

## Human Resources

Human Resources  
– For Individuals and Organization to Grow Together

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- CX 2030 vision
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- Talent Management
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### Governance

#### Policy

The NYK Group has pursued new competitive advantages by taking on ambitious initiatives and realizing creative solutions throughout its history of 140 years. The DNA of “challenge and innovation” was clearly stated in the Group Values “integrity, innovation, and intensity (3I’s)” formulated in 2007 (now redefined as Values), and is shared by all employees of the Group as a common value to realize the Group Mission.

The Group Mission “Bringing value to life,” is based on the ideas of Yataro Iwasaki, the founder of the Mitsubishi Group, and clearly states the Group’s purpose and reason for existence: to “bring people around the world a better quality of life through the transportation of goods and values.” This Mission has been passed down through the Group DNA to the present day.

The employees of the NYK Group and the seafarers who work on its ships cooperate with each other to conduct business on a global scale. To realize the Medium-term Management Plan “Sail Green, Drive Transformations 2026 - A Passion for Planetary Wellbeing -” (the key strategy), which is based on Advancing the core business and growing new business, the Group has formulated a new Human Resources strategy (CX Story\*) as a supporting strategy. Based on this strategy, the Group will encourage all Group employees to bring forth their best to take on challenges, and realize the medium-term management plan.

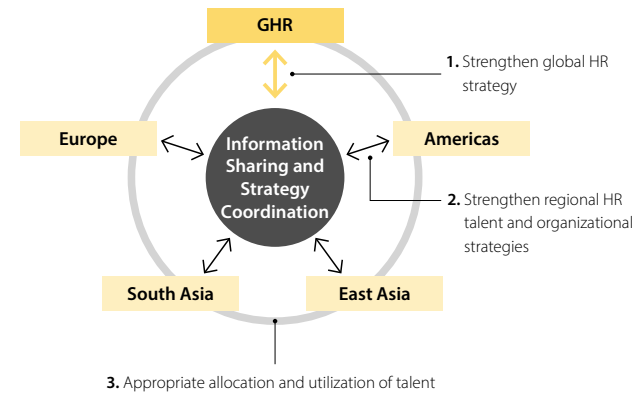
In its long-term vision for CX, the Group aims to transform from “A Japanese company operating globally” (Where the organization operates globally, but key decisions are made in Japan) to “A global company headquartered in Japan” (Where the headquarter is located in Japan, but the organization involves employees with diverse backgrounds in decision-making).

\*CX Story: A detailed description of the CX in the Medium-Term Management Plan

### Organization

The NYK Group is building and strengthening its Global HR\*<sup>1</sup> and Regional HR\*<sup>2</sup> structures and networks in each region as a prerequisite for implementing various measures to realize its ideal organizational image.

#### ■ Strengthen the Global HR (GHR) Function



\*1 Global HR (Global Human Resources): Human resources organization with a perspective on the entire Group’s global operations

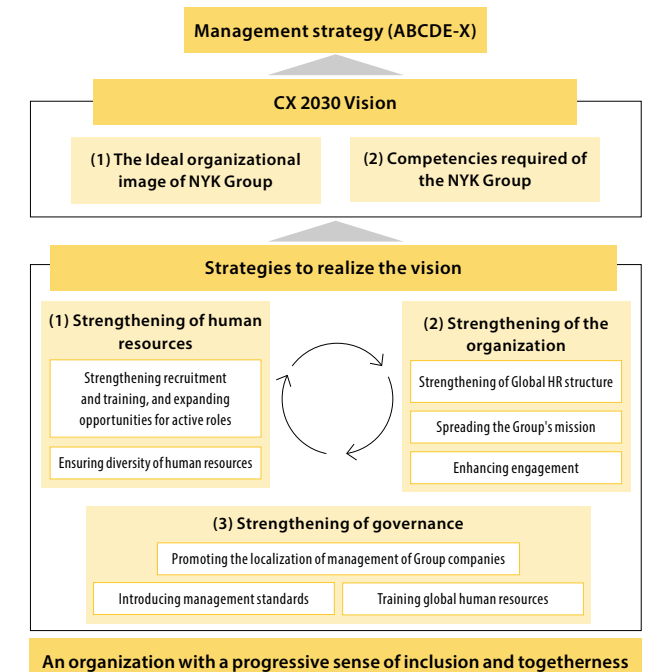
\*2 Regional HR (Regional Human Resources Representative): Regional human resources manager at each regional headquarters

### Strategies and Risk Management

#### CX 2030 Vision

In pursuit of our long-term vision, the NYK Group has defined the “CX 2030 Vision” as the “ideal organizational image of the NYK Group” looking ahead to 2030, the target year of the Medium-term Management Plan, along with the “competencies required of the NYK Group” to realize this vision.

#### ■ CX Story Overview



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### • The ideal organizational image of the NYK Group

The ideal organizational image of the NYK Group is “an organization that encourage all Group colleagues to bring forth their best to take on challenges.”

### Overview of CX Strategy

To realize the CX 2030 Vision, the NYK Group will continue Talent Management, Organization Development, and Enhancement of governance which will serve as the foundation for the effective circulation of these two wheels.

