

Sustainability Data

Data on a consolidated and non-consolidated basis as of the end of each fiscal year
 [Consolidated] Nippon Yusen Kabushiki Kaisha and consolidated subsidiaries
 [Non-consolidated] Nippon Yusen Kabushiki Kaisha (as of March 2025)

Safety

The NYK Group (Includes NYK Headquarters)

	Unit	FY2022	FY2023	FY2024
NAV9000*1 Audit				
Number of ship audit		151	182	163
Number of identified issues		1,999	2,562	2,512
Number of request for correction		859	988	961
Number of DEVIL*2 reported		59,920	53,550	59,202
DEVIL causes				
Non-compliance with procedures / Unsafe behavior	%	48	47	46
Lack of safety mindset	%	22	22	22
Age-related deterioration of machinery and components	%	18	18	19
Equipment failure or malfunction	%	4	4	4
Inadequate knowledge	%	3	4	4
Others	%	5	5	5
Total	%	100	100	99
Cumulative number of vessel visits by corporate officers and staff in safety campaigns*3		721 (of which executives:10)	721 (of which executives:10)	879 (of which executives:27)
Downtime*4 per vessel	hours	15.6	17.1	23.2
Number of SIMS-equipped Vessels				
Container ships		41	38	38
Bulk carriers		74	73	70
Pure car and truck carriers		45	50	53
Tankers		32	32	35
LNG Carriers		16	16	16
Others		4	4	6
Total		212	213	218
Number of anomaly incidents		237	172	313
Number of serious accidents		2	3	0
Number of high-risk machinery accidents on ocean-going vessels		4	11	6
Number of oil spill incidents on ocean-going vessels		0	0	0
Safety e-learning participation rate	%	94.8	95.0	94.9

*1 NAV9000: A proprietary safety standard that is adopted for all ships operated by the NYK Group and is also thoroughly enforced by shipowners and ship management companies. The standard includes compliance with international conventions and international quality standards (ISO), lessons learned from past accidents, and operational know-how.

*2 DEVIL: Dangerous Events and Irregular Looks

*3 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.

*4 Downtime: The total duration in which vessel service has stopped due to a collision, grounding, engine accidents, etc.

Environment

The NYK Group (Includes NYK Headquarters)

GHG Emissions by Scope

(ton-CO₂e)

Scope	Subcategory	FY2021 (base year)	FY2022	FY2023	FY2024
Scope1	Ships	10,708,996	10,123,951	10,239,136	9,939,832
	Aircraft	1,721,397	964,063	1,048,651	1,091,449
	Others	248,301	167,029	136,779	108,955
	Total	12,678,695	11,255,044	11,424,566	11,140,236
Scope2 - Market basis		45,391	76,255	63,342	82,420
Scope2 - Location basis		49,010	77,710	67,375	89,402
Scope3	Category 1	1,887,367	1,486,233	1,347,827	5,265,086
	Category 2	255,143	197,887	482,457	386,218
	Category 3	1,730,934	1,552,422	1,587,687	2,258,724
	Category 4	—	—	—	1,321,450
	Category 5	16,379	19,827	29,792	30,235
	Category 6	678	7,404	9,877	86,282
	Category 7	157	247	183	2,271
	Category 8	—	—	—	0
	Category 9	—	—	—	49
	Category 10	—	—	—	0
	Category 11	—	—	—	792,906
	Category 12	—	—	—	0
	Category 13	—	—	—	4,798,628
	Category 14	—	—	—	0
	Category 15	—	—	—	5,404,127
Total		3,890,661	3,264,023	3,457,823	20,345,980
Emissions from biofuels (B100 basis)	Ships	—	—	1,027	37,758
	Land	—	—	—	444

Note 1: The data is gathered from the head office and consolidated subsidiaries. Until fiscal 2023, the Scope 3 data collection targeted only the head office and selected group companies. Beginning fiscal 2024, the scope has been expanded to include all major consolidated subsidiaries and equity method affiliates, and emissions have been collected from all categories of Scope 3. The investigation found that there were no relevant GHG emissions for Scope 3 Categories 8, 10, 12, and 14.

Note 2: t-CO₂e: tons of CO₂ equivalent. All GHG emissions are converted into carbon dioxide equivalents.

Note 3: GHG emissions data for Scope 1, Scope 2, Scope 3, biofuel and energy consumption has been verified by a third-party organization.

Verification Report (<https://www.nyk.com/english/sustainability/pdf/environment009en.pdf>)

Note 4: In fiscal 2022, a renewable energy certificate was used to offset the electricity used at the Yokohama Branch and the NYK Maritime Museum (234,641 kWh).

Note 5: We mainly use bio-blended fuel, which is a mixture of biofuel (B100) and fossil fuel emissions from the biofuel portion are counted as out of scope, while emissions from the fossil fuel portion fall under Scope 1 (tank-to-wake) and Category 3 of Scope 3 (well-to-tank).

