative Director,		
	President and Chief Executive Officer		
Akira Kono	Representative Director,	Chief Financial Officer (CFO), Chairman of Tramp Shipping Strategy Committee	
	Executive Vice-President Executive Officer	Chief Executive of Management Planning Headquarters, Chief Executive of ESG Strategy Headquarters	
		Oversees Corporate Communication Group, IR Group, Corporate Planning Group, Group Managemen	
		Promotion Group, Real Estate Development Group, Accounting Group, Finance Group, Cruise Enterpris	
		Group, ESG Management Group and Decarbonization Group	
		In charge of Research Group	
Yutaka Higurashi	Director,	Chief Compliance Officer (CCO),	
	Senior Managing Executive Officer	Chief Executive of General Affairs Headquarters	
		Oversees General Affairs Group, Maritime Museum Group, Secretary and External Affairs Group, Human	
		Resources Group, Internal Audit Chamber and Legal & Fair Trade Promotion Group	
Eiichi Tanabe	Chief Outside Director (Part-time), Independent Director		
Hiroko Kuniya	Outside Director (Part-time), Independent Director		
Nobukatsu Kanehara	Outside Director (Part-time), Independent Director		
Eiichi Takahashi	Director,		
	Audit & Supervisory Committee Member (Full-time)		
Keiko Kosugi	Director,		
	Audit & Supervisory Committee Member (Full-time)		
Hiroshi Nakaso	Outside Director,		
	Audit & Supervisory Committee Member (Part-time)		
	Independent Director		
Satoko Kuwabara	Outside Director,		
	Audit & Supervisory Committee Member (Part-time)	,	
	Independent Director		
Tatsumi Yamada	Outside Director,		
	Audit & Supervisory Committee Member (Part-time)	,	
	Independent Director		
Nobuhiro Kashima	Senior Managing Executive Officer	Chairman of Group IT Strategy Committee	
		Chief Executive of Technical Headquarters (Chairman of Technology Strategy Committee) Oversees Marine Group, Technical Group, Technical HQ Management Group, DX Promotion Group and	
		Ship Business Group	
		In charge of Innovation Promotion Group	
Yutaka Ikeda	Managing Executive Officer	Chief Executive of Automotive Business Headquarters	
		Oversees Car Carrier Group, Automotive Business Management Group, Auto Logistics Group and	
		Automotive Quality Control Group	
		In charge of Nagoya Branch, Russia Region and Africa Region	
Hiroaki Nishiyama	Managing Executive Officer	Chief Executive of Dry Bulk Division	
		Oversees Dry Bulk & Energy Business Co-ordination Group, Dry Bulk Marine Quality Control Group, Iror	
		Ore & Coal Group, Global Mineral Resources Group, Tramper Group, Bulk & Projects Carriers Group and	
		Dry Bulk Operation Group	
		In charge of Forest Products Group and India Region	
Hisaya Higuchi	Managing Executive Officer	Chief Safety Officer (Marine) (CSO (Marine))	
		Deputy Chief Executive of Technical Headquarters	
		In charge of Marine Group	
		Assists the Officer who is in charge of Human Resources Group (matters related to personnel affairs and	

		rissists the Officer who is in charge of Human Resources Group (matters related to personnel analys and
		operation of seafarers)
Hironobu Watanabe	Managing Executive Officer	Chief Executive of Energy Division
		Oversees Tanker Group, LNG Group, Offshore Business Group, Fuel Group, Green Business Group, Fuel
		Solution Group and Next Generation Fuel Business Group
		In charge of Energy Co-ordination Group, Hokkaido Branch, Akita Branch, Kyushu Branch and Middle-
		East Region
Takuji Banno	Managing Executive Officer	Chief Executive of Liner & Logistics Headquarters
		Oversees Liner Group, Logistics Group and Harbour Group
		In charge of Air Freighter Business Group, Yokohama Branch, Kansai Branch and Latin America Region
Yasunobu Suzuki	Managing Executive Officer	Chief Human Resources Officer (CHRO)
		Deputy Chief Executive of General Affairs Headquarters
		In charge of General Affairs Group, Maritime Museum Group, Secretary and External Affairs Group and
		Human Resources Group
Yuko Tsutsui	Executive Officer	Chairperson of ESG Strategy Committee, Executive Chief of Environmental Management (ECEM)
		Deputy Chief Executive of ESG Strategy Headquarters
		In charge of ESG Management Group and Decarbonization Group

Patrick Brennan Jr.	Executive Officer	NYK GROUP AMERICAS INC. CEO, NYK BULKSHIP (ATLANTIC) N.V. Director
Kenichiro Sutoh	Executive Officer	Deputy Chief Compliance Officer (Deputy CCO) In charge of Internal Audit Chamber, Legal & Fair Trade Promotion Group and Group Management
		Promotion Group
Toshi Nakamura	Executive Officer	In charge of Technical HQ Management Group and Ship Business Group
Hiroaki Ohashi	Executive Officer	NYK SHIPMANAGEMENT PTE LTD Chairman and CEO
Shinichi Yanagisawa	Executive Officer	In charge of Dry Bulk & Energy Business Co-ordination Group, Dry Bulk Marine Quality Control Group,
		Tramper Group, Bulk & Project Carriers Group and Dry Bulk Operation Group
Shogo Terajima	Executive Officer	In charge of Liner Group, Logistics Group and Harbour Group
		General Manager of Liner Group
Mie Sugano	Executive Officer	In charge of Car Carrier Group, Automotive Business Management Group, Auto Logistics Group and
		Automotive Quality Control Group
Yasuyuki Takahashi	Executive Officer	Group Chief Information Officer (GCIO), Chief Information Officer (CIO), Vice-Chairman of Group
		IT Strategy Committee
		In charge of DX Promotion Group
Takashi Yamamoto	Executive Officer	In charge of Corporate Communication Group, IR Group, Accounting Group and Finance Group
Katsuhiko Haruna	Executive Officer	NYK CRUISES CO., LTD. Senior Managing Executive Officer
Tsutomu Yokoyama	Executive Officer	In charge of Offshore Business Group and Green Business Group
		Assists the Officer who is in charge of Next Generation Fuel Business Group
		General Manager of Green Business Group
Tomotaka Aso	Executive Officer	Deputy Chief Executive of Management Planning Headquarters
		Assists the Officer who oversees Corporate Communication Group, IR Group, Group Management
		Promotion Group, Accounting Group and Finance Group
		In charge of Corporate Planning Group, Real Estate Development Group and Cruise Enterprise Group
Yasuyuki Inami	Executive Officer	In charge of LNG Group
		General Manager of LNG Group
Takeshi Kondo	Executive Officer	Chief Sales Officer (CSO), Director, Executive Officer of YUSEN LOGISTICS CO., LTD.
Nobuaki Sumida	Executive Officer	In charge of Iron Ore & Coal Group and Global Mineral Resources Group
		General Manger of Iron Ore & Coal Group and Global Mineral Resources Group
Atsuhiko Kurosawa	Executive Officer	In charge of Fuel Solution Group and Next Generation Fuel Business Group
		General Manager of Fuel Solution Group
Ryutaro Okuzawa	Executive Officer	In charge of Tanker Group and Fuel Group
		General Manager of Tanker Group
Hiroyuki Noma	Executive Officer	South Asia Region Head
		NYK GROUP SOUTH ASIA PTE. LTD. Managing Director
Yasushi Yamamoto	Executive Officer	In charge of Technical Group
0 1 1 1 1		General Manager of Technical Group
Carl-Johan Hagman	Executive Officer	NYK GROUP EUROPE LTD. President and CEO