#### Talent Development

- Enhance recruitment and development, and promote cross-domain assignment
- Promote D&I

#### Organization Development

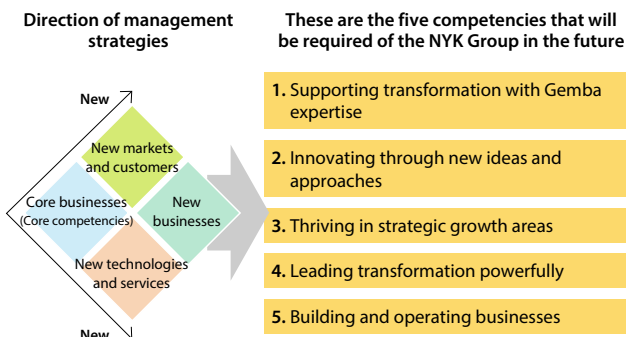
- Strengthen the global HR function
- Advance understanding of the Group's mission
- Improve employee engagement

#### Enhancement of governance

- Promote localization of group company management
- Implement management standards

### • Competencies required of the NYK Group

To achieve the Medium-Term Management Plan, which is based on both strengthening its core businesses and developing new businesses, the NYK Group has newly defined the following five competencies that are required of Group employees, and the Group will continue to nurture them.



### Initiatives

#### Talent Management

### • Policies to ensure diversity of human resources

The NYK Group will promote the following specific measures to ensure diversity of human resources.

1. In Fiscal 2024, we established the "D&I Promise" to express the NYK Group's commitment to D&I. This serves as a code of conduct for promoting Diversity and Inclusion throughout the Group.
2. To advance the active participation of women across the Group, we aim to increase the ratio of female employees and female managers, thereby diversifying decision-making processes. As part

of our top-level commitment, we are broadening opportunities for women and incorporating more diverse perspectives into management decisions. We also launched a program to help expand the pipeline by offering opportunities for women to gain decision-making experience at the executive level.

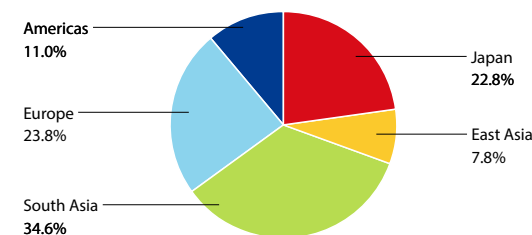
3. We are promoting a project to support “the success of Navigation officers and engineers,” who are the source of our competitive strength, to create a company where they can work with pride and passion over the long term.
4. We are enhancing global talent exchange, within the NYK Group, to foster workforce diversity within the organization.

### • Promotion of cross-border activities

➢ Achieving a Workplace where diverse employees can play an active role

The NYK Group continuously strives to create a work environment where employees with diverse backgrounds can play an active role in the global field. The Group has also incorporated content related to the promotion of Diversity & Inclusion in its e-learning program designed for all Group employees to ensure thorough understanding of the topic.

#### ■ Ratio of NYK Group Employees by Region (Consolidated)



(As of the end of March 2025)

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#### > Diversification of Seafarers

In order for the Group to implement a broad range of business globally, the Group must secure and develop talented seafarer resources. In the Group, the seafaring workforce is a multinational mix. Less than 10 percent of the seafarers working on the Group's operating vessels are Japanese. In 2007, aiming to create a foundation for training seafarers for senior positions from the basic level up, NYK opened the NYK-TDG Maritime Academy (NTMA)\*<sup>1</sup> in the Philippines. Graduates of NTMA and students from various partner merchant marine academies in India, Eastern Europe, and Asian nations receive onboard training on NYK cadet training ships\*<sup>2</sup>. After obtaining their seafaring licenses, the new seafarers then begin their careers on board NYK's operating vessels, and in recent years have expanded their range as navigation officers and engineers at office locations as well.

\*1 NTMA: NYK-TDG Maritime Academy

\*2 Cadet training ship: Vessels with educational facilities (cadet quarters for 20 cadets, classrooms, instructor's quarters, etc.) added to a regular merchant vessel

#### > Increased number of captains and chief engineers from various countries

The Group is committed to training quality seafarers and contributing to job creation in each country where it operates. As a result of its efforts to foster quality seafarers regardless of nationality and to facilitate appointment of outstanding seafarers to executive positions on high-risk vessels\*, the Group now has captains and chief engineers of Philippine, Indonesian, and Nigerian nationality.

\*High-risk vessels: Types of vessels, such as tankers and LNG ships, that transport hazardous materials

#### > Promotion of cross-border assignments

To encourage talent to thrive across companies and regions, the Group is promoting cross-border assignments, which involve the dispatch and placement of personnel internationally. In fiscal 2024, the Group established a Global Mobility Policy as the foundation for these efforts.

#### > Global NYK Group Week

Since 2002, The NYK Group has been holding "Global NYK Group Week," an annual Global training program at NYK Tokyo head office for managers selected from the Group companies around the world.

The purpose of this training is to build a human network that transcends the boundaries of countries, companies, and divisions, to reaffirm the mission, vision, and values of the NYK Group, and to raise awareness of commitment and loyalty in business management through direct dialogue with the NYK President and top management members.

#### Results held in FY2024

Global NYK Group Week 2024 was held from December 2 to 7, with 16 participants selected from group companies. Attendees participated in leadership training and workshops on innovation methods. In addition, a group discussion was held with top management members, including the president, on the theme of the Mid-term Management Plan. Furthermore, through activities such as visiting a shipyard, paying respects at Kotohira Shrine, and touring the birthplace of Yataro Iwasaki, participants deepened their understanding of the company's corporate philosophy.



#### ● Expansion of opportunities beyond gender

##### > Creating an environment where everyone can play an active role

NYK's Human Resources group has established the HR Design/ Diversity & Inclusion Team that is taking a range of measures to contribute to the workforce to promote the establishment of environments and the cultivation of workplace atmospheres to encourage all 35,000 Group employees to bring forth their best to take on challenges.

