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### Editorial Policy

The NYK Group publishes a “Sustainability Report” as a means to convey information and engage with stakeholders who are highly interested in our sustainability initiatives. The “Sustainability Report” has been published since 2024. This report is a renamed and evolved version of the “ESG Data Book” that was published from 2019 to 2022. The report summarizes the results and data of various activities undertaken to address sustainability challenges by material issues.

### Scope

Activities by domestic and overseas consolidated group companies led by Nippon Yusen Kabushiki Kaisha (NYK). The scope is mentioned when the main target company differs by field of activity.

### Reference Guidelines

- GRI “Sustainability Reporting Standard”
- ISO26000
- UN Global Compact
- Ministry of the Environment “Environmental Reporting Guidelines 2018”

### Applicable Period

April 1, 2024 to March 31, 2025  
(Some initiatives, activities, data, and other information may include earlier or more recent information.)

### Published

First Edition: September 2025  
Second Edition: January 2026

### Cautions Regarding Forecasts

This data book contains forecasts that include risks and uncertainties and may differ from actual results. These forecasts are based on the currently available information and should not be unduly relied upon.

## NYK Group Mission Statement, Vision and Value

### NYK Group Mission Statement

# *Bringing value to life.*

## Vision

### Our aspirations

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.

## Value

### Values employees should share to achieve the corporate mission

#### Integrity

We will conduct our business activities with a strong sense of ethics, while thoroughly respecting human rights and complying with laws and regulations, taking into consideration the positions of all stakeholders.

#### Innovation

We will continue to take on challenges to improve the Group and society.

#### Intensity

We will continue to demonstrate a passionate desire to accomplish our mission until it is achieved, even in difficult situations.



## Message from the President



In 2025, the NYK Group celebrated a significant milestone—the 140th anniversary of its founding. In an era marked by unprecedented uncertainty and difficulty, where various global challenges demand urgent transformation, “Sustainability Management” has become more important than ever.

Since our business activities, centered around the shipping business, are deeply intertwined with society and people’s lives, we believe that ESG (Environmental, Social, and Governance) should not be viewed separately. Instead, we should place “sustainability” at the core of management from an integrated perspective aimed at continuously increasing corporate value.

To maintain our status as a trusted company in society, both management and employees uphold a strong sense of ethics. In 2023, we transitioned to a company with an audit & supervisory committee, further enhancing transparency in our management.

### Three Material Issues: Safety, Environment, and Human Resources

Safety is our top priority. To enhance safety standards, we are actively promoting digital transformation (DX) and implementing monitoring and preventive maintenance systems that utilize IoT data for operations. Thanks to these initiatives, we have received high external acclaim, including selection as a “DX Stock” by the Ministry of Economy, Trade and Industry of Japan for three consecutive years. We will continue to drive on-site evolution through DX, and with our mission to “keep the logistics lifeline open,” we will advance safe operations.

Regarding the environment, decarbonization of our shipping business is positioned as the most important challenge. We pioneered the industry by introducing LNG-fueled vessels and are leading the industry with the practical deployment of ammonia-fueled vessels, co-creating solutions with maritime sector partners. We believe that showcasing our achievements and data to transform the industry will fulfill our responsibility to the global environment and enhance our competitiveness.

In the area of human resources, we are committed to investing in people—the foundation of creating corporate value—and have established a platform where each of our over 35,000 group employees can thrive, based on the “NYK Group CX Story” formulated in 2023. Furthermore, we are shifting away from the traditional idea of “a Japanese company operating globally” toward a concept of “a global company headquartered in Japan”—where the Japan headquarters benefits from decision-making that includes employees with diverse backgrounds—thus advancing our transformation into a truly global company.

### Initiatives Toward a Sustainable Society

Advancing Sustainability Management requires active engagement with stakeholders. We focus on honest dialogue with shareholders

and investors, as well as co-creation with customers and business partners. In January 2025, we revised the “NYK Group Supplier Code of Conduct” to promote responsible sourcing that considers society and the natural environment. As the Ship Recycling Convention came into effect in June 2025, we have long been conducting ship recycling at certified yards that meet strict standards, including regular on-site inspections to ensure the safety and health of workers and the protection of the environment. We are also exploring future-oriented green ship recycling projects within Japan, aiming to build a circular economy. Throughout our entire value chain, we will earnestly address sustainability issues and work together with stakeholders to realize a sustainable society.

Our mission is not merely to transport goods but to bring value to people’s lives and industries worldwide, thereby safeguarding social continuity—embodying our purpose and social mission, “Bringing value to life.”

Moving forward, we are committed to sincerely pursue contributions to the environment and society alongside growth strategies by transforming the trust from all stakeholders into strength, which leads to continuously increasing our corporate value.

### Takaya Soga

President, Representative Director,  
President and Chief Executive Officer