

Others

Others

Community

Community

Governance

Initiatives

- Towards the improvement of the quality of life of Filipino seafarers and their families
- Towards contributing to the development of the local economy and society

Governance

The NYK Group has launched initiatives to contribute to regional coexistence and local revitalization under the medium-term management plan “Sail Green, Drive Transformations 2026 - A Passion for Planetary Wellbeing.” This plan aims to create future value and growth through two pillars: “Deepening core existing businesses” and “Developing new growth businesses.” These initiatives include addressing the living challenges of Filipino seafarers’ families, inheriting traditional culture through the use of passenger ship business, and engaging in the offshore wind power value chain.

In addition, we will thoroughly carry out responsible actions as a corporate citizen based on the “NYK Code of Conduct” and the “NYK Group Supplier Code of Conduct”, and we will respect human rights and diverse cultures (including the cultures, customs, and languages of each country and region), and we will strive for harmony between the international community and local communities.

Initiatives

Towards the improvement of the quality of life of Filipino seafarers and their families

The Philippines is the world’s leading supplier of seafarers, with around 220,000 Filipinos working as seafarers on ocean-going cargo ships. If we look at the Japanese merchant fleet alone, it is no exaggeration to say that the maritime industry in Japan and around the world is supported by Filipino seafarers, as approximately 40,000, that is to say 70% of all seafarers currently on board, are Filipinos.

On the other hand, Filipino seafarers face the challenge of having difficulty accessing financial services such as insurance

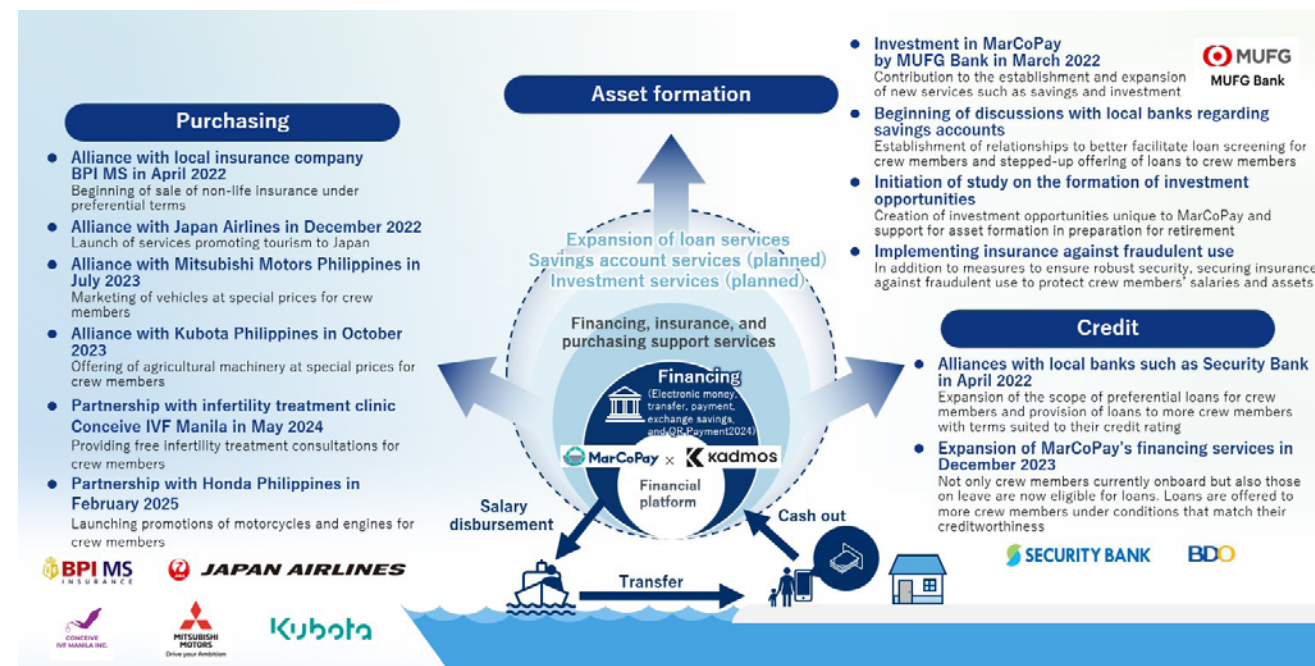
and bank loans, despite being in the high-income bracket, which is significantly higher than the average in their home country, due to circumstances such as (1) being considered as temporary employees for each period of service on board and (2) being classified as overseas workers and being required to prepare complicated documents.

In order to resolve this issue, which concerns the livelihood rights of seafarers’ families, the NYK Group is creating and providing various services by connecting MarCoPay Inc. (Maritime Community Pay), a life support platform for seafarers that uses electronic

currency, with a variety of partners.

In June 2025, the NYK Group reached an agreement to acquire all shares of Kadmos Holding GmbH, a company that operates a global payroll platform for seafarers aimed at improving the quality of life for Filipino seafarers and their families. With Kadmos joining the Group’s electronic currency business, the NYK Group will be able to offer services not only to Filipino seafarers but also to seafarers of other nationalities. The Group will continue to promote the well-being of seafarers, who play a vital role in supporting the shipping industry, on a global scale.

■ MarCoPay, which expands the scope of services



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— Towards contributing to the development of the local economy and society

Towards contributing to the development of the local economy and society

● Offshore wind power

The NYK Group has started working in the offshore wind power business as a new business area.

Offshore wind power is seen as a major source of renewable energy in Europe, and in Japan too, it is being regularly promoted as a “trump card for renewable energy” by both; public sector and private sector.

Offshore wind power is a long-term project that lasts for 25 years or more, from the survey and construction stages through to the operation stage, and when you look at everything from the construction stage to the maintenance and management after the operation starts, the related industries are also diverse. With the entry into offshore wind power, the NYK Group will take on the challenge of solving important issues that Japan is facing, such as “Ensuring Energy Stability” and “Revitalizing Regions and Restoring International Competitiveness.”

> Collaboration with Akita Prefecture

Under the Comprehensive Collaborative Agreement with Akita Prefecture, our Akita branch has been in operation since April 2022. The branch is working towards regional revitalization through the promotion of renewable energy projects, including offshore wind power, and the development of related human resources, as well as through the use of ports, the development of ship-related human resources, tourism promotion, and environmental conservation.

In areas with a high population outflow, including Akita Prefecture, creating local employment opportunities is an issue, so the Company is also focusing on developing human resources within Akita Prefecture.

In April 2024, we opened the offshore wind power training

center, “Wind and Sea School Akita,” where we will provide basic safety training for offshore wind turbine workers (GWO Basic Safety Training), basic safety training for seafarers (STCW Basic Training), and Crew Transport Vessel (CTV) maneuvering training. In addition to contributing to the stability of Japan’s electricity supply through offshore wind power, we aim to become a base for regional revitalization and to attract new people to the prefecture, not only from within the prefecture but also from outside the prefecture. In addition, by leveraging the unique feature of having the training center located within a school in Akita Prefecture, a leading region

for offshore wind power, we aim to contribute to the development of the next generation of human resources.

In addition, in December 2024, NYK jointly established “Japan Offshore Support Co., Ltd.,” a vessel management company for CTVs, together with Akita Eisen KK. Our goal is to provide high-quality services through the long-term development of seafarers. In addition to contributing to the stability of Japan’s power supply through offshore wind power, we aim to become a hub for regional revitalization by attracting new people not only from within the prefecture but also from outside the prefecture.