The NYK Group as a whole has established the "D&I Promise" for fiscal 2024 as its commitment to promoting Diversity & Inclusion throughout the Group. NYK has been working to create a system and environment in which each colleague can play an active role regardless of their gender, such as by abolishing the company's job classification by, unifying everyone into one human resources system in 2001 and introducing spousal transfer leave program.

In October 2020, NYK partially revised its human resource system so that employees who take career breaks due to childbirth, childcare, family care, or poor health receive fair evaluations upon returning to work and, as a consequence, do not suffer any disadvantage from employment gaps.

NYK has also have a range of other systems that surpass legal requirements, such as systems for childcare/nursing care leave, flextime, short-time work, and remote work, which allow employees with various circumstances to balance their work and life. Furthermore, the company has been holding the Iku-boss seminar since 2016 and the Unconscious bias seminar since 2022 to raise awareness among managers who have subordinates working with time-constrained responsibilities such as childcare or nursing care.

In 2024, with the aim of incorporating more diverse perspectives into its decision-making processes, the NYK Group made a top commitment to actively promote gender diversity that contributes to its future growth. The Group will further advance these initiatives. In the action plan based on the "Act on Advancement of Measures

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To Support Raising Next-Generation Children” (planning period: April 1, 2021 to March 31, 2026), NYK has created an action plan to provide career support and work-life balance support to employees regardless of their gender.

[Link](https://www.nyk.com/english/sustainability/pdf/social013en.pdf) For more information, click the link below.  
<https://www.nyk.com/english/sustainability/pdf/social013en.pdf>

### > Balancing childcare and work

By explaining the childcare leave system, conducting pre- and post-leave interviews, conducting interviews prior to reinstatement, and holding pre-reinstatement roundtable discussions, NYK aims to create an environment in which employees can return to work with a high level of motivation, eliminating any concerns they may have, and maintaining an almost 100% return rate for both men and women following childcare leave. In addition, creating a workplace environment where employees can easily take leave is an urgent issue not only for those taking leave, but also for reducing the burden on their colleagues who support them. To confirm employees’ intentions regarding taking leave, facilitate early sharing of information, and encourage each workplace to review and streamline operations when leave is taken, the company has introduced a communication sheet. Furthermore, after their reinstatement, NYK provides a forum where employees can consult with a confidant about day-to-day concerns and receive advice on balancing work and childcare through its in-house mentor system. Besides this, NYK is also working to provide opportunities for outside training and cross-industry exchanges to promote personal growth in cases where an employee lacks experience due to their absence from work or where it is difficult to maintain motivation for their career due to balancing work and childcare.

NYK has also introduced a unique paternity leave system (for male employees), which provides 14 days of paid leave including weekends

and national holidays, subsidies for the use of babysitters, contracts with company-led nursery schools, etc., and hold Iku-papa seminars to foster awareness and workplace culture that balancing childcare/ housework and work is not limited to a particular gender. NYK believes that by establishing an in-house consultation service to provide support for work-life balance and strengthening soft support, employees can be further encouraged to take an active role in their careers.

### > Number and percentage of employees taking childcare leave

NYK is focusing on the number of employees who have taken childcare leave, the rate at which they take childcare leave, and the retention rate after returning to work as one of the indicators to measure the progress of the current action plan (Second Action Plan) based on the Act of Promotion of Women’s Participation and Advancement in the Workplace. The retention rate after childcare leave has remained at 100% regardless of gender.

[Link](https://www.nyk.com/english/sustainability/pdf/social014en.pdf) For more information, click the link below.  
<https://www.nyk.com/english/sustainability/pdf/social014en.pdf>

### ■ Changes in the number of men/women taking childcare leave and system utilization rate (NYK Headquarters)

	Unit	FY2022	FY2023	FY2024
Number of male employees who used parental leave program	People	52	50	60
Number of female employees who used maternal leave program	People	12	7	16
System utilization rate (male employees)	%	72.2	73.5	92.3
System utilization rate (female employees)	%	100.0	100.0	100.0

### > Ratio of women managers

Looking at past hiring trends and the current situation in which the percentage of women employees is declining due to industry characteristics, NYK recognizes that achieving its stated goals will not be easy. However, the company will make its policy clear and work on various measures to get as close as possible to the realization of its goals.

As a non-financial indicator KPI, NYK has set a target to increase the ratio of women managers to 30% by 2030. To achieve this goal, NYK has formulated an action plan in accordance with the “Act of Promotion of Women’s Participation and Advancement in the Workplace.” To achieve Diversity & Inclusion, the current action plan (period of second action plan: April 1, 2021 to March 31, 2026) focuses on creating an environment and promoting a workplace culture in which diverse human resources can play an active role.

NYK is also advocating for and cultivating human resources that can lead business development in Japan and overseas regardless of their gender. As a part of these efforts, the company will continue to implement the measures formulated in the First Action Plan to increase the number of women working abroad. Work experience abroad is an important element of employee career advancement, and when implemented in conjunction with the measures of the Second Action Plan, stimulates self-growth. NYK expects overseas work experience to be a valuable attribute to employees who serve as managers in the future.

The percentage of women managers (stand-alone, land-based positions [excluding navigation officers and engineers]) has remained above 10% since fiscal 2013, and reached 13.9% as of March 31, 2025.

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■ Ratio of women managers (NYK Headquarters, land-based positions [excluding navigation officers and engineers])

	Unit	FY2022	FY2023	FY2024
Ratio of women managers	%	13.7	13.6	13.9

### > Dispatching of Female Employees to External Training

NYK believes that developing female leaders is essential to achieving its goal of 30% female managers by fiscal 2030. Accordingly, the company actively sends female employees to various external training programs. In fiscal 2024, women accounted for 57.1% of all employees dispatched to external training programs.

