

# NYK Group's Sustainability Management

## NYK Group's Sustainability Management

Toward the Implementation of Sustainability Management

### Governance

— Role of Management and Supervisory Body

### Strategy and Risk Management

Strategy  
Risk Management

### Initiatives

Sustainability Navigator System  
Expansion within the group  
Sustainability Information Dissemination  
Other Initiatives  
Material Issues and Contribution to SDGs

### Governance

#### Role of Management and Supervisory Body

Under the strong commitment and leadership of the top management, the NYK Group promotes and practices Sustainability Management and has built and is operating a governance system.

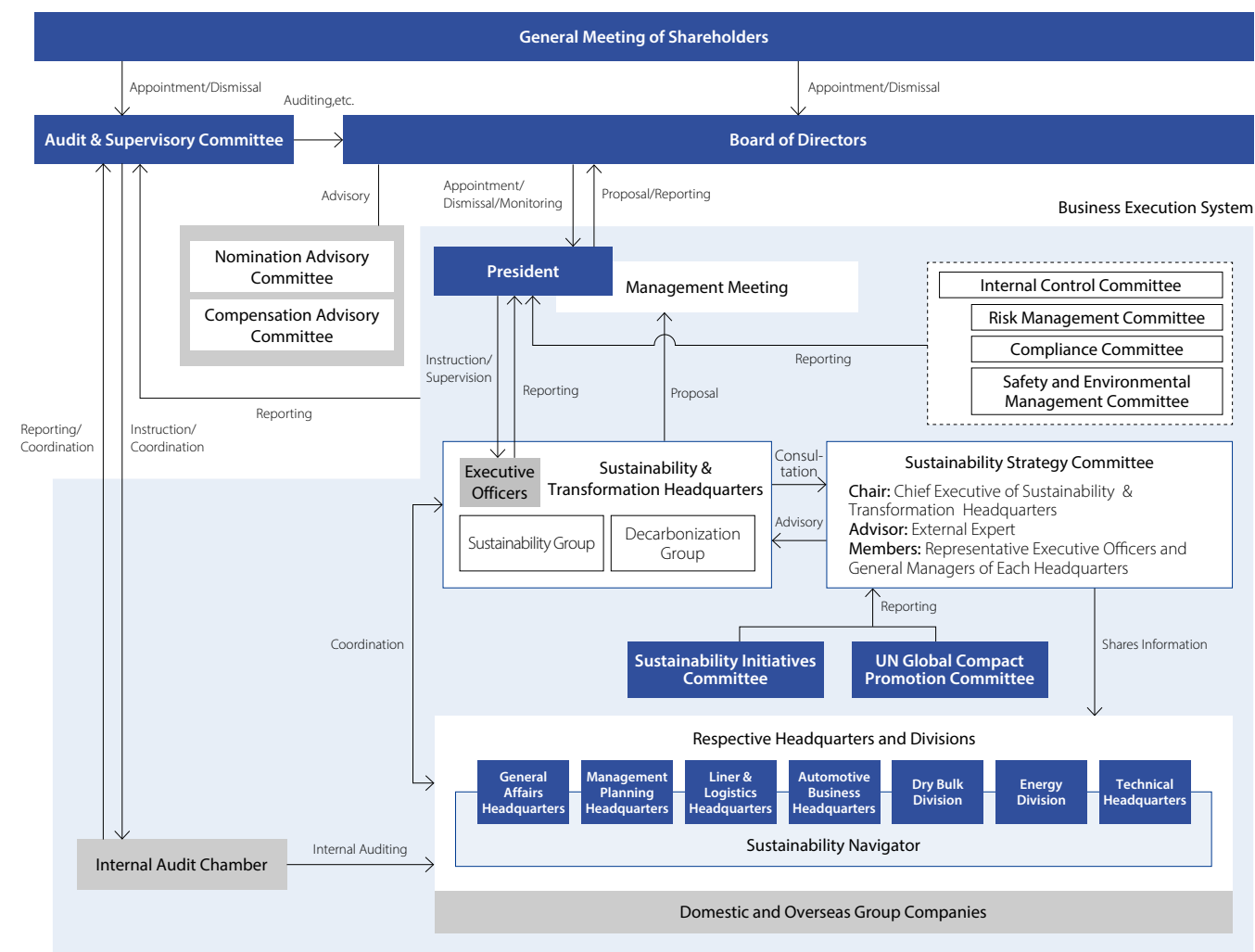
#### • Board of Directors

The Board of Directors considers and approves all sustainability issues raised by the Management Meeting and the Risk Management Committee. Additionally, the Board also regularly monitors and review reports on achievement status of non-financial KPIs, including medium- to long-term decarbonization goals.

#### • Management Meeting

The Sustainability & Transformation Headquarters discusses a variety of sustainability issues from a cross-departmental perspective. Important matters resulting from these discussions are reported to the Management Meeting via the Sustainability & Transformation Headquarters. The Management Meeting discusses to make decisions on important matters and promotes speedy and efficient decision making by the Board of Directors.

■ The NYK Group's Sustainability Management Implementation Framework (As of April 1, 2025)



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— Strategy

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### ● Sustainability & Transformation Headquarters

As an engine for implementing Sustainability Management, the core of our growth strategy outlined in our medium-term management plan "Sail Green, Drive Transformations 2026 – A Passion for Planetary Wellbeing," NYK established the Sustainability & Transformation Headquarters, which includes the Sustainability Group and the Decarbonization Group. Sustainability issues have become increasingly diverse, which include stronger regulations around reducing GHG emissions and increased requests for disclosure of non-financial information. These are also closely related to corporate management strategies. The Sustainability Group functions as an "activation" group to further strengthen Sustainability Management by working to motivate and change the mindset of group employees while incorporating co-creation with stakeholders. The Decarbonization Group functions as an "action" group and acts as a leader in formulating and implementing decarbonization strategies based on a data-driven, scientific approach. Both groups have extensive stakeholder involvement and work to implement Sustainability Management on group and global levels.

