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# How are we advancing sustainability management?

# Sustainability Governance

In its Vision, the "K" LINE Group aims for sustainable growth and greater corporate value by supporting the infrastructure of the global community, as a partner trusted by all its stakeholders. To fulfill this mission, it is important to create social value by contributing to the resolution of societal issues while balancing the Company's economic value. The core philosophy of the "K" LINE Group's sustainability management is to leverage the comprehensive capabilities we have cultivated in the marine transportation industry, while working alongside our partners, to realize initiatives that balance the sustainability of the Company, society, and the environment.

## Promotion System

Amid global changes in values and behavior, as well as increasing awareness of the need to reduce the burden of climate change on the environment, the "K" LINE Group considers sustainability management a priority issue for enhancing corporate value over the medium to long term and discusses the issue as necessary at Board of Directors' meetings. To strengthen our management focus on these issues, we have established the Corporate Sustainability Management Committee and the GHG Reduction Strategy Committee, chaired by the representative executive officer, president & CEO.

The Corporate Sustainability Management Committee is enhancing corporate value by reviewing and formulating a promotion system for the "K" LINE Group's sustainability management.

The general managers of each business group, who are heads of the relevant departments responsible for the material issues identified by the Group, are members of the Sustainability Sub-Committee, a subcommittee under the Corporate Sustainability Management Committee.

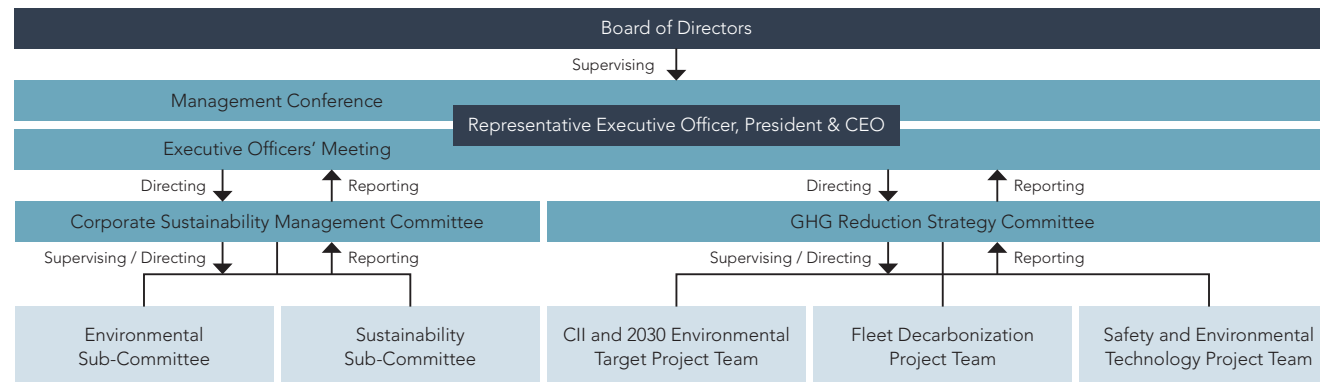
The Environmental Sub-Committee, another sub-committee, is responsible for operating the environmental management system (EMS) formulated in accordance with the "K" LINE Group Environmental Policy and the standards of the International Organization for Standardization (ISO). The subcommittee is also responsible for promoting other environment-related activities.

The GHG Reduction Strategy Committee formulates strategies for reducing GHG emissions, with a focus on fuel conversion for the Group among urgent environmental issues. It also creates and implements comprehensive response strategies, as well as policies related to adopting technologies, such as equipment selection, and preparations for smooth operations.

Under this governance structure, the "K" LINE Group advances effective sustainability management.

### (FY2024 Committee Meetings)

- Corporate Sustainability Management Committee: 2 times
- Environmental Sub-Committee: 2 times
- Sustainability Sub-Committee: 2 times
- GHG Reduction Strategy Committee (Next-Generation Fuel Vessel Promotion Task Force): 12 times



## Message from the Executive Officer in Charge



**Yutaka Akutagawa**

Senior Managing Representative Executive Officer: Responsible for CFO Unit (Corporate Planning, Research, Finance, Accounting, Corporate Sustainability, Environment Management, IR and Communication Unit), In charge of Corporate Sustainability, Environment Management, IR and Communication, CFO

For our Group, which supports the infrastructure of global society as a logistics company centered on the shipping business, confronting environmental and social issues such as climate change and contributing to the realization of a sustainable society through business activities is both a social responsibility of the Company and a growth opportunity. Our Group regards the promotion of sustainability management as one of the key issues for enhancing corporate value over the medium to long term. Centered on the Corporate Sustainability Management Committee, chaired by the representative executive officer, president & CEO, we continuously discuss and advance policies and concrete initiatives related to sustainability (environmental, social, and economic sustainability). Through these proactive initiatives toward sustainability, while creating both social and economic value, we strive to pursue growth opportunities and enhance corporate value by embodying one of the values cherished by our Group—"contributing to the global environment and a sustainable society."