■ Regional revitalization in Akita through offshore wind power generation projects



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Community

> Collaboration with Hokkaido

In January 2024, the Company concluded a “Memorandum of Understanding on Cooperation and Collaboration” with Hokkaido, and on April 1, we opened a Hokkaido branch. The NYK Group has already begun ^{*1} operating a Crew Transport Vessel (CTV) for the Ishikari Bay New Port Offshore Wind Farm since July 2023, and we aim to participate in the investigation, transportation, construction, and maintenance management stages of any offshore wind power projects that are expected to be developed in Hokkaido in the future. In addition, through the development of ammonia fuel ships and CCS^{*2} projects, we will contribute to the realization of a decarbonized society in Hokkaido, and we will also respond to the demand for logistics associated with the construction of semiconductor factories and data centers within Hokkaido, as well as the growing demand for domestic shipping, which aims to shift transport from trucks to ships, with the aim of contributing to the regional revitalization through the promotion and revitalization of logistics.

^{*1} The Company owns CTV, and our group company, Hokuyo Kaiun Co., Ltd., which is based in Hokkaido, operates and manages the ships.

^{*2} CCS (Carbon dioxide Capture and Storage): Carbon dioxide (CO₂) capture and storage

• Contribution to “Zero Carbon Yokohama” of Yokohama City

We support the “Zero Carbon Yokohama”^{*1} initiative, which is working towards the realization of a decarbonized society in Yokohama city. We have gradually switched the power supply for “NYK Hikawamaru,”^{*2} (moored and open to the public at Yamashita park, as well as the Yokohama port Daikoku C-3 terminal, Yokohama branch, and NYK Maritime Museum (temporarily closed from April 2023) to electricity derived from renewable energy sources. Additionally, since 2022, we have effectively transitioned all power consumption for our headquarters and the NYK Building to electricity sourced from renewable energies.

^{*1} Zero Carbon Yokohama: A plan enacted by the city of Yokohama in Kanagawa prefecture to strengthen countermeasures against global warming and realize decarbonization by 2050 (net-zero GHG emissions) as soon as possible in the last half of this century, and to promote efforts to realize a sustainable large-city model.

^{*2} NYK Hikawamaru: This passenger-cargo ship was completed in 1930 and was active on routes such as the Seattle route. During World War II, the ship was utilized as a hospital ship, and after the war, it served as a repatriation and returning ship. Currently, NYK HIKAWAMARU is moored at Yamashita Park in Yokohama city. It was designated as an Important Cultural Property in August 2016, becoming the first preserved ship to receive this designation as a valuable resource for conveying shipbuilding technology from its time of completion.

• Passing on traditional culture through cruise ships

The “MS Asuka II,” a cruise ship that represents Japan and is operated by our group company NYK Cruises Co., Ltd., has led the development of the Japanese cruise culture. On the “MS Asuka II,” in

addition to exhibitions of works created by people such as Holders of Important Intangible Cultural Property (so-called “Living National Treasures”) from 2022, there are also port of call sightseeing tours of workshops and talk events. In addition, handicrafts are sold on board, and part of the proceeds are donated to help preserve traditional Japanese culture.

In July 2025, “MS Asuka III” have entered service, and the fleet have expanded to two ships. The NYK group will bring together people and regions through cruise culture, and these two ships will sail into the future and promote regional revitalization and Japanese culture more than ever before.

■ Asuka Cruise that Connects Japanese Culture to the World



Others

Supply Chain

Supply Chain

Governance

Strategies and Risk Management

- Strategy
- Risk Management

Initiatives

- Joint development of ammonia-fueled ships for decarbonization of ships
- A challenge to design new ships using 3D models
- Establishment of evaluation methods for the “performance in real sea conditions” of ships agreed upon in shipbuilding contracts

Governance

The NYK Group, whose core businesses include oceangoing shipping and logistics, procures raw materials and products and receives services from shipbuilding companies, fuel suppliers, ship management companies, airlines, and others, primarily to provide transportation services to its customers, who are mainly cargo owners. In providing these transportation services, the Group carries out port operations such as loading and unloading cargo, warehouse management, and transportation, ultimately delivering services to end consumers. Additionally, when disposing of vessels, which require large amounts of steel resources, the Group conducts resource recycling at ship recycling yards certified by the Group.

To manage its broad-based supply chain, the Group has established the “NYK Group Supplier Code of Conduct” and is promoting the development of a sustainable supply chain through initiatives such as conducting human rights due diligence in accordance with the “NYK Group Human Rights Policy.”

Regarding environmental issues, the Group strives to minimize the environmental impact of procuring transportation equipment, including vessels, in accordance with the “NYK Group Environmental Policy.” In addition, the Group is working on the social implementation of new technologies and other innovations through co-creation with its suppliers.

In addition, the “NYK Code of Conduct” stipulates that NYK will not engage in any business practices that hinder free competition, such as unfair business practices, and that the Company will not abuse its dominant position in transactions with partner companies, and the company is thoroughly ensuring compliance with competition and anti-monopoly laws.

Strategies and Risk Management

Strategy

In the NYK Group’s shipping business, which has a fleet of approximately 886 vessels (as of the end of March 2025), ships are the main item procured. A ship comprises tens of thousands of components, including engines, propellers and other propulsion equipment, cranes and other cargo handling machinery, and radar and other navigation equipment.

The Group recognizes that enhancing the value of the broad-based ship supply chain and strengthening competitiveness is an important strategy not only for securing ships, which are essential for stable international marine transport, but also from the perspective of securing regional economies and employment and contributing to economic security.

Furthermore, the Group has set a goal of achieving net zero greenhouse gas (GHG) emissions, including Scope 3, by 2050, and is working to improve the accuracy of emission data collection throughout the supply chain.

The Group is taking the opportunity of fuel conversion to achieve zero emissions and, together with its many stakeholders, including suppliers, is aiming to be the first in the world to supply ships with high environmental performance and safety, using the technological capabilities of the Japanese maritime industry.

The Group is also working together with customers who are striving to reduce the carbon footprint, GHG emissions throughout the lifecycle of their products and services.

For more information, click on the link below.

P.033 Decarbonization

Risk Management

Based on international norms such as the United Nations’ “Guiding Principles on Business and Human Rights,” the NYK Group has established the “NYK Group Supplier Code of Conduct” that covers items such as human rights, labor, legal compliance, safety, and environmental conservation. The NYK Group requires its suppliers to understand the purpose and content of this code of conduct and work to achieve its standards.

The Group also requires the establishment of an information security framework and the formulation of a business continuity plan (BCP) to prepare for risks such as natural disasters and infectious diseases, aiming to build a resilient supply chain.

Moreover, the Group conducts human rights due diligence to identify potential human rights violations in the supply chain, assess their impact, and implement the PDCA cycle to prevent or mitigate adverse impacts.

When disposing of vessels, the Group ensures that ship recycling is carried out with consideration for human rights and the environment, and only at certified yards that meet the Group’s standards.

For more information, click on the link below.