### ● Sustainability Strategy Committee

The committee is chaired by the Chief Executive of Sustainability & Transformation Headquarters comprises of executive officers, and general managers representing each department, and external experts. It formulates company-wide policies, sets goals for Sustainability Management, and discusses various sustainability topics. The results of the discussions are submitted to the Management Meeting and Board of Directors via the Sustainability & Transformation Headquarters.

### ■ Sustainability Strategy Committee Activity Results and Plans

	Number of meeting	Main agenda items
FY2024	Eight times	<ul style="list-style-type: none"> <li>• Disclosure policy for GHG emissions</li> <li>• Review of the TNFD report content</li> <li>• Establishment of the Supplier Code of Conduct</li> <li>• KPI-based results and the progress of initiatives</li> <li>• Study session on "natural capital" and "business and human rights"</li> </ul>

### ■ External experts participating in the Sustainability Strategy Committee

**External Expert: Takatsugu Kitajima, Lawyer**  
**Partner, TMI Associates**

Mr. Kitajima specializes in corporate law, particularly in environment and sustainability. He provides advice on the formulation of the Group's Sustainability strategy from an outside perspective, based on his experience in human resources and planning at a business company, his work as an environmental and sustainability consultant, and his knowledge gained from this time as the Secretary General of the "SDG Corporate Strategy Forum" research group.



### Strategy and Risk Management

#### Strategy

The NYK Group, with shipping as one of its core businesses, has grown into a comprehensive logistics company to deal with the increasingly globalized world economy and diversifying logistics needs. It continues to fulfill its responsibilities as a part of social

infrastructure.

However, at the same time, due to the nature of the industry, the Group also faces major challenges in terms of dealing with climate change and environmental preservation. Further, as a Group that is rooted in the extensive maritime industry involving many stakeholders and operates globally, every employee is expected to encounter social issues in their daily work.

Under the mission of "Bringing value to life," the NYK Group aims to bring value to a wide range of stakeholders—including shareholders, employees, customers, business partners, and local communities—by promoting Sustainability Management that enables both sustainable corporate growth and the creation of medium- to long-term corporate value, while simultaneously addressing social and environmental issues.

The Group's Medium-Term Management Plan, unveiled in March 2023, defines an "ESG-centered growth strategy." Through advancing its core business and growing new ones, the Group will not only contribute to society but also achieve sustainable growth.

In November 2023, the Group announced the "NYK Group ESG Story 2023," which communicates the vision of our desired future state and the direction the Group should pursue, as well as the "NYK Group Decarbonization Story," a strategy that aims to contribute to a decarbonized society by focusing on decoupling environmental impact from business activities.

Additionally, in October 2024, The Group published the "Progress Report 2024 Annex to the NYK Group Decarbonization Story," which explains specific initiatives related to decarbonization progress, supported by relevant figures. In February 2025, the Group also disclosed the "NYK Group TNFD Report 2024 -A Passion for Planetary Wellbeing-," which assesses the impacts of corporate activities on the natural environment and biodiversity, as well as associated risks and opportunities.

## NYK Group's Sustainability Management

Toward the Implementation of Sustainability Management

### Governance

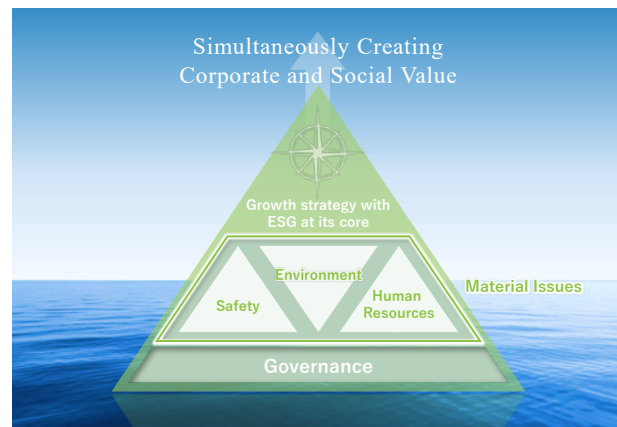
Role of Management and Supervisory Body

### Strategy and Risk Management

- Strategy
- Risk Management

### Initiatives

- Sustainability Navigator System
- Expansion within the group
- Sustainability Information Dissemination
- Other Initiatives
- Material Issues and Contribution to SDGs



- Link** For more information, click on the link below.
- ▶ **NYK Group ESG Story**  
<https://www.nyk.com/sustainability/concept/esg-story/>
  - ▶ **NYK Group Decarbonization Story**  
<https://www.nyk.com/sustainability/pdf/environment003.pdf>
  - ▶ **NYK Group TNFD Report 2024 -A Passion for Planetary Wellbeing-**  
<https://www.nyk.com/english/sustainability/pdf/environment017en.pdf>

### Risk Management

All sustainability risks including climate change, are reported by the Sustainability & Transformation Headquarters to the Risk Management Committee, which meets twice a year to identify them, and then reported to the Board of Directors via the Management Meeting. In addition, when the Sustainability Strategy Committee discusses sustainability issues, they clarify the risks inherent to the issue and then have in-depth discussions.