■ Dispatching of female employees to external training (ratio of women)

	Unit	FY2022	FY2023	FY2024
Dispatching of female employees to external training (ratio of women)	%	63.6	52.4	57.1

### > Mid-career Hiring of Women

NYK is actively promoting the mid-career recruitment of women, aiming to achieve a ratio of approximately 50% female representation among all mid-career hires. In fiscal 2024, women accounted for 27.2% of mid-career hires.

■ Mid-career hiring of women (ratio of women)

	Unit	FY2022	FY2023	FY2024
Mid-career hiring of women (ratio of women)	%	19.3	22.2	26.1

### > Women Seafarers

In 2004, NYK became the first of the major Japanese companies that offer overseas shipping services to accept female officers. Since then, their numbers have continued to rise, and the company had 26 female officers as of March 31, 2025. Their participation in the workplace—on board vessels and in the office—is advancing. On April 2017, a deck officer named Tomoko Konishi became the first woman in NYK's history to be promoted to the rank of captain.

### > LGBT/SOGI\*

Every year, NYK invites external speakers to conduct “Diversity & Inclusion Training” for new employees with awareness of the LGBT community as one of the themes. Fiscal 2023, the company conducted LGBT awareness training for executives in charge of human resources, and human resources personnel. Through face-to-face talks, lectures on fundamental LGBT/SOGI issues, and group work, each employee can gain new awareness and recognize the importance of diversity and inclusion.

In addition, the NYK Group promotes understanding of LGBT/SOGI through e-learning. The Group also provides an LGBT consultation service, conduct anonymous surveys, and invite LGBT experts to talk to employees. These initiatives aim to foster a greater understanding and acceptance of LGBT within its organizations.

\*SOGI (Sexual Orientation and Gender Identity)



Training being conducted by JobRainbow



Virtual reality experience

In April 2024, the company's executive officer joined “Pride1000,” an ally\* network of work with Pride business executives, as an endorser. Pride1000 aims to broaden the circle of allies among business executives and to send a positive message to society.

\*Message from NYK Executive Officer



Message from Our Executive Officer



\*Tokyo Rainbow Pride 2024\* Parade



Aiming to further promote Diversity & Inclusion, since Fiscal 2023 the company has been endorsing the “Rainbow Communication Badge (RCB) Project” organized by JobRainbow Inc.

The RCB Project aims for an inclusive society without discrimination or prejudice. By wearing the Rainbow badge, NYK can create a reassuring environment for customers, business partners, and employees.





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#### ● Strengthening recruitment and training

To achieve ambidextrous management, it is necessary to create value beyond the conventional framework. Accordingly, NYK is making a major shift from homogenous human resource development to the development of “business leaders” who possess their own distinctive job performance skills. This will strengthen human resources and accelerate corporate growth. Specific policies are as follows.

1. Promote cross-domain assignments and support career development through assignments and participation in projects that cross work areas, countries, and regions
2. Expand internal job postings within the Group and encourage participation to promote career development
3. Prepare leaders of the next generation to take on Group management responsibilities strategically
4. Promote localization of Group company management and decisionmaking with diverse perspectives by appointing local employees

#### Recruitment

##### > New-graduate and mid-career hires

NYK has been actively recruiting not only new graduates but also mid-career hires with diverse backgrounds for such things as personnel assignments in strategic areas and to strengthen corporate functions.

##### > Reemployment Program

In April 2006, NYK began operating the NCC (NYK Career Club) system. The NCC is a program created in response to the Law Concerning Stabilization of Employment of Older Persons and provides reemployment up to age 65 for employees who retire at age 60.

#### Learning development

##### – For all employees

##### > NYK Business College

Aiming to cultivate employees who will lead the next generation, NYK enhances a variety of training programs.

The company offers the “NYK Essential Training,” which aims to develop the next generation of talent and strengthen and improve their leadership, management, and ability to acquire new ideas and approaches, and the “NYK Business College,” a training system that aims to enhance the overall capabilities of NYK Group employees. NYK also offers more than 60 programs that combine lectures and practical exercises to develop business leaders capable of leading their teams. A total of 2,802 Group employees participated in these training sessions in fiscal 2024.

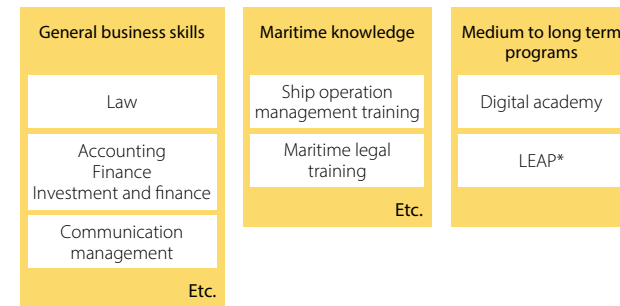
Additionally, the company offers various cross-industry exchange programs for Off-JT.

#### ■ Main Off-JT and Training Programs

##### NYK essential training



##### NYK Business College



\*LEAP (Learning Empowerment Action Program):  
This roughly 10-month training program is designed to develop human resources capable of managing the operations of Nippon Yusen Kabushiki Kaisha (NYK) and its Group companies. The program started in fiscal 2024.

##### > LEAP

With the aim of “developing talent capable of leading the management of the NYK Group,” the Group launched LEAP (Learning Empowerment Action Program) in fiscal 2024.