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# TCFD Framework-Based Information Disclosure

The "K" LINE Group endorsed the recommendations of the Task Force on Climate-related Financial Disclosures (TCFD) in 2018 and adopted information disclosure activities based on the TCFD framework in 2019. In June 2020, we reviewed our "K" LINE Environmental Vision 2050, and performed a scenario analysis as proposed by the TCFD. In light of the results of this analysis, we identified issues to be addressed and revised some targets. Furthermore, in November 2021, we recognized global climate change countermeasures as an issue that must be strengthened by the entire international community, and we therefore set a higher challenge of net-zero GHG emissions by 2050. However, conditions are always changing, so to reflect the latest circumstances, we have reviewed our scenario analysis and also expanded our disclosures, with a focus on the analysis of financial impacts.

[\[TCFD Disclosure Link\]](https://www.kline.co.jp/en/sustainability/environment/climate_change.html)  
[https://www.kline.co.jp/en/sustainability/environment/climate\\_change.html](https://www.kline.co.jp/en/sustainability/environment/climate_change.html)

## Sustainability Governance

Details on Sustainability Governance are provided on page 59. [→ P.59](#)

## Overview of Strategy

### Responses to Major Risks and Opportunities

Through internal surveys and interviews with relevant departments, we organized the likelihood, time of occurrence, and financial impact of risks and opportunities related to climate change, and analyzed their degree of importance for our business. After that, we identified each risk and opportunity, considered the implications for the businesses, and determined responses.

Risks and opportunities arising from changes in policies and regulations, reputation change among stakeholders, and changes in technology			Implications for business				
Types (root causes)	Events (qualitative factors)	Specific examples (quantitative factors)	Likelihood	Timing of occurrence	Financial impacts	Degree of importance for our business	Consideration of implications for business and responses (examples)
Changes in policies and regulations	Tougher EEDI and EEXI regulations Introduction of carbon taxes and emission trading, etc.	Transition Risks: Increased carbon tax costs, increased operational costs, and increased shipbuilding costs	High	Short to medium term	Medium	High	Aim to secure environmental superiority by enhancing operational efficiency through digital transformation (DX), expanding the use of LNG-fueled vessels and marine biofuels, and exploring the deployment of alternative fuel vessels using ammonia, methanol, hydrogen, etc. Consider accounting for the costs of carbon taxes and investments in alternative fuel vessels in revenue.
Reputation change among stakeholders	Reputation among customers	Transition Risks / opportunities: Reputation change due to delayed decarbonization efforts	Medium	Short to medium term	High	High	Disclose our various advanced environmental initiatives, including efforts to reduce GHG emissions, in a timely manner in our Integrated Report and on our website to showcase our low-carbon and decarbonization efforts.
Changes in technology	Adoption of new technologies on ships	Opportunities: Demand from decarbonization-related businesses	High	Short to medium term	Medium	High	In January 2024, we established OCEANICWING S.A.S. in France. This company, which has taken over the business of Airseas following its spinoff from Airbus, is focused on further enhancing and accelerating the development and commercialization of Seawing technology. Seawing is a new technology that can be installed on any type of vessel, including retrofitting existing ships, and we are considering deploying it on every kind of vessel.
Changes in market principles	Provision of low-carbon services	Opportunities: Demand from decarbonization-related businesses, increased cargo transportation volume	High	Short to medium term	High	High	Regarding the LCO <sub>2</sub> Transportation Business, we are taking part in a pilot project in Norway (contract for three vessels for Northern Lights), and two of the vessels are participating in the world's first full-scale CCS value chain project, in 2025. Build expertise and know-how, mainly in Europe.
Chronic or acute climate change including temperature rise, sea level rise, and extreme weather	Disruption of transportation routes, changes in transportation routes, load shifting or seawater exposure of cargo	Physical Risks: Increased risk of vessel damage, increased operational costs, elevated litigation risk, increased compensation payments	Low	Long term	Low	Low	Reduce risk of entering high-wave areas, ship rolling, and load shifting by using Kawasaki-Integrated Maritime Solutions / NAVI to select the optimal route based on weather and sea-condition forecasts. Currently deploying an app for predicting specific rolling motions that could cause load shifting on container ships. Introduce a fleet monitoring system to enhance management for safe operations, such as avoidance of encounters with extreme weather.