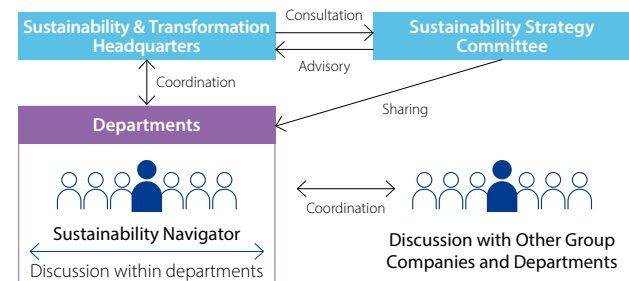
## Toward the Implementation of Sustainability Management

### Initiatives

#### Sustainability Navigator\* System

NYK introduced the Sustainability Navigator system as a foundation for initiatives to implement Sustainability Management. Sustainability Navigators are responsible for implementing Sustainability Management by supporting both top-down and bottom-up sustainability initiatives in each department. Currently, approximately 100 Sustainability Navigators, appointed by the general managers of departments, offices, and branches, are active in all 52 head office departments. In fiscal 2024, Sustainability Navigators performed three key roles: (1) discussing with the general managers of departments, offices, and branches and developing activity plans aligned with their policies; (2) leading uninhibited discussions within the departments, offices, and branches including junior employees; and (3) participating in interdepartmental exchanges, study sessions, and other events, and actively acquiring knowledge and sharing it within the departments, offices, and branches.

\* NYK borrowed the term "navigator" from the world of shipping, and the company uses the term in the sense of a second officer who is the chief navigator. An important task of the chief navigator (second officer) is to formulate voyage plans. In consultation with the captain, the chief navigator determines the route the ship should take and also plays a central role in gathering feedback from all crew members. NYK has chosen the title "Sustainability Navigator" because the company wants these personnel to implement Sustainability Management in daily business activities by playing a role comparable to that of a chief navigator.



### Sustainability Navigator System Initiatives

	Details
Sustainability Dialogue	The Sustainability Dialogue is a study session aimed at enhancing sustainability-related knowledge among all employees in the Group. In addition to introducing case studies from domestic and international Group companies, the Group also holds lectures by other companies and university professors to help participants understand external trends in sustainability.  (FY2024) • Total of 5 sessions • Total attendance: 1,010 participants
Sustainability Navigator's Meeting	Sustainability Navigators gather together to actively discuss a wide range of topics related to sustainability, freely exchanging ideas. Divided into small groups, participants share challenges and exchange opinions through interactive communication, helping to further accelerate the implementation of Sustainability Management.  In FY2024, discussions were held under the theme of "Addressing Sustainability Issues in the NYK Group," resulting in lively exchanges of diverse ideas and opinions.



Scene from the Sustainability Navigators' Meeting

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Sustainability Navigator System

— Expansion within the group

— Sustainability Information Dissemination

— Other Initiatives

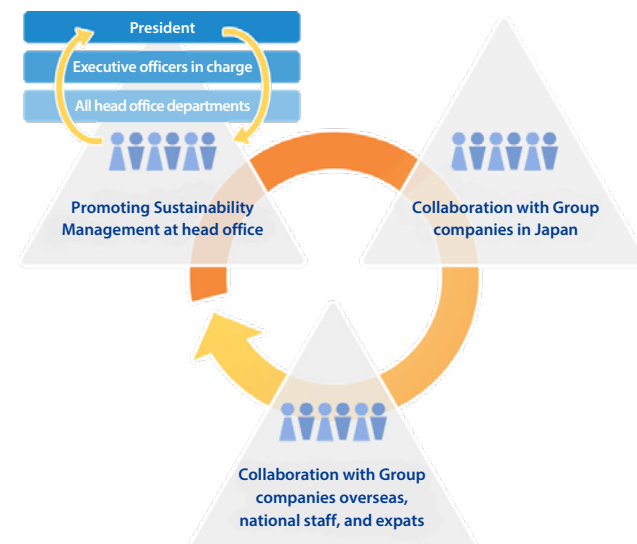
— Material Issues and Contribution to SDGs

## Toward the Implementation of Sustainability Management

### Expansion within the group

Sustainability Management has begun to steadily spread not only in the company but also throughout the entire NYK Group.

In addition to in-person discussions through regular meetings of domestic Group company presidents, the company maintains good communication channels between the head office and overseas Group companies as well as among overseas Group companies, mainly through utilization of the Regional Management Offices.



Going forward, the head office and Group companies will continue collaborating closely to spread Sustainability Management throughout the entire Group

### Sustainability Information Dissemination

The NYK Group has established an internal portal system for the headquarters and the Group companies. Information and news related to sustainability are regularly disseminated through IT platforms.

### Other Initiatives

- E-learning (Sustainability Management, safety, environment, human resources, compliance, etc.)
- Sustainability training for new employees
- Publication of sustainability topics in the Group newsletter "Yusen"
- Publication of sustainability topics in the Group's owned media "BVTL Magazine"

### Contribution to SDGs

The NYK Group pursues the creation of social value and corporate value by ensuring and enhancing responses to material issues, while also contributing to achieving the SDGs (Sustainable Development Goals).