The program not only provides input of specialized knowledge and skills for each participant, but also enhances basic skills such as the mindset and abilities required of the Group’s employees through discussions on management issues with diverse colleagues. Its goal is to nurture talent who can handle increasingly complex management challenges resulting from changes in the

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business environment and expansion of business scope.

The training consists of a curriculum spanning approximately nine months. In addition to lectures and dialogue sessions with the company president and external experts, participants engage in “action learning,” where they identify management issues that the Group may face and, as teams, propose solutions to address these challenges.

#### > NYK Digital Academy

The “NYK Digital Academy” is an in-house educational institution aimed at nurturing business leaders who can take the initiative in innovating and reforming and develop new markets and customers, even in an increasingly uncertain business environment. The program was launched in 2019 as one of the Group's important human resource development Programs, and a total of 95 employees had graduated from the academy by the end of fiscal 2024.

Currently, the program has developed a curriculum lasting approximately nine months per term, and some of the outcomes have begun to be commercialized as a result. Upwards of 45% of the Digital Academy's new business ideas are being developed and examined for commercialization with external partners. Some projects, such as space venture or fisheries resource visualization, have already begun to be executed.

The NYK Group is also strengthening its external collaboration with universities and companies both in Japan and abroad, and has provided lectures and training to 79 companies, 16 universities, and 2,604 people (as of December 31, 2024).

#### Program structure and results

It is divided into three sections: Foundational courses that cover general education and practical business skills; short-term intensive workshops that teach market research/ business plan creation in collaboration with foreign universities; and practical exercises that challenge business reform and market creation using the Group's management resources. Instructors include employees with experience in business development both domestically and internationally, as well as renowned university professors and experts in their fields.

#### ■ Program Design

##### Total number of graduates: 95

Practical exercises	Proposal for creating new value Collaborating with other companies and research institutes	20	FY2024
		14	FY2023
Short-term intensive Practical exercises	Collaborating with overseas universities Designing thinking exercises	10	FY2022
		24	FY2021
Foundational course	Liberal Arts and Business Skills (Mathematical Science, Strategic Management, Data Science, Ideology and Philosophy, Accounting and Finance, etc.)	21	FY2020
		6	FY2019

#### ■ Total number of participants and target participants

Number of participants	Total 95 people (including 23 from Group companies) (FY2019 to FY2023)
Target participants	Young managers to General managers Group employees with diverse backgrounds in terms of occupation (onshore administrative/technical, offshore), company/department, gender, etc.

#### > e-learning

NYK conducts e-learning for Group companies globally to provide knowledge of compliance and other topics and the Group's initiatives that should be well-understood by employees of the NYK Group.

In fiscal 2024, the company implemented programs on ESG management, the environment, and behavioral standards, with approximately 9,000 participants. NYK aims to foster compliance awareness, create a sense of unity among Group members globally, and increase the number of employees who have acquired the latest knowledge on sustainability by having them participate in the same program.

#### > Vessel Operations Meister Program

NYK operates the internal qualification system “Vessel Operations Meister Program” to train operation personnel who can ensure thorough safe operation and improve operational efficiency and profitability. The operation personnel can obtain the Vessel Operations Meister qualification by completing certain training courses and passing the certification exam, in addition to their daily work-related training. Group colleagues also can challenge for this qualification, and NYK is working together as a group to improve operation quality.

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– For navigation officers and engineers

#### > NYK-TDG Maritime Academy (NTMA) in the Philippines

NYK considers the Philippines as one of the major countries having the source of seafarers, and the company works to maintain and improve the quality of Filipino senior staff through education at the maritime academy “NYK-TDG Maritime Academy (NTMA)\*.” The total number of graduates from the first class in September 2011 to the thirteenth class has reached 1,551 (As of March 31, 2025), and most graduates are actively working as officers or engineers on NYK-operated ships. Moreover, many of its graduates are active in important land positions that play a crucial role in ensuring safe operations, with their activities spreading across NYK’s key locations in Japan, Singapore, Australia, and other places.

\*The school was established and opened in 2007 in Canlubang City, near Manila, in collaboration with Transnational Diversified Group (TDG), a business partner in the Philippines. Established in 1976 and headquartered in the Philippines, TDG provides shipping agency, seafarer deployment, maritime education, logistics, and other services. The NYK Group and TDG have worked in partnership since TDG’s establishment.



NTMA Graduation Ceremony Photo

#### > NYK Maritime College

The “NYK Maritime College” is a unique crew training program developed by the NYK Group and that officially commenced in 2006. In the Group, where crew members are becoming more multinational, the Group has clarified the knowledge and technical requirements for each position, from Third Officer and Third Engineer to Captain and Chief Engineer, to develop all crew members by its unique unified standards, as outlined in the “NYK Requirements.” This is a program that provides globally uniform training regardless of the nationality and training location of seafarers to effectively improve their skills. To achieve a higher level of safe navigation and environmental conservation, it is essential not only to improve hardware such as ships and strengthen systems but also to cultivate the “people (crew members)” who operate them. In the spirit of this idea, the Group operates as a cross-border college.

#### > Japanese Seafarers’ Training Course

The NYK Group has a global network that builds on its core marine transport to provide an impressive array of transport services by ocean, land, and air, the Group recruits and trains the wide range of personnel required by its operations.

Formerly, the Group had been hiring to-be-licensed offshore staff and students who had gone through professional education. However, in fiscal 2006 NYK became the first shipping company in Japan to hire graduates from ordinary four-year universities to undergo extensive in-house training for positions on board vessels.

