

Principle	Commitment/System/Action/Performance	Reference
	Statement of continued support for the Global Compact	CSR Report 2008, page 2-3
1&2	<p>Commitment: The NYK Line Business Credo requires that all NYK directors and employees demonstrate a respect for basic human rights. NYK Line Code of Conduct Chapter 7 (Respect for the Individual) / Article #20 (Anti-Discrimination Policy), #21 (Anti-Harassment Policy).</p> <p>System: We conduct an HR survey to most of our major group companies around the world once a year to review our current practices, and we address any issues that may arise. The survey began to move online from 2008 to provide for better efficiency and more effective use of the data.</p> <p>We also have dedicated contacts (by Yusen Chat Room) for all employees, including temporary employees, who may have questions or concerns about treatment inside the company. Currently open to NYK and 61 Japan-based group companies, this system is being also expanded to our international group companies.</p> <p>Action: We conducted an HR survey to most of our group companies. In the HR survey, we check if they observe the UN Global Compact, and have them correct any deviation.</p> <p>Performance: No serious deviation found.</p> <p>System: With respect to sexual harassment, corporate ethics and general compliance, we have a help line within Human Resources Group.</p> <p>Action/Performance: We regularly offer trainings about human rights and sexual harassment. These trainings are open to employees of NYK affiliates as well as NYK. It is mandatory for new comers to company, new managers upon promotion to the position, and employees before transferred abroad.</p> <p>Action: Awareness inside NYK has improved about human rights and behavior considered appropriate. If a concern arises, the dedicated contacts (Yusen Chat Room) can easily be consulted.</p>	<p>NYK Line Business Credo / NYK Line Code of Conduct</p> <p>CSR Report 2008, page 37</p> <p>CSR Report 2008, page 45</p> <p>CSR Report 2008, page 37</p> <p>CSR Report 2008, page 45</p>
1&2	<p>Commitment: NYK Line Business Credo #7: Preservation of a Favorable Working Environment</p> <p>System and action: To remain attentive to the health-care needs of employees, we have a committee where representatives from the Human Resources Group and the labor union participate in meetings with the company doctor to handle health care-related issues. At the company clinic in the head office, our employees have physical examinations and health consultations.</p> <p>Action: We have introduced internet-based stress management tools that allow employees to check their own stress and help them maintain proper mental health.</p> <p>Action: Crew members undergo checkups prior to boarding and also receive regular health checks on board. Captains lead onboard safety and sanitary committees to improve safety awareness and prevent injuries and accident on board.</p>	<p>NYK Line Business Credo</p> <p>CSR Report 2008, page 39</p> <p>CSR Report 2008, page 41</p>
3	<p>Commitment: NYK Line Business Credo #4 Observance of All Laws and Regulations</p> <p>System: We conclude a labor agreement with employees, that guarantees employees' right to organize a labor union and negotiate labor terms and conditions.</p> <p>Action: In the HR survey to our group companies, we check if they observe the domestic laws, and address any issues that may arise.</p>	<p>NYK Line Business Credo</p> <p>CSR Report 2008, page 37</p>
4	<p>Commitment: NYK Line Business Credo #4.</p> <p>System/Action We pay employees a salary and overtime pay, both of which are complied with the law. We conclude an agreement with the labor union every year, in which we limit the maximum volume of overtime work per month and year. We check if our group companies observe the labor laws concerned and have them correct any deviation.</p>	<p>NYK Line Business Credo</p> <p>CSR Report 2008, page 37, 39</p>
5	<p>Commitment and system: We have a recruitment standard for employing university or national college graduates, requiring that all new employees be 20 years old or more.</p> <p>Action: In the HR survey to our group companies, we check if they observe the domestic laws, and have them correct any deviation.</p>	<p>Website for recruitment in Japanese</p> <p>CSR Report 2008, page 37</p>
6	<p>Commitment: NYK Line Code of Conduct Chapter 7 / Article #20. Anti-Discrimination Policy</p> <p>Action: In the HR survey to our group companies, we check if they observe the domestic laws about the discrimination, particularly about the employment of individuals with disabilities, and address any issues that may arise.</p> <p>Performance: The proportion of employees with disabilities and females in management positions continues to grow year by year.</p>	<p>NYK Line Code of Conduct</p> <p>CSR Report 2008, page 37 and Human Resources data</p>
3,4,5&6	<p>Action: We were ranked as the no.7 in the best companies to work for by the investigation of Great Place to Work Japan Institute in January 2008.</p>	<p>CSR Report 2008, page 39</p>

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4, 5&6	<p>We have added the article No.22 "Laws and regulations outside Japan" into the chapter 8 into NYK Line Code of Conduct.</p> <p>Extract: Chapter 8-Laws and Regulations outside Japan 22.Laws and Regulations in each nation NYK Line operates internationally, and its members should thoroughly study applicable laws and regulations, such as competition laws and employment acts in each nation where NYK has operations so that the company can remain compliant with legal regulations. In every region of the world, fair, transparent, free competition, as well as proper corporate behavior is desired. In particular, NYK Line disapproves of inhumane employment practices and forced labor.</p>	NYK Line Code of Conduct