## NYK Group's Sustainability Management

Material Issues

### Material Issues of the Group

#### Process for Identifying Material Issues

#### Material Issues' Vision and Key Themes

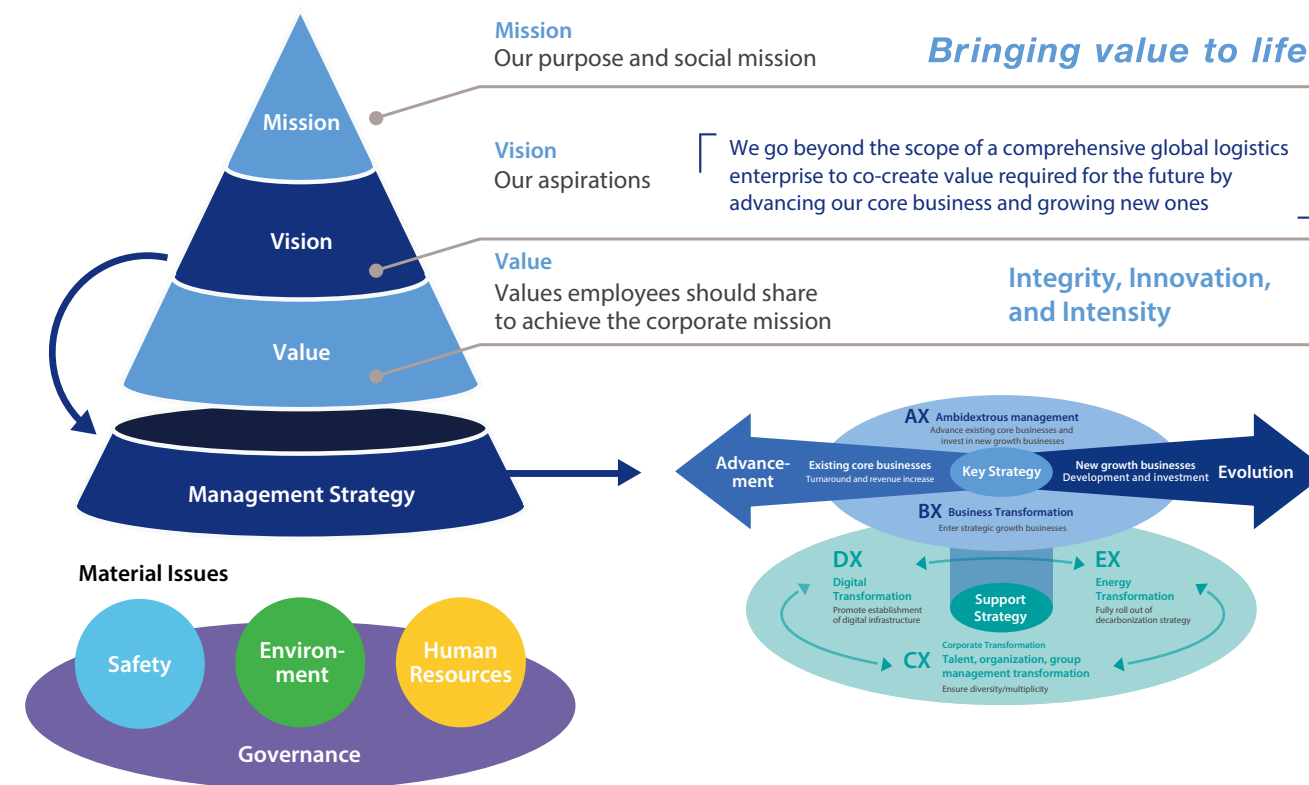
#### Non-financial Targets/KPIs and Initiatives linked to Material Issues

#### Target and Actual Figures

### Material Issues of the Group

The NYK Group has positioned Safety, Environment, and Human Resources as its material issues, with governance underlying them. These issues relate directly to our business, so employees are broadly aware of their importance, forming the core of Sustainability Management. The Group has formulated a specific management strategy to realize the new vision of the medium-term management plan "Sail Green, Drive Transformations 2026 - A Passion for Planetary Wellbeing," announced in March 2023. The chart on the right presents the relationship between our Mission, Vision, and Value, as well as our management strategy, material issues, and governance.

### Mission, Vision, Value + Management Strategy + Material Issues



# NYK Group's Sustainability Management

Material Issues

Material Issues of the Group

Process for Identifying Material Issues

Material Issues' Vision and Key Themes

Non-financial Targets/KPIs and Initiatives linked to Material Issues

Target and Actual Figures

## Material Issues

### Process for Identifying Material Issues

To realize its mission statement, the NYK Group has identified material issues by ascertaining stakeholders' expectations and placing importance on the changing social impacts of its business activities. In 2023, which was the first fiscal year of the new medium-term management plan, we identified more specific key themes associated with our material issues with a view to further advancing them.

The Sustainability & Transformation Headquarters\*<sup>1</sup> took the lead in preparing a draft, which was discussed over multiple sessions with the Sustainability Strategy Committee\*<sup>2</sup>. Thereafter, the draft was submitted to the Board of Directors via the Management Meeting for confirmation and discussion regarding their appropriateness. Careful discussions by many employees and members of lower, middle, and upper management, in addition to directors, led to Group employees taking more personal ownership of the material issues, which have already penetrated the organization. To realize our target state for 2050, we will continue to discuss material issues and identify key themes.

\*1 Until fiscal 2024: ESG Strategy Headquarters

\*2 Until fiscal 2024: ESG Strategy Committee

#### (1) Identify key themes

The Sustainability & Transformation Headquarters takes the lead and ensures the key themes the NYK Group should engage with are determined through comprehensive consideration, discussion, and selection, making reference to the medium-term management plan, ISO26000, GRI Standards, SASB, ESRS, SDGs, and other companies.