## Scenario Analysis

To assess the sustainability and resilience of our management strategy with respect to the long-term and uncertain issue of climate change, we consider three scenarios: 2.4°C Scenario, 1.7°C Scenario, and 1.4°C Scenario. We assess the quantitative financial impacts of risks and opportunities stemming from climate change in the event that they should actually materialize, and consider responses to them. Additionally, for physical risks, we analyze them under a scenario with an even higher temperature rise than 2.4°C (3.0°C or more, equivalent to RCP 8.5).

### Assumptions for Scenario Analysis

**2.4°C scenario (STEPS)** This scenario assumes that measures currently being implemented to achieve the goals and objectives set by governments will remain in place, and that current policy stances will be maintained going forward (financial impact assessment: Under 2.5°C scenario).

**1.7°C scenario (APS)** This scenario takes into account all climate-related commitments of governments, including NDCs and long-term net-zero targets, and assumes that they will be fully achieved by the deadlines that have been set, such that all countries that have pledged to attain net zero will indeed do so (financial impact assessment: Under 2.0°C scenario).

**1.4°C scenario (NZE)** This scenario assumes that universal access to energy will be available by 2030, that air quality will be significantly improved, and that the key components of the UN's SDGs related to energy will be accomplished, such that net zero will be achieved by 2050 (financial impact assessment: Under 1.5°C scenario).

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TCFD Framework-Based Information Disclosure

Assumptions / conditions for financial impact calculation

**Exchange rate** To eliminate the impact of currency fluctuations across different decades and scenarios, a uniform exchange rate of 1 USD = 120 JPY was used.

**Fleet plan transition** Our policy is to shift to alternative fuel vessels regardless of the scenario, thus fleet transition is the same for each scenario.

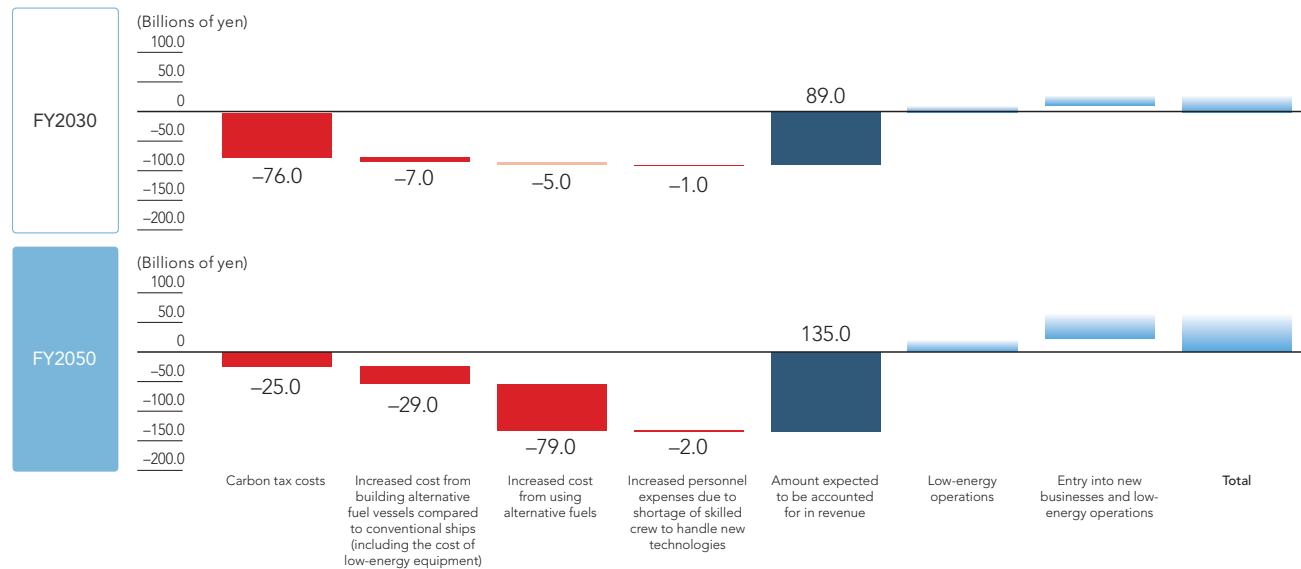
	Scenario	Unit	FY2030	FY2040	FY2050
Carbon price for each scenario	1.4°C (NZE)	USD/tCO <sub>2</sub>	140	205	250
	1.7°C (APS)	USD/tCO <sub>2</sub>	135	175	175
	2.4°C (STEPS)	USD/tCO <sub>2</sub>	42	67	67
	Vessel type by fuel type	Unit	FY2030	FY2040	FY2050
Fleet plan transition	FO	Vessel	187	71	4
	LNG	Vessel	35	35	10
	NH3	Vessel	14	133	234