P.022 Ship Cyber Risk Management

P.060 Circular Economy

P.083 Human Rights

Others

Supply Chain

Governance

Strategies and Risk Management

Strategy

Risk Management

Initiatives

- Joint development of ammonia-fueled ships for decarbonization of ships
- A challenge to design new ships using 3D models
- Establishment of evaluation methods for the “performance in real sea conditions” of ships agreed upon in shipbuilding contracts

Supply Chain

Initiatives

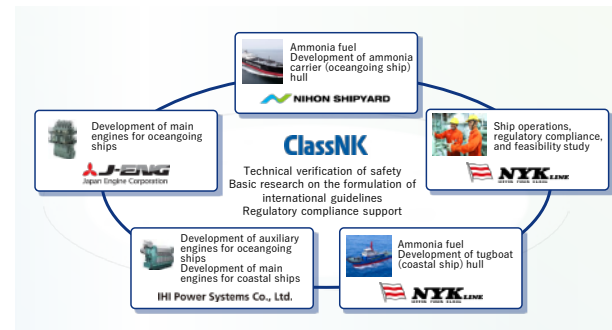
Joint development of ammonia-fueled ships for decarbonization of ships

As part of the Green Innovation Fund Projects, a grant from the New Energy and Industrial Technology Development Organization (NEDO), five parties including Japanese shipbuilders, engine manufacturers and classification societies are working together to develop ammonia-fueled ships, with development beginning in 2022.

For more information, click on the link below.

P.033 Decarbonization

Co-creating organizations



A challenge to design new ships using 3D models

In March 2024, NYK obtained 3D certification from Class NK for the basic design drawings of a new multipurpose container ship. This is the first case in the world* of an ocean-going vessel being completed from the initial stage of basic design to class approval using only 3D

(three-dimensional) drawings.

Taking the opportunity of acquiring this certification, which solves the various information sharing issues that had arisen in the existing process using 2D drawings, the Company will effectively utilize 3D drawings, contribute to shortening the certification period and promoting communication between related parties, and aim to procure ships with higher safety and environmental performance.

* As of March 28, 2024, according to a survey by NYK and Class NK

Establishment of evaluation methods for the “performance in real sea conditions” of ships agreed upon in shipbuilding contracts

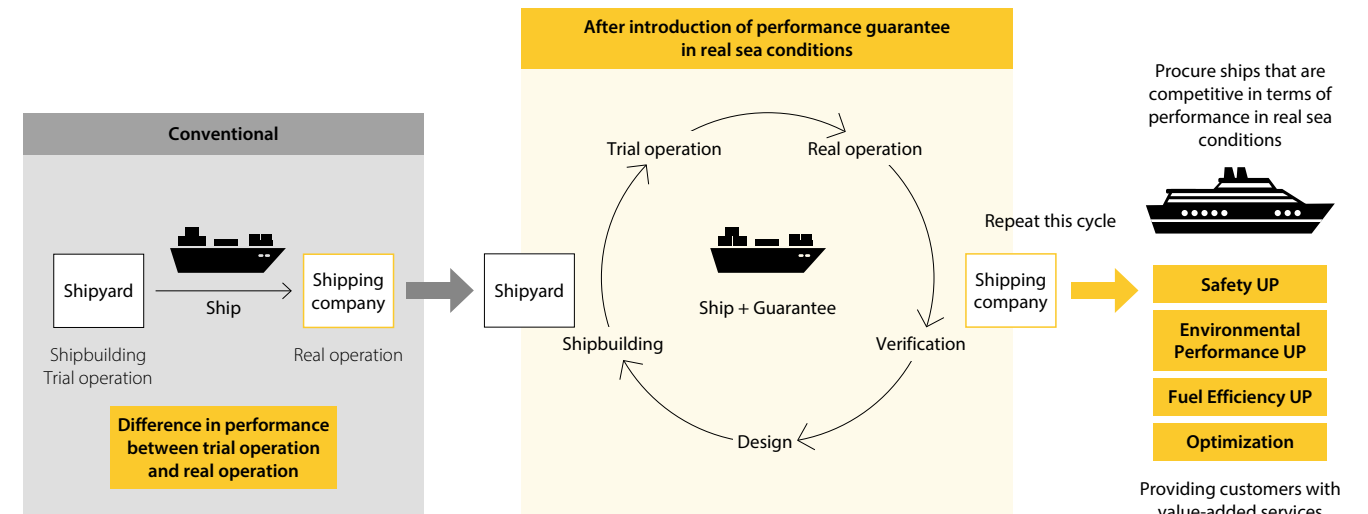
NYK and Japan Marine United Corporation have been working to estimate performance in real sea conditions* before shipbuilding.

In March 2024, after a year of verification of performance in real sea conditions on crude oil tankers operated by NYK, the two companies agreed on and established a method for evaluating performance in real sea conditions that is both technical and objective.

In the future, NYK will promote similar initiatives for various types of ships, aiming to create a system that can estimate and evaluate the performance of ships in real sea conditions when building contracts for new ships, and the company will procure ships with high fuel efficiency in collaboration with its partner shipyards.

* In the past, it was common for shipbuilding contracts to set and agree on guaranteed speeds based on the relationship between ship speed and horsepower in calm weather and sea conditions (in still water performance), and for shipyards and shipping companies to mutually confirm the guaranteed speed during sea trials during construction. However, since actual voyages after the ship's launch are strongly affected by waves and wind, there was a problem of a large discrepancy between the guaranteed performance in calm water and the propulsion performance (performance in real sea conditions) in weather and sea conditions with waves and wind.

Overview of Performance Guarantee in Real Sea Conditions



Others

Intellectual Property

Governance

- Organization

Strategy and Risk Management

- Obtaining Intellectual Property Rights
- Intellectual Property Evaluation and Reward System

Protection of the intellectual property rights of the NYK Group

Understanding and Respecting the Intellectual Property Rights of Others

Utilization and Contribution of Intellectual Property

Initiatives

Representative Examples of Patents

Relevant Data

Governance

Safety is the foundation of our group's business continuity, and our continued efforts to always stay one step ahead in safe operation is what differentiates us from competitors. Ahead of international environmental regulations, in addition to reducing GHG emissions, we believe that contribution to the industry as a whole will directly link to the materiality of the NYK Group by taking the lead in meeting the "environmental" needs of ships from various perspectives (such as pollution prevention and ecosystem protection) and by taking the lead in new initiatives in areas (related to "safety" and "human resources") such as autonomous ships that are attracting increasing attention from the perspective of improving safety, addressing crew shortages, and ensuring logistics stability.

We are committed to R&D and technological development as the linchpin of value creation through the practice of materiality. At the same time, we are protecting our business activities by properly protecting and utilizing the results of our efforts as intellectual property, accurately understanding and thoroughly respecting the intellectual property rights of other companies, and fulfilling our social mission of "Never Stop Logistics" while simultaneously creating the value.

Organization

We have established an IP Committee as a forum for seeking advice on application review and compensation for inventions made at work. As of May 2024, the Senior Executive Officer and Head of the Technology Division, who chairs the Intellectual Property Committee, is responsible for our group's IP.

Strategy and Risk Management

Obtaining Intellectual Property Rights

We continue to help resolve issues faced at the work-site by leveraging the information and knowledge gained from the daily operation of its ships. With the motto "No SOLUTION without MEASUREMENT," we have been practically collecting and accumulating ship data from actual sea areas, analyzing the data, and developing solutions for many years in cooperation with our group companies such as MTI Co., Ltd., in order to make invisible visible, and protecting the results with intellectual property.