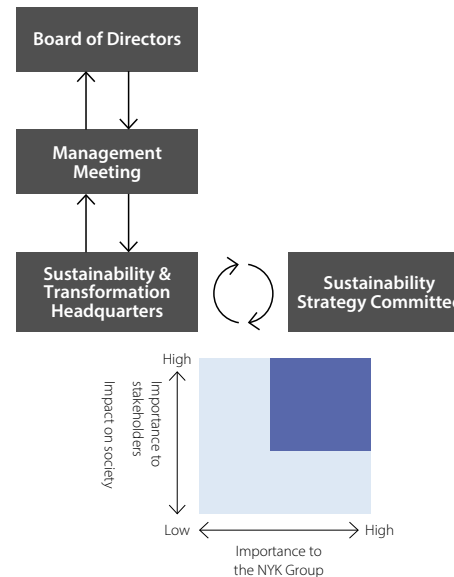
#### (2) Determine importance

After discussions by the Sustainability Strategy Committee, which includes external advisors, the importance of the themes is evaluated with respect to both the Group and its stakeholders.

#### (3) Confirm appropriateness

The Sustainability & Transformation Headquarters submits a report, which is discussed at the Management Meeting and then discussed and approved by the Board of Directors.

Note: Going forward, the Sustainability Strategy Committee will continually discuss the contents of material issues and key themes.



### Material Issues' Vision and Key Themes

To make the materials issues more specific for the vision announced in the medium-term management plan, the NYK Group has clarified the Material Issues' Vision and has set key themes to realize them.

Material Issues	Material Issues' Vision	Key themes
Safety	The NYK Group supports logistics sites with expert knowledge, skills, and experience based on a high level of safety awareness, and continues to be an organization where people create safety and safety protects and nurtures people's lives and livelihood.	<ul style="list-style-type: none"> <li>Preventing serious accidents and incidents</li> <li>Maintaining and enhancing safety awareness</li> <li>Complying with occupational health and safety</li> <li>Responding to operational risk</li> <li>Strengthening cybersecurity</li> </ul>
Environment	The NYK Group will continue to be a force that supports the sustainable development of the earth and humanity by taking a leading role in solving environmental issues on a global scale through continuous co-creation of necessary value for the future beyond the scope of a comprehensive logistics company.	<ul style="list-style-type: none"> <li>Promoting decarbonization</li> <li>Responding to climate change risk</li> <li>Preserving marine and biodiversity</li> <li>Preventing air pollution</li> <li>Building sustainable supply chains</li> </ul>
Human Resources	The NYK Group encourages all employees to vigorously bring their best and authentic selves to work and to perform at their full potential, enabling us to remain a good corporate citizen implementing social sustainability initiatives.	<ul style="list-style-type: none"> <li>Enhancing employee engagement</li> <li>Ensuring diversity and inclusion</li> <li>Developing talent management</li> <li>Co-creating to achieve our mission of "Bringing value to life."</li> <li>Respecting human rights</li> <li>Co-existing with local communities</li> <li>Fostering ethical workplaces</li> </ul>

Foundation: Governance

## NYK Group's Sustainability Management

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Material Issues of the Group

Process for Identifying Material Issues

Material Issues' Vision and Key Themes

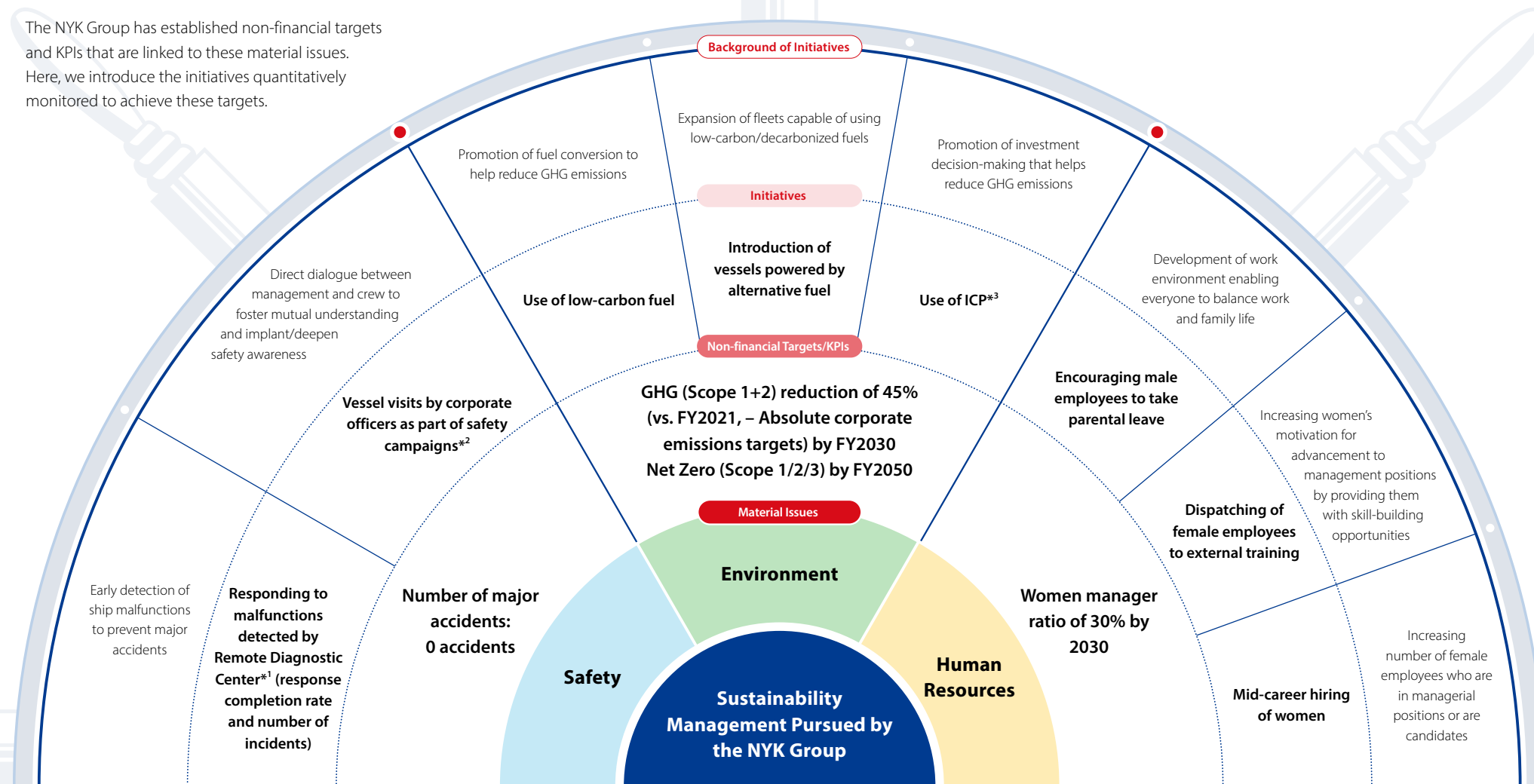
Non-financial Targets/KPIs and Initiatives linked to Material Issues