Results of the Financial Impact Assessment

We identified the following four factors as influences. The results of our estimation of financial impacts reiterated to us that regardless of the temperature scenario, if no action is taken to reduce and eliminate carbon use, negative impacts on our Company will continuously occur over the long term. They also led us to recognize the quantitative impact of increased costs associated with low-carbon and decarbonization measures that

we will incur under every scenario, and we realized that if we are to continue to develop the Company's business and contribute to making people's lives more comfortable, we will need to get society as a whole to bear the increased costs of low-carbon and decarbonization measures that cannot be covered through in-house efforts alone by accounting for them in revenue.

Under 1.5°C Scenario



The "K" LINE Group is taking steps to reduce GHG emissions in order to achieve low-carbon and carbon-free itself and throughout society and will invest a total of ¥330.0 billion by 2026 in fuel

conversion, installation of technology such as Seawing, and transport of liquified CO<sub>2</sub>, etc., to establish competitive advantages while meeting needs for low-carbon and carbon-free operations.

Risk Management

We recognize the impact of external changes and the various risks our operations are exposed to, and we have established a risk management system that will enable us to fulfill our corporate social responsibilities even when risks materialize.

[TCFD Disclosure Link (P.30: Risk Management)]  
[https://www.kline.co.jp/en/sustainability/environment/climate\\_change.html](https://www.kline.co.jp/en/sustainability/environment/climate_change.html)

Metrics and Targets

As we move closer to 2030, we will be steadily executing an action plan to achieve the medium-term milestone goals set forth in the "K" LINE Environmental Vision 2050. Our new goal for 2050 is to achieve net-zero GHG emissions.

[TCFD Disclosure Link (P.33: Metrics and Targets)]  
[https://www.kline.co.jp/en/sustainability/environment/climate\\_change.html](https://www.kline.co.jp/en/sustainability/environment/climate_change.html)

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# TNFD Framework-Based Information Disclosure

As our business is dependent on natural capital, mainly from the ocean, not only climate change issues, but also biodiversity conservation efforts, especially in the ocean, are important themes for our business activities. Therefore, in order to assess and address environmental risks and nature-related economic impacts, we have adopted the LEAP approach based on TNFD guidance. By adopting the LEAP approach, we aim to strengthen our risk and opportunity management based on a more comprehensive understanding of climate change and natural capital related to our business, promote coexistence with nature, and proactively work towards building a sustainable future.

This disclosure has been prepared using the LEAP approach and is based on TNFD v1.0. To respond to future changes, we will continue to conduct evaluations and analyses and will consider and implement specific initiatives that contribute to biodiversity conservation.

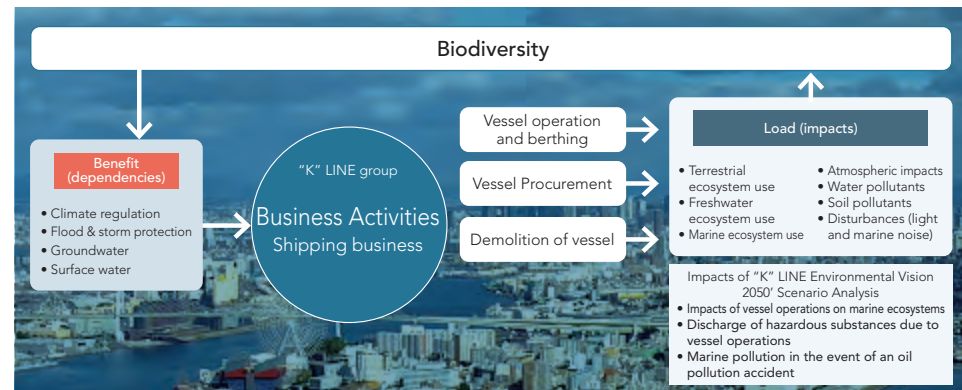
## Sustainability Governance

Details on Sustainability Governance are provided on page 59. [→ P.59](#)

## Strategy

### Business Activities and Relationship with Nature

Based on the TNFD approach, the analysis focuses on "Locate" (region). Considering the characteristics of the marine transportation business, which covers all marine areas navigated by vessels, we evaluated that marine-centered biodiversity measures without specifying marine areas would be the basic response.