Over the course of two years after joining the company, these employees receive education and onboard training for two years and obtain seafarer licenses. They then build onboard experience as deck officers and engineers, eventually working toward the rank of captain or chief engineer.

More than 140 employees (as of April 2024) who earned their

licenses in this manner are now working on ships all over the world. NYK plans to continue this style of seafarer education and hiring in the future.

#### ● Expanding opportunities

##### > Global Challenge Program and Placement Appeal System

NYK has started the ‘Global Challenge Program,’ which places young employees in challenging positions abroad for short periods and supports each individual’s independent career advancement. This system is being implemented in parallel with NYK’s internal appointment system (a system that allows employees to directly communicate their desired transfer preference to their desired position and be transferred there) to increase opportunities for Group employees to take on new challenges and improve their engagement.

NYK started operating the program in fiscal 2023, and as of March 31, 2025, the company has implemented a total of 10 positions. The company conducted this program in fiscal 2023 for its employees, but starting from fiscal 2024, NYK has also begun recruiting local staffs for positions at its headquarters in Japan. In the future, the company plans to utilize its global HR system to recruit employees for transfers between overseas Group companies.

##### > Human Resources with Both On-site Capabilities and Leadership Based on Onboard Experience

As an organization, the NYK Group aims to integrate land and sea. It promotes the training of navigation officers and engineers with on-site capabilities and leadership skills based on onboard experience. NYK’s multinational navigation officers and engineers leverage their acquired knowledge while building a system that utilizes human networks and diversity, gained through their experience in land-based roles. Those who specialize in maritime operations apply their expertise to contribute to safe and efficient navigation.



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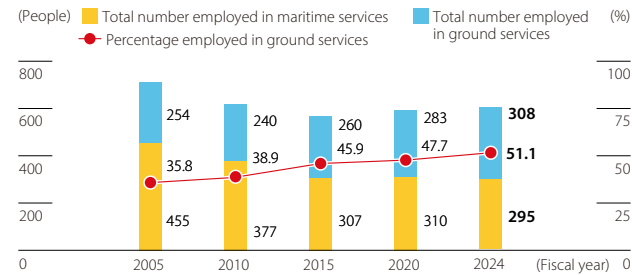
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### Change in the percentage of Japanese navigation officers and engineers working on land (NYK Headquarters)



### Organization Development

#### Spreading the Group's mission

The NYK Group has been building the foundation to achieve the vision in the Mid-term Management Plan by promoting its mission and values, which have been rooted in the organization's history since our founding, and by improving employee engagement. In particular, the Group has created a promotional film about its mission, based on its 140-year history, and the Group tries to spread this message both internally and externally. The Group also organizes workshop for Group colleagues to encourage them to connect the mission with their own work.



Link

For more information, click on the link below.  
<https://www.nyk.com/english/profile/mission/>

### Promote understandings of Group Mission

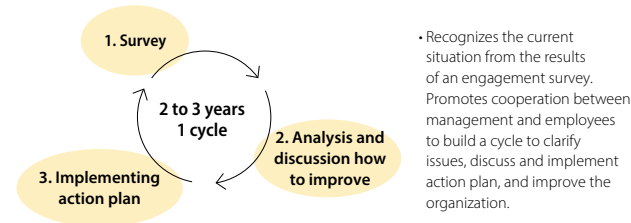
#### Share Mission and promote understanding

- Attends town meetings, etc. where NYK management explains the Group mission
- Produces and distributes videos showcasing the history of challenges and the creation of the Group Mission from its founding to the present
- Conducts e-learning on the Group Mission in the Group

#### Promoting personalization

- Creates opportunities for each employee to contemplate the Group Mission

### Global engagement survey



#### Enhancing engagement

In 2022, the NYK Group conducted an engagement survey of NYK Group employees and executives. The Group analyzed the results of the engagement survey and then made and implemented action plans for each organization. The Group will continue to conduct engagement surveys on a regular basis and follow the PDCA cycle to enhance its organization.

Further, the Group will highly prioritize communication for better organizational management by providing its employees with an opportunity once a year to voice their opinions, thoughts, and requests.

## Human Resources – For Individuals and Organization to Grow Together

### Relevant Data

#### The NYK Group (Includes NYK Headquarters)

##### ■ Employee Demographics\*<sup>1</sup>

			Unit	FY2022	FY2023	FY2024
Number of employees				35,502	35,243	35,230
By region	Japan			7,900	8,006	8,039
	East Asia			2,875	2,750	2,753
	South Asia			12,511	12,516	12,193
	Europe			8,544	8,398	8,370
	Americas			3,672	3,573	3,875
Number of employees promoted to director by region* <sup>2</sup>	Japan	Men		180	173	161
		Women		7	8	10
	East Asia	Men		22	29	23
		Women		1	4	4
	South Asia	Men		121	134	146
		Women		23	16	25
	Europe	Men		75	104	90
		Women		7	14	10
	Americas	Men		35	27	40
		Women		8	7	14

\*1 Number of employees of consolidated companies (long-term employees, employees on contracts for more than six months)

\*2 Local employee. Excludes employees seconded from headquarters and other organizations

\*3 Local employee who are managers or higher. Includes employees seconded from headquarters and other organizations