7	<p>Commitment: Under the recognition that safe vessel operations are indispensable for prevention of marine environmental pollution, we established the NYK environmental management vision to manage environmental risk and strike an optimal balance between the environment and the economy. Under this vision, the NYK Group Green policy was formulated. Ensuring safe operation, preventing global warming and water pollution, and reducing environmental loads are the main points of this policy.</p> <p>System and Action: NYK has introduced environmental management indicators that conform to the IMO (International Maritime Organization) guidelines in order to monitor its CO2 emissions per unit of ship transport and manage the achievement of its targets. We have also developed a data management system called Eco report to calculate environmental management indicators and began using this system in April 2006. In the future, we will be improving the precision of data and feeding results into target management.</p> <p>System and Action: NYK began deploying its new system called POLARIS (Port and Local Weather Integrated Advisory System) in October 2007 to enable vessels to immediately evaluate weather conditions while in port. POLARIS simultaneously displays port weather conditions and docking schedules around the world to make it easier to see at a glance how vessels and schedules will be affected by inclement weather, evaluate risks, and formulate countermeasures. For vessels on the ocean, we have a system, FROM (Fleet Remote Monitoring System), which evaluates risks from weather and sea conditions.</p> <p>System and Performance: To ensure safe operation, since 2003, NYK has conducted the Near Miss 3000 activities to identify and neutralize factors that could cause accidents or vessel trouble. These activities are based on Heinrich's Law, which states that a major accident is preceded by approximately 300 lapses, mistakes or near misses, and we try to identify a more fundamental level of 3,000 unsafe acts and conditions rather than just 300 near misses. Since October 2006, we have been working with ship-owners and ship management companies on "DEVIL Hunting" which is a process we use to identify "devils" (Dangerous Events and Irregular Looks). There are currently approximately 477 vessels and 44 companies participating. During fiscal 2007, the company received 36,489 near miss reports, roughly double the number submitted in fiscal 2006, and measures were implemented to make improvements.</p>	<p>CSR Report 2008 Page 24</p> <p>CSR Report 2008 Page 26</p> <p>CSR Report 2008 Page 21</p> <p>CSR Report 2008 Page 20-21</p>
8	<p>Commitment: Safe operation and environmental protection being most important management tasks for NYK Group, we seek not only to comply with safety and environmental regulations but also to implement in-house standards to ensure safe operation of all our logistics services via sea, land, and air transport modes. We strengthen environmental management globally under ISO14001 certified sites across the globe. In addition, NYK Cool Earth Project, a special environmental mission scheduled to last for a two-year period beginning April 2008 under the direct supervision of the company president was inaugurated, which involve the entire NYK Group.</p> <p>System and Performance: NYK introduced in-house NAV9000 management system for safe operation and environmental protection in 1998 and requires ship management companies and charter vessel owners to observe NAV9000. As part of NAV9000 activities, we routinely conduct audits to observe whether all safety measures are being adequately adhered to and suggest steps for improvement. NYK conducted NAV9000 audits on 306 vessels and 32 companies in fiscal 2007 and 2,546 corrective actions were initiated in cooperation with suppliers.</p>	<p>CSR Report 2008 Page 24-25</p> <p>CSR Report 2008 Page 19</p>
8	<p>Commitment: We make wide-ranging social contributions in close partnership with local communities by disclosing environmental information and supporting environmental conservation initiatives.</p> <p>Action: In February 2006, NYK established the NYK-Heyerdahl Projects in recognition of the company's receipt of the Thor Heyerdahl International Maritime Environmental Award in which NYK's own NAV9000 system was judged to be worthy of praise. The projects were established using the US\$100,000 (approximately 10 million yen) cash prize award in addition to 40 million yen contributed by NYK, for a total of about 50 million yen. The projects have started in February 2006 and been supporting a variety of activities, including research into marine environmental protection and activities for human-resources development.</p> <p>Action: NYK is a cosponsor of the large wind power station operated by Yokohama City. Cosponsors of this project receive Green Power Certifications and are deemed to use the environmental added value of electric power generated from natural energy sources. In May 2008, NYK received certification for approximately 152,000 kWh of the 2,250,000 kWh that the station generated in 2007. This equated to approximately 3 % of the electric power used by NYK headquarter estimated CO2 savings of approximately 84 tons.</p> <p>Action: NYK provides subsidies for research projects conducted by several universities in Japan to use operational data to assess ship conditions and fuel consumption so as to conserve energy in ship operations. One example is a project conducted by Tokai University to consider making use of new propulsion systems that convert wave energy into ship propulsion. In March 2008, NYK transported Suntory Mermaid II, a wave propulsion boat, free of charge from Yokohama to Honolulu.</p>	<p>CSR Report 2008 Page 8</p> <p>NYK website http://www.nyk.com/english/news/2006/0202/ CSR Report 2008 Page16</p> <p>NYK website http://www.nyk.com/english/news/2006/0308/</p> <p>NYK website http://www.nyk.com/english/news/2008/0307_2/index.htm CSR Report 2008 Page 29</p>