### Steps in the LEAP Approach

Source: The TNFD Nature-Related Risk and Opportunity Management and Disclosure Framework Beta 0.4



Our steps to disclosure in accordance with the LEAP approach are as shown above. At the Scoping / Locate steps, considering the footprint of our operations and their relationship to nature, we have

identified regions for analysis in light of the importance of ecological integrity, biodiversity, and water stress (mainly the degree of marine pollution). In the Evaluate step, we used the "ENCORE" tool to analyze our dependency and impact on natural capital in these identified regions. In the Assess / Prepare steps, we identified risks and opportunities, while cross-checking our business activities with the key dependence / impact items identified in each region during the Evaluate step. We then revised our goals and strategies based on this evaluation.

\* In the natural capital field, the Natural Capital Finance Alliance, an international financial industry organization, jointly developed this analytical tool for assessing dependency and impacts on nature along with UNEP-WCMC (World Conservation Monitoring Center).

### Nature-related dependencies and impacts -1

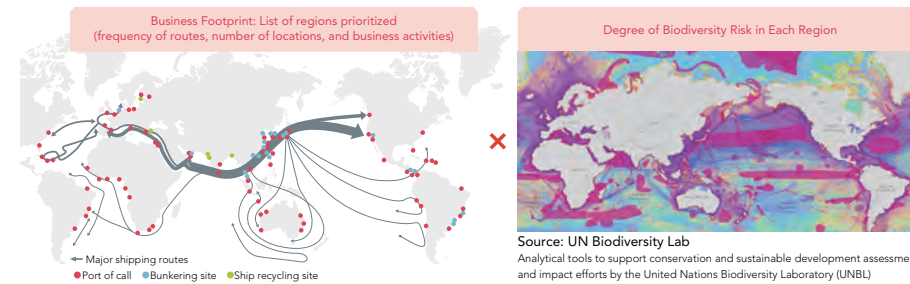
We used ENCORE to create heat maps and screen for nature-related risks and opportunities in our shipping and port operations to understand dependencies and impacts in the sector.

#### Heatmap on dependence and impact

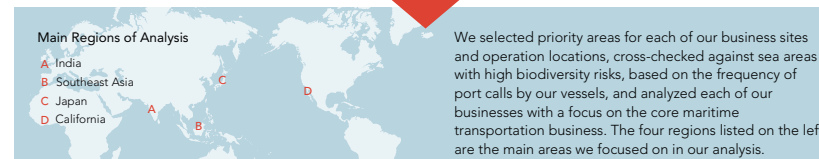
Sector	Dependence (ecosystem services)							Impact (Key Factors of Impact)						
	Climate control	Protection from floods and storms	Ground water	Surface water	Water quality	Maintaining water flow	Mass stabilization and erosion control	Utilization			Pollution			
								Marine ecosystem	Freshwater ecosystem	Terrestrial ecosystem	Atmosphere	Soil	Water quality	Obstruction (noise, light)
Marine transport	H	H			L			H	H	H	H	H		
Ports, ship recycling yards and services	M	M	L	H	L	M	M	H	H	H	H	H	H	M

H: High Impact M: Middle Impact L: Low Impact

### Nature-related dependencies and impacts -2



Source: UN Biodiversity Lab  
Analytical tools to support conservation and sustainable development assessments and impact efforts by the United Nations Biodiversity Laboratory (UNBL)



We selected priority areas for each of our business sites and operation locations, cross-checked against sea areas with high biodiversity risks, based on the frequency of port calls by our vessels, and analyzed each of our businesses with a focus on the core maritime transportation business. The four regions listed on the left are the main areas we focused on in our analysis.

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TNFD Framework-Based Information Disclosure

Analysis of nature-related risks

In the risk analysis, risks that were considered to have a significant impact were organized in terms of migration risk and physical risk.

As a result, we consolidated and identified four material issues that apply to all priority areas: oil pollution, atmospheric impacts, migration of marine organisms, and impacts on mammals.