GHG emissions related to biofuels for fiscal 2023 have been recalculated using the same methodology as fiscal 2024, and the figures have been accordingly updated.

Note 6: For each fiscal year, CO₂ emissions from electricity usage in Japan are calculated using emission coefficients provided by the electricity provider and published by Japan's Ministry of the Environment, based on the actual data from the previous year.

Environment

Group's Energy Consumption & Activity (GHG-related)

Category	Subcategory	Unit	FY2021	FY2022	FY2023	FY2024
Fossil fuels	Heavy oil A (MDO) - ships	Tons	30,415	27,219	144,025	214,908
	Heavy oil C - ships	Tons	3,184,649	2,979,644	2,976,617	2,850,119
	Gas oil - ships	Tons	159,484	173,779	69,341	6,873
	Jet fuel	KL	699,024	391,486	423,584	440,872
	Gasoline	KL	71,860	9,058	3,602	2,894
	Kerosene	KL	52	49	32	39
	Diesel	KL	23,285	49,408	41,418	32,857
	LPG	Tons	511	375	2,547	1,281
	Natural gas	m ³	8,624,448	7,460,194	7,834,651	5,187,515
Alternative fuels	LNG - ships	Tons	5,620	14,387	41,530	63,471
	Ammonia - ships	kg	—	—	—	45,709
	Hydrogen	kg	—	—	—	6,913
Biofuel	Bio diesel (blended fuel basis) - ships	Tons	—	—	6,287	251,017
	Bio diesel (blended fuel basis) - land	KL	—	—	—	12,466
	HVO (blended fuel basis) - land	KL	—	—	—	393
	Bio gas - land	MWh	—	—	—	2,220
Energy prepared from other companies	Electricity	MWh	119,880	162,030	146,029	163,276
	Electricity derived from renewable energy	MWh	—	—	15,722	23,353
	Heat	MWh	2,148	1,422	290	587
	Steam	MWh	1,250	1,150	1,097	1,096
Power generation at land	Private power generation derived from renewable energies	MWh	—	5,970	8,874	16,206
Others	Waste (office)	Tons	5,679	6,831	10,142	11,069

Note 1: The biofuel represents the activity level based on blended fuel, but the activity level of fossil fuels contained in the biofuel blend is included in the fossil fuel figures as well.

Note 2: Biofuel data for fiscal 2023 have been recalculated using the same methodology as fiscal 2024, and the figures have been accordingly updated.

Environment

The NYK Group (Includes NYK Headquarters)

NOx and SOx Emissions

	Unit	FY2022	FY2023	FY2024
NOx / SOx emissions (from ships)	NOx	229,722	238,583	232,739
	SOx	25,216	25,031	24,078

Note: The data for fiscal 2023 have been recalculated using the same methodology as fiscal 2024, and the figures have been accordingly updated.

Resource Usage and Waste

	Unit	FY2022	FY2023	FY2024
Resource Usage (at offices)	Paper	1,007	1,021	981
	Tap water	863	339	187
	Freshwater	—	—	—
	Seawater	—	—	—
Wastewater (from offices)	Km ³	863	339	187
Installation rate of ballast water management system on ocean-going vessels	%	95	100	100
Waste	Recyclable	4,503	9,788	12,591
	Others	6,831	10,142	11,069
	Hazardous waste (from offices)*	0	0	0
Number of certified ship recycling yard		33	35	35

Note: Ballast water management system: A system that sterilizes marine organisms contained in ballast water (seawater) stored within a vessel to maintain stability during navigation.

*Hazardous waste data is based on NYK Headquarters only.

Employee Training

	Unit	FY2022	FY2023	FY2024
Cumulative number of crew members who obtained qualifications for serving on low-flashpoint fuel ships*		241	369	523
Environmental e-learning participation rate	%	95.2	96.6	95.6

*Low-flashpoint fuel ships: Vessels that use low-flashpoint fuels (fuels with a flashpoint of 60°C or lower), excluding liquefied gas tankers that use their cargo as fuel.

Others

	Unit	FY2022	FY2023	FY2024
Number of violations of environmental laws and regulations		0	4	1

Human Resources

The NYK Group (Includes NYK Headquarters)

Employee Demographics*¹

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

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

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

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

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

Human Resources

The NYK Group (Includes NYK Headquarters)

Diversity and Inclusion (D&I)

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

*1 Managers or higher

*2 MD: Management Director or President

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

Employee Training / Engagement

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

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

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

Occupational Health and Safety

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

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

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

Human Resources

NYK Headquarters

Employee Demographics

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

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

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

*3 New graduates and mid-career hires

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

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

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

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

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

Human Resources

NYK Headquarters

Diversity and Inclusion (D&I)

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

*1 Calculation method: Women managers / Total managers

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

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

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

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

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

Employee Support Systems

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

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

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

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

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

Human Resources

NYK Headquarters

Employee Training

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

*1 Excludes workers trained outside the Company

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

Occupational Health and Safety (Includes Fixed-Term Employees)

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

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

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

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

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

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