• Examples of Areas of Focus

> (1) Preventing accidents and malfunctions by monitoring ships from land

Based on big data including ship position, speed, engine operating conditions (temperature, pressure, flow rate, etc.), acceleration by motion sensors, wind direction, wind force, wave height, and other meteorological and oceanographic information, the Ship Information Management System (SIMS), a ship performance monitoring system introduced in 2008, enables analysis and diagnosis that leads to early detection of signs of malfunctions and serious accidents such as breakdowns on operating ships.

> (2) Research on Autonomous Ship Technology

We have more than 30 years of extensive data on evasive maneuvering by captains and officers, accumulated using in-house full-mission maneuvering simulators. This data is used in the development of evasive maneuvering algorithms. In 2023, the "Autonomous Vessel" initiative by NYK and three NYK Group companies (MTI Corporation, Nippon Marine Science Inc. and Kinkai Yusen Kaisha, Ltd.) received the "5th Japan Open Innovation Award,

Minister of Land, Infrastructure, Transport and Tourism Award" sponsored by the Cabinet Office.

* Full-mission ship handling simulator: A simulator consisting of a mock bridge equipped with actual navigational instruments used on vessels, surrounded by large screens to replicate real-world maritime conditions

• Received the "Data Management Grand Prize Award"

Our company was awarded the grand prize at the Data Management 2024 held by the Japan Data Management Consortium (JDMC) in recognition of our efforts to improve and utilize the data lake* in the three areas. i.e. Ship operation management, deepening of the marine transportation business, and group business management. This award is presented to companies and institutions that have made noteworthy efforts and achievements and are recognized as a model for others in the future.

* Data Lake: A data management system for the utilization and analysis of data. Suitable for collecting and storing large amounts of data because the data can be stored in any format or size

Intellectual Property Evaluation and Reward System

We have established regulations for handling employee inventions with the objective of encouraging our employees to make inventions, to guarantee their rights as inventors, and to ensure the rational management and utilization of patent rights acquired through inventions.

Others

Intellectual Property

Governance

Organization

Strategy and Risk Management

Obtaining Intellectual Property Rights
Intellectual Property Evaluation and Reward System

- Protection of the intellectual property rights of the NYK Group
- Understanding and Respecting the Intellectual Property Rights of Others
- Utilization and Contribution of Intellectual Property

Initiatives

- Representative Examples of Patents

Relevant Data

Intellectual Property

Protection of the intellectual property rights of the NYK Group

We apply for and manage the patents and other industrial property rights with the aim of identifying intellectual property through originality and ingenuity, differentiating itself from other companies with this intellectual property, and contributing to the business. We also protect ideas that can be intellectual property and other assets such as ship data.

Understanding and Respecting the Intellectual Property Rights of Others

Our group clearly states in “NYK Code of Conduct” and “NYK Group Supplier Code of Conduct” that it will not infringe on the intellectual property rights of others, and implements this policy throughout its value chain. We respect the intellectual property rights of others, as much as our own intellectual capital rights. We work to reduce the risk of infringement of rights held by others by conducting surveys to avoid industrial property infringement, responding to internal consultations regarding intellectual property contractual clauses, and holding regular intellectual property training sessions.

Utilization and Contribution of Intellectual Property

Appropriate use of our group’s intellectual property will not only increase our group’s corporate value through monetization, but may also contribute to solving industrial and social issues.

Contributing to the Revitalization of the Maritime Industry through the Use of Technology and Patents

In April 2023, we established the “Shipbuilding Business Group” within the Technology Division. We, either independently or in combination, provide solutions to the technical needs of ship owners, ship management companies, etc., through the technologies and know-how accumulated by our Group in its engineering and marine affairs divisions and engineering group companies, strive to solve various problems of the maritime cluster and contribute to the realization of safe and sustainable maritime transportation.

Initiatives

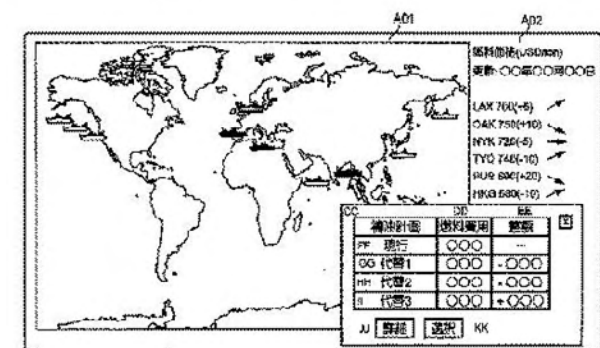
We are developing cutting-edge technologies related to safe navigation and environmental protection, such as IBIS Project, which utilizes big data for optimal economic navigation, and the MT-FAST (hull additive), an energy-saving device that greatly improves fuel efficiency.

Representative Examples of Patents

IBIS Project-related Patent (Patent No. 5591429)

This invention provides a mechanism for presenting an oil replenishment plan (oil refueling port and oil refueling amount in the oil refueling port) for reducing fuel cost during ship voyages. For example, if a change in fuel prices at a particular port leads to a refueling plan that will allow a ship in transit to save fuel cost compared to the current refueling plan, the ship’s operator and other users will be notified of the same. As a result, users can easily find out the desired refueling plan.

Screen image of the refueling plan support system



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Initiatives

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Relevant Data

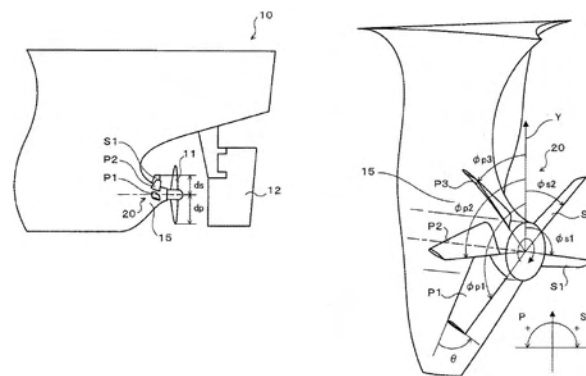
Intellectual Property

● MT-FAST Patent (Patent No. 5002378)

This invention relates to a marine propulsion efficiency improvement device and its installation method.

Ships use engine power to rotate propellers and push seawater backward, converting it into a force that propels the ship in the direction of travel. However, when the rotational force is converted into propulsion force, a vortex called swirling flow is generated, which lowers propulsion efficiency. This invention is a hull appendage "MT-FAST" consisting of several twisted shaped fins. It is attached to the front of the propeller to regulate the water flow flowing into the propeller and to reduce the swirling flow generated behind the propeller. As a result, the propeller propulsion power gets improved, and approximately 4% fuel saving becomes possible.

■ Outline of a ship equipped with a marine propulsion efficiency improvement device

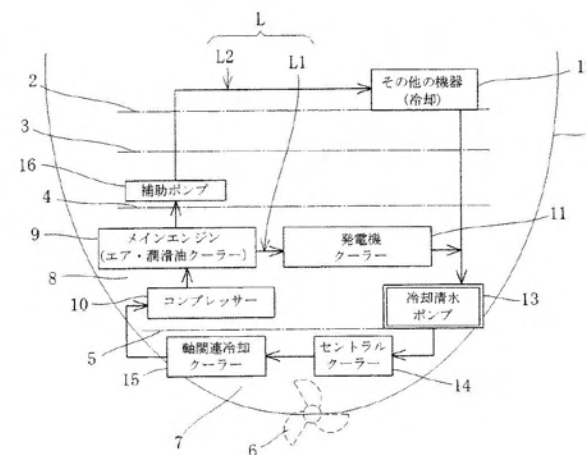


● Reduction of Energy Consumption of Auxiliary Equipment (Patent No. 5474574)

This invention relates to a fresh water cooling system for ships.