			Unit	FY2022	FY2023	FY2024
Ratio of management by region and gender (%)* <sup>3</sup>	Japan	Men	%	90.1	90.0	89.5
		Women	%	9.9	10.0	10.5
	East Asia	Men	%	63.9	61.4	62.1
		Women	%	36.1	38.6	37.9
	South Asia	Men	%	64.5	63.2	63.4
		Women	%	35.5	36.8	36.6
	Europe	Men	%	68.0	64.5	67.2
		Women	%	32.0	35.5	32.8
	Americas	Men	%	67.8	68.3	65.1
		Women	%	32.2	31.7	34.9
	By gender	Men		22,372	22,286	22,105
		Women		13,130	12,957	13,125
New hires	Total			6,579	4,730	4,674
	Men			4,116	2,938	2,885
	Women			2,463	1,792	1,789
Ratio of voluntary resignations			%	14.1	11.7	8.2

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## Human Resources – For Individuals and Organization to Grow Together

### The NYK Group (Includes NYK Headquarters)

#### ■ Diversity and Inclusion (D&I)

	Unit	FY2022	FY2023	FY2024
Number of non-Japanese seafarers		10,622	11,190	12,279
Ratio of women employees	%	37.9	37.7	37.3
Ratio of women managers*1	%	25.2	26.2	26.3
Localization ratio of MD*2 at overseas subsidiaries	%	36.8	36.4	40.0
Cumulative number of cross-border assignments*3		—	16	39

\*1 Managers or higher

\*2 MD : Management Director or President

\*3 Cross-border assignment: Deployment or placement of personnel across borders. Some Group companies are excluded from the scope of aggregation.

#### ■ Employee Training / Engagement

	Unit	FY2022	FY2023	FY2024
Engagement survey*1 score	%	79	—	—
Cumulative number of NTMA*2 graduates		1,360	1,456	1,551
Cumulative number of qualified personnel under the Vessel Operations Meister Program		544	608	674

\*1 The engagement survey is conducted once every three years.

\*2 NTMA (NYK-TDG MARITIME ACADEMY) : A maritime academy in the Philippines, jointly operated by NYK and the Transnational Diversified Group, a Filipino conglomerate.

#### ■ Occupational Health and Safety

	Unit	FY2022	FY2023	FY2024
Lost-time injury (LTI) rate*1		2.5	2.5	2.9
Number of work-related deaths		2	1	1
Mortality rate*2	%	0.0	0.0	0.0

\*1 Calculation method: (Number of work-related accidents resulting in absence from work)/ (Total working hours) x 1,000,000  
Total working hours are calculated as 2,000 hours/employee

\*2 Calculation method : (Number of work-related death) / (Number of the Group employees)

## Human Resources – For Individuals and Organization to Grow Together

### NYK Headquarters

#### ■ Employee Demographics

			Unit	FY2022	FY2023	FY2024
Number of employees				1,852	1,863	1,893
By gender	Men			1,523	1,525	1,535
	Women			329	338	358
Long-term employees	Office workers (excludes navigation officers and engineers at office locations)	Men		791	797	807
		Women		242	249	264
	Navigation officers and engineers	Men		586	588	591
		Women		21	22	26
Fixed-term employees	Office workers	Men		139	132	128
		Women		60	60	60
	Seafarers	Men		4	4	5
		Women		0	0	0
Non-fixed-term employees*1	Office workers	Men		3	4	4
		Women		6	7	8
	Seafarers	Men		0	0	0
		Women		0	0	0
Long-term employees, fixed-term employees, and non-fixed-term employees	Office workers (excludes navigation officers and engineers at office locations)			1,241	1,249	1,271
	Navigation officers and engineers			611	614	622
Average age*2 (years old)	Office workers (excludes navigation officers and engineers at office locations)			41	41	40
	Navigation officers and engineers			39	39	40

\*1 Employees who converted to employment contracts with no fixed period

\*2 Excludes fixed-term employees and employees who converted to employment contracts with no fixed period

\*3 New graduates and mid-career hires

\*4 From fiscal 2022, the indication standard was changed. In conjunction with this, the figures for fiscal 2021 have been revised.

\*5 Calculation method: Number of new graduates and mid-career employees hired in the previous three fiscal years who resigned in each fiscal year / Number of new graduates and mid-career employees hired in the previous three fiscal years

\*6 Calculation method: Number of employees who resigned at their own request in each fiscal year / Total number of long-term employees at the end of each fiscal year

\*7 Calculation method: Number of employees who resigned in each fiscal year / Total number of long-term employees at the end of each fiscal year

			Unit	FY2022	FY2023	FY2024
Age range*2	Office workers (excludes navigation officers and engineers at office locations)	Under 30		189	190	201
		30–49		546	587	613
		50 and older		298	269	257
	Navigation officers and engineers	Under 30		143	147	154
		30–49		335	330	330
		50 and older		129	133	133
New hires*3	Total			87	89	90
New-graduate hires	Total			56	62	67
	Office workers (excludes navigation officers and engineers at office locations)	Men		22	20	24
		Women		7	16	19
	Navigation officers and engineers	Men		24	24	20
		Women		3	2	4
Mid-career hires	Total			31	27	23
		Men		25	21	17
		Women		6	6	6
Ratio of mid-career hires*4			%	35.6	30.3	25.6
Rate of turnover within three years after hire*5	Office workers (excludes navigation officers and engineers at office locations)		%	0.0	0.6	1.1
	Navigation officers and engineers		%	6.7	6.3	2.6
Ratio of voluntary resignations*6			%	2.1	1.4	1.3
Turnover rate at NYK*7			%	4.5	3.3	3.6