Target and Actual Figures

## Material Issues

### Non-financial Targets/KPIs and Initiatives linked to Material Issues

The NYK Group has established non-financial targets and KPIs that are linked to these material issues. Here, we introduce the initiatives quantitatively monitored to achieve these targets.



\*1 Remote Diagnostic Center: Facility established in August 2020 at the maritime academy in the Philippines as part of digital ship management initiatives, with the aim of providing onshore monitoring of engine plants for SIMS-equipped vessels.

\*2 Safety campaigns: Vessel visits held every summer under the Remember Naka-no-Se campaign, and every winter under the SAIL ON SAFETY campaign, for the purpose of implanting and deepening safety promotion as part of the NYK Group's corporate culture.

\*3 ICP (Internal Carbon Pricing): An internal carbon pricing scheme used to inform investment decisions.

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### Target and Actual Figures

The NYK Group has established non-financial targets and KPIs that are linked to the material issues and announced them in the medium-term management plan together with its financial indicators, return on invested capital (ROIC), net income, and ROE. By advancing initiatives to achieve non-financial non-financial targets and KPIs, the NYK Group aims to realize the Material Issues' Vision.

Material Issues	Target	Target Year	Unit	FY2022	FY2023	FY2024
Safety	Number of major accidents: 0 accidents	-	incidents	2	3	0
Environment	GHG (Scope 1+2) reduction of 45% (vs. FY2021, - Absolute corporate emissions targets) FY2021 (base year): 12,724,086 t-CO <sub>2</sub> e	FY2030	ton- CO <sub>2</sub> e	<b>Scope1</b>		
				11,255,044	11,424,566	11,140,236
				<b>Scope2</b>		
				76,255	63,342	82,420
				<b>Scope1+2 (vs. FY2021)</b>		
Net Zero (Scope 1/2/3) by FY2050	FY2050		11,331,299 (-11.0%)	11,487,908 (-9.7%)	11,222,657 (-11.8%)	
			<b>Scope3</b>			
			3,264,023	3,457,823	20,345,980	
Human Resources	Women manager ratio of 30% by 2030	FY2030	%	Non- consolidated: 13.7	Non- consolidated: 13.6	Non- consolidated: 13.9
				Consolidated: 25.2	Consolidated: 26.2	Consolidated: 26.3

Initiatives	Target	Target Year	FY2022	FY2023	FY2024	Unit	Data Scope
Responding to malfunctions detected by Remote Diagnostic Center (response completion rate and number of incidents)	100%	-	100 (237)	100 (172)	100 (347)	% (incidents)	Consolidated
Vessel visits by corporate officers as part of safety campaigns	100%	-	30.3	39.4	36.4	%	Non- consolidated
Use of low-carbon fuel (utilization rate)	38%	FY2030	0.5	1.7	9.5	%	Consolidated
Introduction of vessels powered by alternative fuel (total number of vessels introduced)	51 vessels	FY2030	10	18	26	vessel	Consolidated
Use of ICP (total number of vessels using ICP, and utilization rate for this year)	-	-	20 (100)	91 (100)	203 (100)	vessel (%)	Consolidated
Encouraging male employees to take parental leave (ratio of leave taken)	100%	-	72.2	73.5	92.3	%	Non- consolidated
Dispatching of female employees to external training (ratio of women)	-	-	63.6	52.4	57.1	%	Non- consolidated
Mid-career hiring of women (ratio of women)	approx. 50%	-	19.3	22.2	27.2	%	Non- consolidated

\*Beginning fiscal 2024, the scope 3 data collecting has been expanded to include all major consolidated subsidiaries and equity method affiliates, and emissions have been collected from all categories of Scope 3.

\* t-CO<sub>2</sub>e: tons of CO<sub>2</sub> equivalent. All GHG emissions are converted into carbon dioxide equivalents.