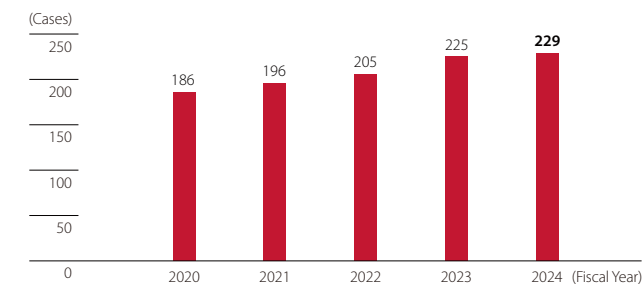
In large ships, the height of the equipment in the upper accommodation area of the ship from the cooling fresh water pump is about 25 m or even higher. As a fresh cooling water pump, a high-capacity, high-lift pump with a large discharge pressure is required, but the challenge is that a large amount of power is consumed to drive the pump. This system divides the cooling system into upper and lower sections. By using an auxiliary pump to supply fresh water to the upper system, the required lift of the cooling fresh water pump can be lowered, and the power consumption for driving the pump can be reduced.

■ Schematic diagram of the fresh water cooling system



Relevant Data

■ Number of Patents



Note: Numbers of patents indicate the number of cases at the end of each fiscal year

Others

The Challenge to Solve Social Issues

Strategies and Risk Management

- NYK Group's Basic Stance on Human Rights
- Systems and Programs

Initiatives

- Environmental Preservation
- Supporting Developing Countries
- Realizing an Inclusive Society
- Fostering Future Generations
- Initiatives Overseas
- Disaster Relief

Related Data

Strategies and Risk Management

NYK Group's Basic Stance on Human Rights

Governed by business management centered on sustainability and under the theme of "giving back to the oceans, earth, and people," the NYK Group is committed to addressing social and environmental issues. Aiming to enhance its corporate value together with all stakeholders through these activities, the Group established a new framework called the "NYK Group Sustainability Initiatives (NYKSI)," which remain in place today.

• Activity Policy

1. Realizing a sustainable future society

By utilizing its various resources, the NYK Group carries out activities that contribute to the realization of a better future for society. The activities' main objectives include preserving the environment, supporting developing countries, realizing an inclusive society, and fostering future generations, among others. As a group that carries out corporate activities globally in the field of the natural environment, the NYK Group proactively encourages and supports the efforts of the Group employees to solve social and environmental issues, leading to the creation of innovation and the seeds of commercialization.

2. Raising NYK Group employee awareness of solving social issues

Participating in activities addressing the NYK Group Sustainability Initiatives, the Group incorporates different values and perspectives to nurture a corporate DNA that includes the NYK Group Values of integrity, innovation, and intensity, or the 3I's, and aim to raise awareness of solving social issues.

3. Increasing engagement through connection with society

Through connection with various stakeholders during activities addressing the NYK Group Sustainability Initiatives, the Group aims to become a group that can dream and work with pride by gaining awareness of how the Group can continue to be of service to society.

• "NYK Group Sustainability Initiatives" Logo

The turquoise color of the NYK Group Sustainability Initiatives logo, a mixture of blue and green, is consistent with the Group's theme of "giving back to the oceans, earth, and people." The NYK Group nurture the seeds of new business to solve social issues, and this is expressed by buds growing from the earth.



Systems and Programs

A variety of systems and programs have been introduced to encourage NYK Group staff members to take on the challenge of solving social issues through activities based on the NYK Group Sustainability Initiatives.

• NYK Introduces Volunteer Point System

Points are granted for each form of contribution made by employees, and NYK then tallies the points granted during the year, converts them to a monetary amount, and makes donations in that amount to charities. NYK implemented the point system in June 2014 as a mechanism to support the volunteer activities of its

employees.

In 2023, 694 people from 36 companies participated and registered 955,270 points (89.7% increase compared to the previous year). In response to this significant support, in April 2024, the Company donated a total of 1,910,540 yen to two organizations engaged in support activities in the fields of environmental preservation and support for developing countries.

• Matching Gift Program

The matching gift program is a program under which NYK provides an additional contribution proportional to the contributions made by employees to an NPO or similar organization.

• NYK Group Sustainability Initiatives Web Portal

The NYK Group Sustainability Initiatives program has been established on the Company's intranet. Through these initiatives, the Group introduces collaborative activities with external partners that are being carried out within the Group, as well as initiatives aimed at resolving social issues that have been proposed and implemented by the Group employees. The Group also conducts projects that could lead to the creation of new business opportunities, aiming to promote and invigorate activities that contribute to solving social issues.

Others

The Challenge to Solve Social Issues

Strategies and Risk Management

NYK Group's Basic Stance on Human Rights Systems and Programs

Initiatives

- Environmental Preservation
- Supporting Developing Countries
- Realizing an Inclusive Society
- Fostering Future Generations
- Initiatives Overseas
- Disaster Relief

Related Data

The Challenge to Solve Social Issues

Initiatives

Environmental Preservation

The Group continues to conduct its business in the natural environment and is thus involved in environmental preservation of the marine environment and biodiversity conservation activities. Among these activities is "Giving Back to the Oceans," its marine environment conservation initiative positioned within the "NYK Group ESG Story." Through its activities, the Group collaborates with partnering non-profit organizations and educational institutions seeking to protect the irreplaceable treasures that are our oceans.

• The "Yu no Mori" Reforestation Project

The NYK Group is engaged in the reforestation project "Yu no Mori," aimed at preserving the rich natural environment. In April 2022, the Group concluded a forest development partnership agreement with Gotemba City in Shizuoka Prefecture, and the Group is working closely with the city to develop the forest.

"Yu no Mori" is a project that embodies the Group's commitment to giving back to the ocean by strengthening water source conservation functions through forest creation, thereby purifying the mountains, rivers, and ultimately the sea. Japan's land is approximately 70% forested, but about 40% of these are artificial forests, and some have been left unattended for many years, leading to ecosystem disturbances and problems such as landslides. To address these issues, "Yu no Mori" aims to cultivate mixed forests that support diverse ecosystems, implementing thinning and replanting activities. Launched in May 2024, the "Yu no Mori" project has so far engaged more than 800* participants — including current and former NYK Group employees and their families — in efforts to conserve and protect our forests.

The Group is committed to continuing this project in partnership

with local communities.

*As of December 2025



"Yu no Mori" trees

Forest maintenance

• Kishu Minabe Sea Turtle Research Project

Since 2016, NYK has supported the "Kishu Minabe Sea Turtle Research Project" launched by Earthwatch Japan,* a specified non-profit organization. Every July, a group of approximately 20 volunteers comprising the Group employees and local community members participate in a survey to deepen understanding of changes to the natural environment and living things.

