

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.

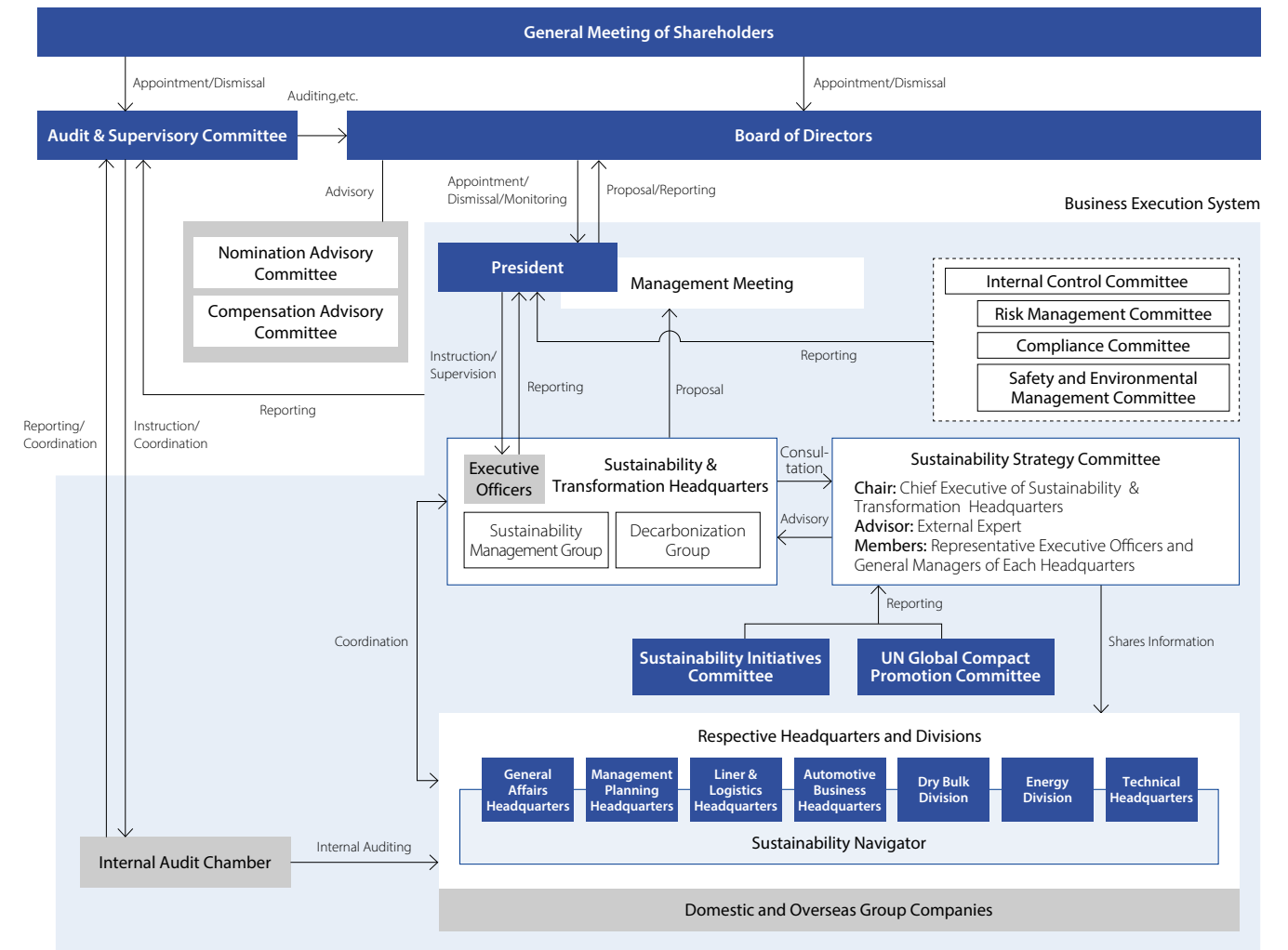
• Board of Directors

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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● 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"> • Disclosure policy for GHG emissions • Review of the TNFD report content • Establishment of the Supplier Code of Conduct • KPI-based results and the progress of initiatives • Study session on "natural capital" and "business and human rights" |

■ 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.

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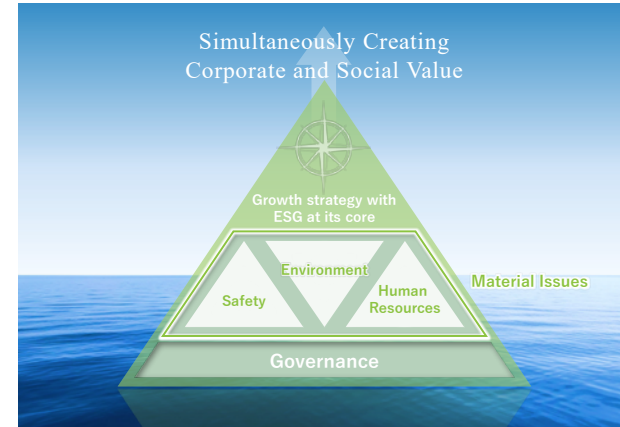
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- Risk Management

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



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

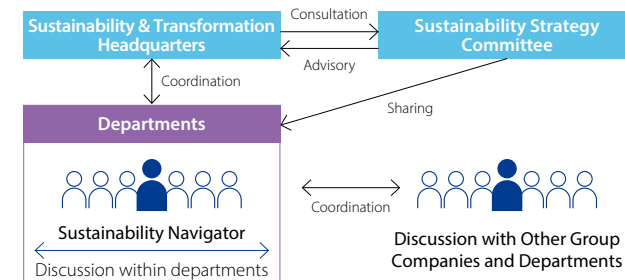
All sustainability risks including climate change, are reported by the Sustainability & Transformation Headquarters to the Risk Management Committee, which meets twice a year to identify them, and then reported to the Board of Directors via the Management Meeting. In addition, when the Sustainability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

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 | <p>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.</p> <p>(FY2024)</p> <ul style="list-style-type: none"> • Total of 5 sessions • Total attendance: 1,010 participants |
| Sustainability Navigator's Meeting | <p>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.</p> <p>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.</p> |



Scene from the Sustainability Navigators' Meeting

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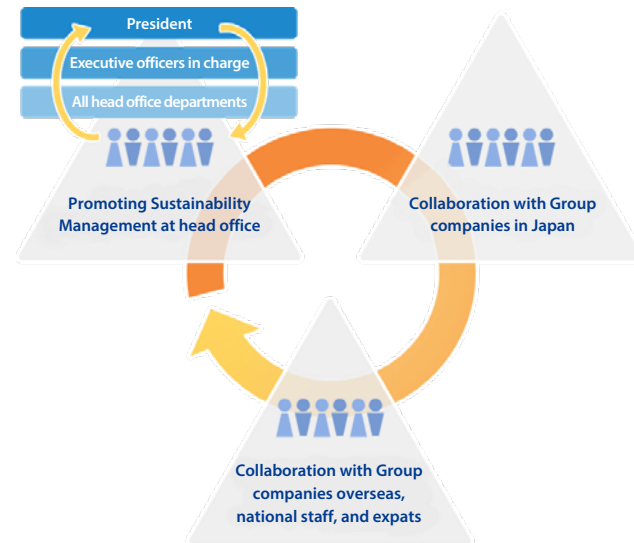
Material Issues and Contribution to SDGs

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).