## Human Resources – For Individuals and Organization to Grow Together

### NYK Headquarters

#### ■ Diversity and Inclusion (D&I)

		Unit	FY2022	FY2023	FY2024
Ratio of women employees	Office workers (excludes navigation officers and engineers at office locations)	%	23.4	23.8	24.6
	Navigation officers and engineers	%	3.5	3.6	4.2
Ratio of female recruits, nonconsolidated	Office workers (excludes navigation officers and engineers at office locations)	%	21.7	34.9	38.5
	Navigation officers and engineers	%	11.1	7.7	16.0
Ratio of women managers*1	Office workers (excludes navigation officers and engineers at office locations)	%	13.7	13.6	13.9
	Navigation officers and engineers	%	0.4	0.4	0.4
Percentage of female executives	Directors*2	%	25.0	25.0	25.0
	Executive officers or above	%	13.5	13.5	12.8
Gender wage gap ratio (Women's wage level)*3	Total	%	81.8	77.3	74.6
	Non-fixed-term employees	%	88.0	83.4	81.8
	Fixed-term employees	%	45.3	48.7	55.2
Employment ratio of people with disabilities		%	2.0	2.1	1.9
Employees union membership rate*4	Office workers (includes navigation officers and engineers)	%	84.4	87.8	90.7
	Seafarers (excludes captains)	%	100.0	100.0	100.0
Cumulative number of transfer trough job postings			0	3	10

\*1 Calculation method: Women managers / Total managers

\*2 Fiscal 2022 data includes Audit & Supervisory Committee members.

\*3 Includes base salary, bonuses, and overtime; excludes retirement and commuting allowances

Calculation method: (Average annual wage of female workers)/(Average annual wage of male workers) x 100

\*4 Japanese employees (navigation officers and engineers) are members of the All Japan Seamen's Union. The union is the only industrial labor union in Japan formed by people working in the Japanese maritime-related industry.

Note: Because the collection of racial or ethnic data is legally prohibited or restricted in some countries, we do not collect or disclose information on the percentage of all workers involved in our business activities by race or ethnicity.

#### ■ Employee Support Systems

		Unit	FY2022	FY2023	FY2024
Average number of days of paid leave taken*1			19	19	18
Average ratio of paid leave taken		%	67.1	67.0	61.4
Number of employees who took maternity leave*2			15	8	16
Average ratio of employees who took maternity leave		%	100.0	100.0	100.0
Number of employees who used parental leave program*3	Total		64	57	76
	Men		52	50	60
	Women		12	7	16
Ratio of employees who used parental leave program	Total	%	76.2	76.0	93.8
	Men	%	72.2	73.5	92.3
	Women	%	100.0	100.0	100.0
Ratio of employees who returned to work after taking parental leave		%	100.0	100.0	100.0
Retention rate of employees who used parental leave program		%	100.0	100.0	100.0
Number of employees who used shortened working-hour program*2	Total		4	6	8
	Men		0	0	1
	Women		4	6	7
Average duration of parental leave taken by men			42	71	107
Number of working mothers*4			75	71	73
Number of employees who used family-care leave program*2	Total		0	0	3
	Men		0	0	1
	Women		0	0	2
Ratio of employees who returned to work after taking family-care leave		%	Not applicable	Not applicable	100.0
Retention rate of employees who used familycare leave program		%	Not applicable	Not applicable	100.0

\*1 Excludes seafarers and employees currently seconded to other companies / Includes paid summer and winter holidays

\*2 Total number of users, excluding those who left the company

\*3 Total number of employees who started using the program, excluding those who left the company

\*4 Mothers with children in compulsory education or younger / Excludes mothers on maternity or parental leave

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### NYK Headquarters

#### ■ Employee Training

		Unit	FY2022	FY2023	FY2024
Average number of hours employees participated in training programs	Company average	hours	60.2	77.6	99.1
	Office workers (includes navigation officers and engineers at office locations)*1	hours	18.1	26.5	54.8
	Seafarers	hours	226.7	290.7	279.5
Average expenditure on educational and training programs per employee (yen)	Company average	yen	235,398	342,888	363,258
	Office workers (includes navigation officers and engineers at office locations)*2	yen	122,497	164,255	187,282
	Seafarers	yen	682,969	1,088,656	1,079,279
Cumulative number of qualified personnel under the Vessel Operations Meister Program			400	450	506

\*1 Excludes workers trained outside the Company

\*2 Programs for office workers trained inside or outside the Company

#### ■ Occupational Health and Safety (Includes Fixed-Term Employees)

		Unit	FY2022	FY2023	FY2024
Number of occupational accidents*1			2	2	5
	Office workers (including navigation officers and engineers at office locations*3)		0	1	1
	Seafarers		2	1	4
Lost-time injury (LTI) rate*2		%	0.82	0.40	0.00
Number of work-related deaths			0	0	1
	Office workers (including navigation officers and engineers at office locations)		0	0	0
	Seafarers		0	0	1
Number of lost days caused by occupational accidents			9	7	0
	Office workers (including navigation officers and engineers at office locations)		0	7	0
	Seafarers		9	0	0
Medical checkup participation rate		%	99.1	99.6	99.9
Percentage of employees who smoke		%	11.2	11.8	12.1
Presenteeism*4		%	17.2	18.0	17.0
Monthly changes in non-statutory working hours		hours	19.1	18.3	17.3

\*1 Excludes commuting accidents / Major occupational accidents while working on board include falls, pinches, frostbite (burns), etc.

\*2 Employees working at headquarters, including navigation officers and engineers\*3 who are working at office locations, seconded employees from Group companies, and contractors for business consignment, etc.

Calculation method: (Number of work-related accidents requiring leave) / (Total working hours) × 1,000,000

\*3 Navigation officers and engineers either hold a seafaring license or are in the process of acquiring one at a maritime college.

\*4 Presenteeism: The loss of productivity that occurs when employees are present at work but are not fully functioning due to illness, injury, or other health conditions.