Minabe town in Wakayama Prefecture is the largest place on the main island of Japan where loggerhead sea turtles lay their eggs, but now sea turtles are in danger of dying out. Research of the sea turtle's lifestyle has been undertaken since 1990 in Minabe town. In this program, volunteers who work under the guidance of researchers from the Sea Turtle Association of Japan and the Minabe Sea Turtle Research Project (run by a local citizen group) check and assist with attaching identification tags to the loggerhead sea turtles that come ashore at night to lay their eggs, and measuring the length and width of the turtles' shells.

*Kishu Minabe Sea Turtle Research Project:

In Minabe town of Wakayama Prefecture, loggerhead turtles are spotted yearly at Senrinohama Beach and the nearby Iwashirohama and Takahama beaches. However, due to a lack of personnel and other reasons, surveys for individual identification of these turtles have not progressed. With the help of volunteers, this program conducts surveys to count the number of eggs laid throughout a turtle's life with the goal of contributing to preserving the loggerhead turtle and revealing their ecology.



Loggerhead sea turtle

Volunteering participants



• Visualizing Diversity Using Environmental DNA and Contributing to the Realization of a Nature-Positive Society

The NYK Group is a member of the ANEMONE* Consortium, a network that aims to foster a society in harmony with nature utilizing environmental DNA, and contributes to the expansion of a database by providing seawater samples and to the expansion of the survey areas. Vessels operated by the Group conduct sampling of seawater to gather environmental DNA (DNA originating from living things that exist in the natural environment, such as in water and soil). The samples are then analyzed at Hokkaido University and Tohoku University in Japan, and the analysis results are released on the ANEMONE Database.

Environmental DNA analysis is a revolutionary form of ecological survey that allows researchers to understand the variation and distribution of organisms living in the surrounding waters from as little as a single bucket of water. The aim of visualizing biodiversity is to incorporate this information into economic considerations. The Group will continue to provide its knowledge from a corporate perspective to put the results of this project into practice in society, thereby contributing to the conservation of biodiversity and the realization of a nature-positive society.

* ANEMONE: ANEMONE stands for All Nippon eDNA Monitoring Network, a biodiversity observation network using environmental DNA (eDNA).

Others

The Challenge to Solve Social Issues

Strategies and Risk Management

NYK Group's Basic Stance on Human Rights Systems and Programs

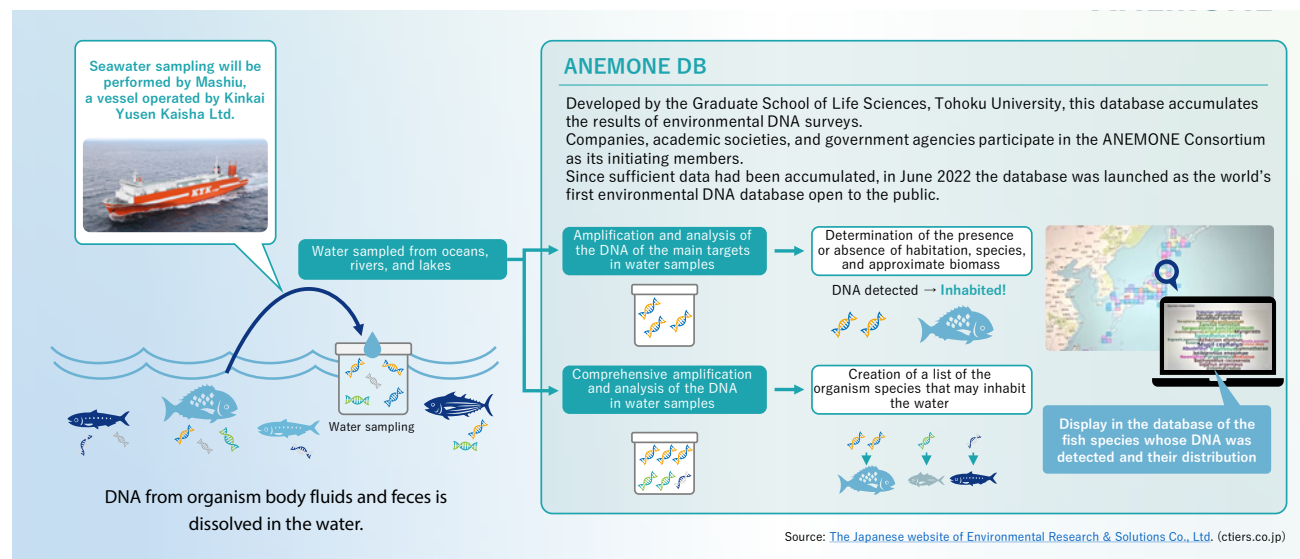
Initiatives

- Environmental Preservation
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- Fostering Future Generations
- Initiatives Overseas
- Disaster Relief

Related Data

The Challenge to Solve Social Issues

■ Overview of ANEMONE Consortium



● Contribution to the Analysis of Marine Plastics Pollution

Since 2020, NYK and the Chiba Institute of Technology have been working on world-leading marine surveys targeting all ocean areas with an aim to reveal the state of the distribution of mainly marine plastics constituting microplastics. This research targets accessible sea areas around the world. Thus far, the microplastic samples have been collected from more than 120 locations by utilizing the network of vessels held and operated by the NYK Group. Once the samples are analyzed by Kameda Laboratory at the Chiba Institute of Technology, the results are published on a website as the World Marine Plastic Garbage Map.



NYK's Vessel Network



World Marine Plastics Garbage Map

In January 2023, NYK donated a Raman microscope capable of analyzing ultra-fine microplastics to the Chiba Institute of Technology. Using the Raman microscope, the Kameda Laboratory has been able to establish the world's first method of automatically analyzing ultra-fine microplastics. The donation of the microscope has enabled world-leading research to fundamentally solve the problem of marine plastics.

NYK will continue to collect samples on its vessels and expand the range of waters the Company surveys. Moreover, the Company will continue to contribute to the international community by supporting Chiba Institute of Technology's efforts to establish methods for marine surveys focused on ultra-fine microplastics, and by supporting the provision of survey results with actual measurement data that will directly lead to a fundamental solution to the issue of marine plastics.

● Contribution to the Atmosphere Analysis Research of Tohoku University

NYK is participating in a Tohoku University research project to study global greenhouse gas distribution and circulation. For more than 40 years since 1982, sample air has been taken at sea on two container ships shuttling between Japan and Australia, and on another traveling between Japan and North America. Analysis results of the sampled air have already revealed that the northern and southern hemispheres have varying concentrations of CO₂, and also that concentrations fluctuate seasonally and yearly. By adding observation points on the ocean to points on land, NYK has contributed to research in this area.

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● Joint Research to Discover Medicinal Resources from Marine Organisms

NYK and Chuo University launched a joint research initiative to discover novel natural products from marine organisms in 2025. This project seeks to identify previously unknown substances that may have beneficial applications for humanity, including potential new medicinal resources, from marine organisms attached to ship hulls and other surfaces, and to elucidate the effects of those substances. Historically, natural products have played a pivotal role in the development of groundbreaking medicines, akin to the discovery of penicillin, the world's first antibiotic, from mold. There have been past instances where new natural products from marine organisms were discovered to inhibit the proliferation of pathogens responsible for infectious diseases. Going forward, NYK will primarily provide the environment for collecting marine organisms, while Chuo University will handle the collection, exploration of unknown natural products, and their usefulness assessment. Through this collaboration, NYK aims to discover new substances that will serve as a foundation for supporting our healthy and prosperous lives.