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9	<p>Commitment: We endeavor to minimize environmental loads and adopt environmentally friendly technologies when ordering and purchasing necessary resources, such as vessels and aircraft, for transportation services and cargo operations.</p> <p>System and Performance: NYK is promoting Modal shifts in Europe. As part of it, a specialized container yard (Duisburg Trimodal Terminal) in Germany has started its operation in February 2008 as well as rail transportation services between the yard and the port of Amsterdam. More efficient services with less environmental load can be achieved by switching from truck to rail transportation.</p> <p>System and Action: NYK currently makes use of 13 ships with electronically controlled engines, and 41 new ships with this feature are scheduled for delivery. The engines electronically control fuel injection and exhaust valve opening/closing to optimize performance and reduce CO₂, NO_x and SO_x emissions.</p> <p>System and Action: We make use of the current forecast information developed by the Forecast Ocean Partnership to monitor detailed current speed distribution within the Kuroshio Current. The Kuroshio Current is one of the world's two major ocean current and is known for its high speeds. Testing was conducted between 2006 and 2007 to verify the effectiveness of current forecast information in exploiting the Kuroshio Current. Data from 23 voyages by 13 NYK tankers was tabulated, and navigation within the Kuroshio Current area based on the current forecast information was confirmed to save a maximum of 9 percent in fuel consumption and CO₂ emissions compared with the use of traditional current estimate maps.</p> <p>System and Action: M/V "NYK Atlas" became the first in the NYK fleet to receive full shore side power in November 2007 at Yusen Terminals in the port of Los Angeles. Electric power required during cargo operations while a ship is in port is supplied from the shore to an electric power unit on board, reducing generator operations so as to cut down on emissions of NO_x, SO_x, CO₂, and other substances that pollute the air.</p> <p>Action and Performance: NYK strives to develop and adopt environmentally friendly technologies. Examples are as follows.</p> <ul style="list-style-type: none"> •Developing an MT-FAST Fuel Saving Device •Developing a new fuel-efficient governor •Developing an onboard fuel-consumption monitor •Researching water-emulsion fuels to improve combustion efficiency in boilers •Improving device for removing particle matter from marine engine exhaust gas 	<p>CSR Report 2008 Page 12-15, 27, 28</p> <p>CSR Report 2008 Page 27</p> <p>CSR Report 2008 Page 27</p> <p>NYK website http://www.nyk.com/english/news/2008/0318/ CSR Report 2008 Page 15</p> <p>NYK website http://www.nyk.com/english/news/2007/0903/index.htm CSR Report 2008 Page 27</p> <p>NYK website http://www.nyk.com/english/news/2008/0214/index.htm http://www.nyk.com/english/news/2007/1227_2/index.htm http://www.nykline.co.jp/english/news/2008/0408_2/index.htm http://www.nyk.com/english/news/2005/0908/index.htm http://www.nyk.com/english/news/2007/0914/index.htm</p>
10	<p>Commitment: Chapter 1/Article #3 of NYK's code of conduct stipulates that transaction with customers and other business partners should be based on an objective assessment of price, service, and quality. And Chapter 2/Article #5 stipulates NYK Line prohibits NYK Line members from personally accepting payments, such as success fees and commissions, from other parties in connection with Company operations or transactions entered into through those members as NYK Line members. Chapter 2/Article #7 stipulates NYK Line prohibits its members from allocating profits from international trade to employees of foreign governments or to persons of similar standing for the purpose of securing profits from operations by dishonest means, irrespective of whether the activity occurs domestically or overseas.</p> <p>Chapter 3/Article #10 stipulates that NYK Line strictly prohibits the provision of the following forms of entertainment and gifts to government employees and quasi-government employees. 1. Food and drink and dinner parties except for tea and coffee, or when the other parties pay their own bills. 2. Cash gifts and items exchangeable for money (such as gift certificates); offers of real estate, services, goods, or other articles. 3. Invitations to play golf and tickets to various attraction and events. However, tickets to the NYK Maritime Museum may be given away for public-relations purposes. 4. Articles such as seasonal gifts (<i>chugen</i> and <i>seibo</i>), farewell gifts, and other items of value.</p> <p>System : We made an internal reporting rule based on Japan's Whistleblower Protection Act which has been in effect since 1 April 2006.</p> <p>Action : The internal reporting rule has been in effect since 1 April 2007. Compliance seminars and training for directors and employees at NYK Group companies and overseas affiliates took place 52 times (47times in 2006) during fiscal 2007.</p> <p>Performance : A total of 1,222 employees participated in our e-learning course on business ethics.</p>	<p>NYK Line Code of Conduct</p> <p>NYK Line Code of Conduct</p> <p>CSR Report 2008, page 45</p>