[Link](https://www.nyk.com/english/sustainability/pdf/report_033en.pdf) The data related to various activities concerning material issues are disclosed in the Sustainability Data Set.  
https://www.nyk.com/english/sustainability/pdf/report\_033en.pdf

## NYK Group's Sustainability Management

Co-creation through Various Initiatives

# Co-creation through Various Initiatives

Under our Mission of "Bringing value to life," we are proactively taking part in international initiatives for contributing to the realization of a sustainable society.

### Sustainability

#### United Nations Global Compact (UNGC)

Announced support in May 2006



The United Nations Global Compact is the world's largest sustainability initiative, in which the United Nations and the private sector join hands to build a healthy global society. We expressed our support for the initiative in 2006, and in January 2009, we also announced our support for the "Caring for Climate" initiative on climate change and became a signatory to the document.

#### WBCSD (World Business Council for Sustainable Development)

Joined in Apr. 2023



The World Business Council for Sustainable Development (WBCSD) is a coalition of approximately 200 CEOs from companies aiming for sustainable development to foster collaboration among businesses to contribute to the transition towards a sustainable society.

### Climate Change/Decarbonization

#### Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping

Joined in Jul. 2020



A non-profit organization established to promote decarbonization in international shipping. It is engaged in research and development on energy-efficiency improvement, alternative fuels, compliance with regulations, and targets for ships.

#### Japan Climate Initiative

Joined in Sept. 2018



A network for enhancing information dissemination and exchanging opinions among proactive companies, local governments, NGOs, and others working on climate change mitigation measures. (In November 2021, an event hosted by the same initiative was held as a part of COP26, where we shared our efforts toward achieving a decarbonized society by 2050.)

#### Japan Business Federation "Challenge Zero"

Joined in Mar. 2020



A new initiative in which the Japan Business Federation (Keidanren), in collaboration with the Japanese government, strongly promotes and supports the innovative actions of companies and organizations domestically and internationally for achieving a "decarbonized society," which is positioned as a long-term goal by the "Paris Agreement," an international framework for climate change mitigation. (Selected as a "Zero Emissions Challenge Company" promoted by Japan's Ministry of Economy, Trade and Industry, Keidanren, and NEDO)

#### Task Force on Climate-related Financial Disclosures (TCFD) Consortium

Declaration of support of final recommendations in December 2018



A platform for companies, financial institutions, and other stakeholders endorsing the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) to collaborate and promote efforts that facilitate effective information disclosure by companies and ensure that disclosed information is utilized for informed investment decision-making by financial institutions.

## NYK Group's Sustainability Management

Co-creation through Various Initiatives

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### Climate Change/Decarbonization

#### International Shipping GHG Zero Emission Project

Joined in Aug. 2018

A project by Japan's Ministry of Land, Infrastructure, Transport and Tourism (MLIT) that comprehensively examines technology development challenges necessary to enhance Japan's competitive advantage while assessing global future trends in energy efficiency and decarbonization. The project also considers international standards and incentive systems in light of their impacts on the market. It compiles the roles and responsibilities of stakeholders and work plans to strategically promote these efforts.

In collaboration with the maritime industries, including shipping, shipbuilding, and marine industries, as well as research institutions and public agencies, a roadmap towards zero emissions in international shipping was formulated and released in March 2020 and March 2022.

#### Getting to Zero Coalition

Oct. 2019 Became the first Japanese shipping company to participate



An industry coalition established in October 2018 to promote decarbonization in the maritime sector. It aims to achieve commercial operations of zero-emission fuel-powered vessels on international shipping routes by 2030 to meet the greenhouse gas (GHG) reduction targets set by the International Maritime Organization (IMO). In September 2021, NYK endorsed the coalition "Call to Action for Shipping Decarbonization," a proposal urging action by governments worldwide.

#### International Think Tank for CO<sub>2</sub> Capture and Storage Technology "Global CCS Institute"

Joined in Jul. 2021



An international think tank established to promote the global utilization of Carbon dioxide (CO<sub>2</sub>) Capture and Storage (CCS) technology. NYK is also a member of the CO<sub>2</sub> Shipping Working Group.

#### GX League

Agreed to the basic plan in April 2022  
Joined in May 2023



A platform where companies, government agencies, and universities came together and committed to achieving sustainable growth in the current and future society, with the goal of realizing carbon neutrality by 2050. The organizations collaborate in pursuing challenges towards Green Transformation (GX) and engage in practical efforts to transform the economic and social systems and create new markets.

#### GCMD (Global Centre for Maritime Decarbonization)

Joined in Jul. 2023



The Global Centre for Maritime Decarbonization is a non-profit organization that supports decarbonization in the maritime industry, aiming to achieve or surpass the 2030 and 2050 targets set by the International Maritime Organization (IMO). Joined as a Strategic Partner.

#### North Pacific Green Corridor Consortium

Joined in Apr. 2024

A non-profit consortium established to decarbonize supply chains between Canada and Japan/Korea

#### Smart Freight Centre

Joined in Apr. 2024



A non-profit organization, based in Amsterdam, to work to promote global warming countermeasures by visualizing the impact of rising GHG emissions, making proposals for emission reductions.

## NYK Group's Sustainability Management

Co-creation through Various Initiatives

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### Climate Change/Decarbonization/Maritime

#### Methane Abatement in Maritime Innovation Initiative (MAMII)

Joined in Sept. 2023

An initiative led by Safetytech Accelerator Limited, a non-profit organization established by Lloyd's Register to measure and assess methane emissions from LNG-fueled vessels, share knowledge on how to reduce methane emissions among participating companies, and support the introduction of technologies.