● Argo Program: International Science Project

The Argo Program is a project for launching floats (Argo floats) capable of monitoring ocean waters for changes in water temperature, salinity, and pressure. Approximately 3,000 Argo floats are deployed around the world, one for every 300 square kilometers of ocean, to monitor changes in the oceans indicating the effects of climate change. On November 19, 2010, NYK concluded an agreement titled "Agreement on Cooperation in Deployment of Scientific Floats for Global Ocean-Monitoring" with the Japan Agency for Marine-Earth Science and Technology (JAMTEC), a national research organization. For over a decade, the Company has been launching Argo floats, advancing the Argo Program, and contributing to the achievement of the Sustainable Development

Goals (SDGs) defined by the UN.

Scientists around the world utilize the measurement results of the Argo floats in their investigations and research. Through summary reports of the UN-established Intergovernmental Panel on Climate Change (IPCC), the knowledge acquired from the plan is utilized in the framework of international global warming countermeasures and the policy decisions governing each country's response to climate change. Recently, in addition to climate change predictions regarding the El Niño phenomenon, the research has also contributed to improving the accuracy of weather reports, which are generally more familiar.

Going forward, NYK will continue to utilize the resources of its owned vessels and shipping routes to launch Argo floats in remote areas that are difficult for related organizations' ships to access.

● Supporting Environmental Preservation in Mikawa Bay

In June 2023, NYK donated 3 million yen to Nishio City in Aichi Prefecture to support the environmental preservation activities in the Mikawa Bay area, where many vessels enter and leave port. The funds mainly went toward activities such as surveys and replanting of seaweed beds* and eelgrass seedlings. Moreover, since 2023, the NYK Group employees have also been participating as volunteers for the annually held eelgrass replanting.

*Seaweed bed: A location where a variety of seaweed grow. Also referred to as the cradles of the seas, they are an important habitat that fulfills the roles of filtering water and providing a place for laying eggs and raising the young of sea creatures.

● Participation in Recycling Activities

NYK has been participating in the collection of empty disposable contact lens cases. The collected cases are recycled and transformed into various products such as ballpoint pens. NYK also utilizes these recycled products as novelties.

Supporting Developing Countries

Utilizing its resources, the NYK Group supports the realization of a society that can provide equal opportunities for education, health, and labor to people in developing countries.

● Transport Assistance for Used School Backpacks

NYK offers free transport assistance via a group company that operates container ships to support "School Backpack Supplies to School Children Program" in Afghanistan. This program is organized by JOICFP (Japanese Organization for International Cooperation in Family Planning) in which the organization donates used school backpacks of Japanese children to the children in Afghanistan.

Many of the school children in Afghanistan walk over 10 kilometers one way along steep mountain paths to attend open-air schools. By carrying textbooks and notebooks in school backpacks, they can safely walk along dangerous mountain paths. Previously, the guardians considered their children as wage workers; however, after observing children commuting to school with school backpacks, they began to become aware of the significance of education. The backpacks are now fundamental symbols of education among people in Afghanistan.



School Backpack Supplies to School Children Program

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The Challenge to Solve Social Issues

• Transporting Picture Books

The NYK Group supports the "Books for Children" campaign of the Shanti Volunteer Association (SVA), a public corporation that provides educational support to children in Asia. Since 2004, NYK has been working with a group company that operates container ships to provide transportation services to Cambodia, Laos, and other countries.

The SVA has participated in volunteer activities since 1999 by attaching translations in local languages to picture books written in Japanese. There are not enough schools, teachers, or textbooks in Cambodia and Laos due to national conflicts and poverty, and few local children's book authors. Picture books that are distributed by the SVA, are delivered to libraries in needy areas and used in classrooms to improve literacy and emotional education.



Books for Children Campaign

• Transporting Wheelchairs

NYK has supported the activities of the Sakura Wheelchair Project (a specified nonprofit organization) and Wheelchairs of Hope (NPO) by transporting wheelchairs that are no longer in use in Japan to Ukraine and Pakistan.



Sakura Wheelchair Project

• Charity Collaboration: Charity RUN + WALK+α

Since 2017, the NYK Group has been conducting the "Charity RUN + WALK+α" event to promote the health of the Group employees through familiar sports such as running and walking, as well as to raise awareness of social issues. Donations made by employees based on their participation fees and the amount of exercise they perform are donated to Médecins Sans Frontières to contribute to improving the health of people who have no access to medical services due to conflict or disaster.

In recognition of these efforts, in 2018, NYK was certified as a "Tokyo Sports Promotion Company" by the Tokyo Metropolitan Government.



• Charity Collaboration: Donation of Winter Clothing

NYK supports the winter clothing donation activity conducted by the Philippine Society of Japan (a non-profit organization) for Filipino nurse and care worker candidates coming to Japan under the Japan-Philippines Economic Partnership Agreement (EPA), and donate winter clothing collected within the company every year.

• Charity Collaboration: TABLE FOR TWO International (TFT) Lunch Menu

In April 2009, NYK started to support NPO TABLE FOR TWO International (TFT) by selling TFT healthy lunch menu at its cafeteria. NYK donated an amount based on the number of lunch menu sold to the organization. Subsequently, from October 2013 onwards, NYK is offering the TFT healthy menu once a week at its cafeteria. For each purchased TFT lunch menu, 20 yen is donated to TFT for one school meal for children in developing countries.



• Selling Fairtrade Products

NYK switched the coffee served inside its head office coffee shop in April 2016 to Fairtrade products. Fair trade is a trade mechanism that aims to improve the lives and independence of producers and workers in developing countries, who may find themselves in a disadvantageous position, by agreeing to continuously purchase the materials and products of developing countries at appropriate prices. As part of the company's social contribution activities and rising employee awareness of global social issues, NYK has been making Fairtrade products such as coffee, tea, and chocolates available for sale to employees. In FY2024, 53,279 cups of Fairtrade certified coffee and tea drinks were sold.

In 2024, NYK was awarded the Gold Status Fairtrade Workplace certification by Fairtrade Japan. This recognition is granted to companies and organizations that register as providers or users of internationally certified Fairtrade products throughout the year, actively promote awareness of Fairtrade certification both internally and externally, and proactively support the expansion of Fairtrade practices within the workplace. NYK was one of four companies to receive the gold certification for exceeding the standard for coffee in fiscal 2023.



Fairtrade Mark



Fairtrade Workplace Certification

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Related Data

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Realizing an Inclusive Society

The NYK Group aims to realize a society where all people can live comfortably.

• Aozora Soccer School

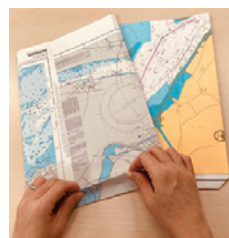
Since 2022, in collaboration with Tokyo Football Club Co., Ltd. (FC Tokyo), NYK has been hosting the Aozora Soccer School for children with intellectual and developmental disabilities at its Tobitakyu Sports Center.



Aozora Soccer School

• Making Envelopes from Vintage Nautical Charts

Since April 2019, the NYK Group volunteers have used their lunch breaks to make envelopes from nautical charts that are no longer in use. These envelopes are then donated to the Japan Braille Library and used in its shop to package items destined to recipients living with a visual impairment.