### Next-generation Fuel

#### Hydrogen Council

Jul. 2020 First shipping company in the world to join

#### Hydrogen Council

The world's first and only international council launched at the Davos Conference (World Economic Forum) in January 2017 and dedicated to the global proliferation of hydrogen. The council aims to accelerate investment in the hydrogen fuel and fuel cell sectors and achieve the development and implementation of appropriate policies and action plans.

#### Japan Hydrogen Association (JH2A)

Joined in Dec. 2020



A council that discusses the major strategic directions for achieving a hydrogen society in collaboration with various stakeholders.

#### Clean Fuel Ammonia Association

Joined in April, 2019



An organization (incorporated association) that is working on the early establishment of the value chain from the supply to the utilization of CO<sub>2</sub>-free ammonia through activities such as technology development and evaluation, economic assessment, policy recommendations, and international collaboration.

In June 2021, NYK became a board member in the same association. Additionally, an NYK executive officer delivered keynote speeches at the International Conference on Fuel Ammonia in 2021 and 2022.

## NYK Group's Sustainability Management

Co-creation through Various Initiatives

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### Biodiversity

#### World Wide Fund for Nature (WWF)

Joined in Aug. 2005



An environmental conservation organization that is working towards the recovery of rapidly declining biodiversity richness and the achievement of a decarbonized society to mitigate global warming. The organization focuses on the conservation of rare wildlife and the promotion of sustainable production and consumption.

#### Japan Business Federation Biodiversity Declaration

Joined in Dec. 2009

An initiative that promotes the dissemination and introduction of logos, future action plans, and case studies of companies and organizations that are engaged in multiple items or aligned with the overall spirit of the "Keidanren Biodiversity Declaration and Action Guidelines (Revised Version)." These initiatives are communicated and showcased through a dedicated website (available in Japanese and English).

#### Japan and Biodiversity Partnership of the Japan Business Federation

Joined in Oct. 2010

A federation that serves as the main body for the "Biodiversity Private Sector Initiative," which promotes private sector engagement in implementing the Convention on Biological Diversity.

#### ANEMONE Consortium

NYK joined as an initiating member in June 2022

Established with 13 founding members, including companies, NPOs, and academic societies, and led by Tohoku University, the initiative aims to achieve a society in harmony with nature by utilizing the large-scale environmental DNA (eDNA) monitoring network called 'ANEMONE' (All Nippon eDNA Monitoring Network). Since 2024, we have also participated in the public-private-academic project 'COI-NEXT Nature Positive Center for realizing a flourishing society' through this consortium, aiming to drive societal transformation through nature restoration.

#### TNFD Forum (The Taskforce on Nature-related Financial Disclosures Forum)

Joined in Dec. 2023  
Became in Jan. 2024 TNFD Early Adopter



A forum through which reports and seminars provide the latest information from TNFD, an international organization that has developed a framework for private companies and financial institutions to assess and disclose risks and opportunities related to natural capital and biodiversity.

#### 30by30 Alliance for Biodiversity

Joined in Nov. 2024



To achieve the 30by30 target, the 30by30 Alliance for Biodiversity was launched by a group of voluntary companies, local governments, and organizations to promote efforts to certify areas that have been conserved by the private sector as OECMs (Other Effective area-based Conservation Measures).

## NYK Group's Sustainability Management

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#### Human Resource

##### Human Capital Management Consortium

Joined in Aug. 2022



Established in August 2022, with a total of seven initiators, including Kunio Ito, the director of the CFO Education and Research Center at Hitotsubashi University, the organization aims to promote human capital management in Japanese companies through the sharing of advanced case studies on the practice of human capital management, discussions on inter-company collaboration, and the enhancement of both practice and disclosure.

#### D&I

##### 30% Club Japan (Thirty Percent Club Japan)

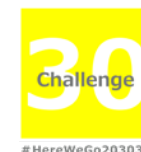
Joined in Jan. 2022



The "30% Club" is a global campaign established in the UK in 2010 to increase the representation of women in key decision-making bodies, including corporate boards. Its Japanese branch, "30% Club Japan," operates under the belief that a healthy gender balance in decision-making bodies contributes to the sustainable growth and enhanced international competitiveness of companies. With a target to achieve a 30% representation of women on the boards of TOPIX100 companies by 2030.

##### Keidanren "Here We Go 203030"

Announced support in February 2022



The policy aims to drive progress toward the target established in the New Growth Strategy published by Keidanren in November 2020, which seeks to raise the proportion of women on corporate boards to at least 30% by 2030.

#### Maritime

##### Ship Recycling Information Disclosure Platform "Ship Recycling Transparency Initiative (SRTI)"

May 2021 Participated for the first time as a Japanese shipping company



The SRTI is an information-disclosure platform that aims to improve the transparency of ship-dismantling processes and provide appropriate information to stakeholders such as shippers, banks, investment institutions, and insurance companies. On the SRTI website, participating shipowners, shippers, and investment institutions worldwide voluntarily disclose their policies and the implementation status of their own ship dismantling.

##### United Nations Global Compact (UNGC) "Sustainable Ocean Principles"

Jun. 2022 First Japanese company to announce support



##### Sustainable Ocean Principles

The framework of a responsible business organization, published by the United Nations Global Compact (UNGC) in September 2019, recognizing the urgent need to protect and restore the deteriorating oceans due to factors such as rising temperatures, acidification, depletion of natural resources, and pollution from land and sea. It aligns with the 14th goal of the Sustainable Development Goals (SDGs), "Life Below Water."