Making Envelopes from Vintage Nautical Charts



Making envelopes

• Support for Swan Bakery

Swan Bakery was primarily established by the Yamato Welfare Foundation and Yamato Transport Co. Ltd. (currently, Yamato Holdings Co., Ltd.) for the purpose of fostering a society in which all people, including people with disabilities, can live and work in harmony. Swan opened its first shop in Ginza, Tokyo, in 1998, and the company has established bakeries and franchises nationwide. In 2005, NYK began supporting the activities of the Swan Bakery through internal sales.



• Sales of Castanet Bakery Goods

Castanet is a workplace operated by the social welfare corporation Hanamizuki No Kai, which allows its employees to work actively and to the best of their abilities. Since 2011, NYK has supported these activities by selling sweets made with select ingredients at the Company shop.

Fostering Future Generations

The NYK Group utilizes its resources to foster future generations who will lead the future.

• International Short-term Student-exchange Program

NYK conducts an international short-term student-exchange program between the NYK-TDG Maritime Academy (NTMA), which NYK operates in the Philippines, and national maritime schools in Japan.

• Shiki Theatre - Kokoro no Gekijo

To convey the important things in life, such as the importance of life, compassion, and the joy of trusting one another to our children through the stage, NYK has become a sponsor for the 2024 edition of "Kokoro no Gekijo," a project run by Shiki Theatre Company that invites sixth graders across Japan to attend family musical performances free of charge.



Shiki Theater - Kokoro no Gekijo (Photo: Takahiro Higuchi)

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Related Data

● The New Colombo Plan (NCP) - Accepting Australian Interns

NYK has participated in the Mitsubishi Group Joint Internship Program under the New Colombo Plan*, which is a next-generation development assistance program sponsored by the Australian federal government (Department of Foreign Affairs and Trade). NYK accepted Australian university students studying in Japan as interns under this program. In the morning, the interns toured the port of Yokohama (Daikoku) Car Terminal and observed a tugboat operated by Shin-Nippon Kaiyosha. In the afternoon, NYK held a company introduction session at its head office. A total of six of its employees from four different departments took part in the preparations and on the day of the internship, making this a meaningful opportunity for international exchange.

* A scholarship program that supports study abroad, language training, and internships for Australian students in the Indo-Pacific region. The goal of the program is to enrich the students' lives by creating opportunities for them to experience the diverse cultures, languages, businesses, and education systems of neighboring countries.

● Unko Drill: Marine Logistics

In July 2022, NYK and Bunkyo-sha jointly produced "Unko Drill: Marine Logistics," a study reference book that provides elementary school students an enjoyable way to learn about shipping and the work of seafarers. Approximately 150,000 copies of the book have been donated to around 1,400 public elementary schools throughout Japan. The "Unko Drill" series are learning reference books for students ranging from young children to high school age youth. The books are known for their use of the keyword "Unko" (poop), which gives learning a humorous touch. Over 10 million copies of the series have been published.



Unko Drill: Marine Logistics

Initiatives Overseas

The NYK Group also participates in locally appropriate environmental activities at its overseas offices, aiming to raise environmental awareness and engagement among the Group employees.

● NYK Donates to San Miguel Corporation (SMC) River Cleanup Project

NYK decided to support the river cleanup project initiated by San Miguel Corporation, a major conglomerate in the Philippines, and has committed a total donation of USD1.5 million over five years, with USD 1.4 million already contributed by fiscal 2024. In urban areas of the Philippines, pollution of rivers and oceans caused by waste disposal, including plastics, has become a social issue. Additionally, in rivers where flow has been impeded by large amounts of discarded waste, sediment accumulation has worsened, leading to increased flood damage during heavy rains.

In 2021, San Miguel Corporation decided to address these issues by undertaking waste disposal and sediment removal in 13 major rivers around Manila Bay, including the Pasig River. Over four years, approximately 8.5 million tons of waste and sediment were removed from about 160 kilometers of rivers. NYK's donations were used to purchase and operate excavators for river restoration activities aimed at reducing marine pollution and flood damage.



Delivery ceremony for the excavators

● Other Environmental Activities Conducted Overseas

(Europe)

Removal of Garbage From London's Rivers and Restoring Habitats



(Americas)

Oyster Habitat Restoration Activities to Improve the Environment and Ecosystem of New York Harbor



(Asia)

Tree-Planting Activities to Recover Mangrove Forests



- Link** For more information, click on the link below.
- ▶ **The Great River Rescue Campaign** ([thames21.org.uk](https://www.thames21.org.uk))
<https://www.thames21.org.uk/joinacampaign/greatriverrescue/>
 - ▶ **Billion Oyster Project**
<https://www.billionoysterproject.org/>

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Disaster Relief

The NYK Group utilizes its resources, in addition to donations and the support of local activities by the Group employees, to aid disaster relief activities.

In addition, NYK has provided various forms of support for recovery from the Great East Japan Earthquake since the disaster occurred and continues these efforts to this day.

• NYK Group - JPF Joint Aid Supplies Transportation Projects

The NYK Group has implemented the NYK Group-JPF Joint Aid Supplies Transportation Project in cooperation with Japan Platform (JPF), an international humanitarian assistance organization.

The initial inspiration for the launch of this project first came when the NYK Group and JPF jointly provided emergency relief to victims of the immense earthquake that occurred off the northern tip of Sumatra, Indonesia, and the tremendous damage in Southeast and South Asia that resulted from the subsequent tsunami on December 26, 2004.

In this project, first, the nongovernmental organizations (NGO) that participate in the JPF program and the JPF members conduct intensive preliminary assessments to determine what aid supplies are required by victims. Based on the assessment, NYK transports emergency aid commodities free of charge on its container ships to a port near the disaster site. Next, JPF/NGO members deliver emergency supplies to those in need.

• Supporting Canola-Flower-Field Reconstruction Project

In August 2015, NYK concluded a contract for ownership of a canola flower field along the Sanriku shoreline with United Green. United Green is a general incorporated association that has implemented a recovery project involving canola flower fields in Kamaishi City in Iwate Prefecture. This project aims to plant canola flowers in and

around farmland damaged by salt from the tsunami and abandoned fields to improve the landscape of the area, and produce cooking oil from harvested canola flowers, cultivating a local product. At the rapeseed fields owned by our company, the "Umi to Mori no Natane Oil" is produced from the harvested rapeseed.



Umi to Mori no Natane Oil



NYK-owned canola flower field

• Ongoing Support for the Self-Reliance of Children Affected by the Great East Japan Earthquake

NYK supports the "Support Our Kids" project, which was established to provide ongoing assistance for the self-reliance of children affected by the Great East Japan Earthquake. Through this project, the Company is supporting the "Support Our Kids Overseas Training 2024" program for children who were affected by the disaster.

Support Our Kids

* Support Our Kids: A self-reliance support project for children affected by the Great East Japan Earthquake, established in 2011. With the cooperation of embassies in Japan from 10 countries, the program aims to provide overseas training for children in the disaster-affected areas, with the goal of enabling them to apply insights and learnings gained from global experiences to the reconstruction of Tohoku region.

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Related Data

Related Data

Volunteers Participating in the Volunteer Point System

	Unit	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019	FY2020	FY2021	FY2022	FY2023	FY2024
Volunteers	People	346	508	454	387	366	392	196	193	406	694	540

For more information, click on the link below.

P.105 [Volunteer Point System](#)