Risk classification	Potential Risks and Impact on Business	Impact on Nature	Key Risks
Transition risk	Regulations and Laws Vessel operations will increase GHG and SOx and NOx emissions, and stricter emissions regulations at the operator level will increase response costs.	Air pollution	Atmospheric impacts
	Regulations and Laws The discharge of ballast water and the migration of organisms attached to the bottom of the vessel could affect the marine ecosystem of the area, leading to a collapse of the ecosystem of fishery resources and affecting the local fishing industry, which could result in the need for fisheries compensation. It could also create a threat to the conservation of endangered species and could result in lawsuits from the target countries and NGOs.	Biological interference / alteration	Migration of marine organisms
	Reputation Increased emissions of SOx and NOx, which cause photochemical smog and acid rain due to vessel operations will damage the Company's social reputation among suppliers and stakeholders.	Air pollution	Atmospheric impacts
Physical risk	Chronic Vessel operations can cause collisions with whales and other marine mammals that can be physically harmful to the organisms. In addition, undersea noise can harm communication between marine organisms, cause stress, and adversely affect the ecosystem. In a worst-case scenario, if the noise causes harm or stress to marine organisms, resulting in death, the project may be sued by neighboring countries or NGOs, and public notoriety may be spread.	Disturbance (light, noise)	Effects on mammals
	Acute The oil pollution associated with dismantling needs to be addressed.	Water and soil contamination	Oil pollution
	It becomes necessary to provide compensation to fishery-related businesses and neighboring countries due to the occurrence of accidents in marine transportation, which cause oil pollution and affect the marine ecosystem and reduce the catch of fishery resources.	Water and soil contamination	Oil pollution

Metrics and Targets

"K" LINE has identified four material issues, namely oil pollution, atmospheric impacts (GHG, SOx, and NOx), migration of marine organisms, and impacts on mammals, as risks and opportunities related to its businesses that are shared across the selected regions. We have drawn up responses and targets for each of these material issues.

	Impacts	Targets
<b>Oil pollution</b> It becomes necessary to provide compensation to fishery-related businesses and neighboring countries due to the occurrence of accidents in marine transportation, which cause oil pollution and affect the marine ecosystem and reduce the catch of fishery resources. Additionally, oil pollution associated with dismantling needs to be addressed.	Impacts: Water pollution, Marine ecosystem use	<b>Zero oil pollution accidents</b> Reinforcement of safe operation measures, hull strengthening, human resource development, strengthening of safety measures, strengthening of green ship recycling response, etc.
<b>Atmospheric impacts (GHG, SOx, and NOx)</b> Vessel operations will increase GHG and SOx and NOx emissions, and stricter emissions regulations at the operator level will increase response costs. In addition, increased emissions of SOx and NOx, which cause photochemical smog and acid rain, will damage social reputations among suppliers and stakeholders.	Dependence: Climate regulation Impact: Emissions to the atmosphere	<b>Reduction and minimization of impact on the surrounding environment</b> Promote initiatives to prevent air pollution and reduce GHG emissions: slow steaming, use of low-sulfur fuels, introduction of SOx scrubbers, introduction of NOx reduction equipment, etc.
<b>Migration of marine organisms</b> The discharge of ballast water and the migration of organisms attached to the bottom of the vessel could affect the marine ecosystem of the area, leading to a collapse of the ecosystem of fishery resources and affecting the local fishing industry, which could result in the need for fisheries compensation. It could also create a threat to the conservation of endangered species and could result in lawsuits from the target countries and NGOs.	Impact: Marine ecosystem use	<b>Reduction and minimization of impact on the surrounding environment</b> Ballast water treatment system installation rate 100%, etc.
<b>Impacts on mammals</b> Vessel operations can cause collisions with whales and other marine mammals that can be physically harmful to the organisms. In addition, undersea noise can harm communication between marine organisms, cause stress, and adversely affect the ecosystem. In a worst-case scenario, if the noise causes harm or stress to marine organisms, resulting in death, the project may be sued by neighboring countries or NGOs, and public notoriety may be spread.	Impacts: Marine ecosystem use, Disturbances	<b>Reduction and minimization of impact on the surrounding environment</b> Reducing the impacts of vessel operations on marine mammals: participation in California's vessel speed reduction (VSR) program to protect whales

We have been implementing concrete initiatives to preserve biodiversity in each region based on our environmental targets and action plans in the "K" LINE Environmental Vision 2050. Based on a comprehensive understanding of natural capital, we intend to strengthen the management of risks and opportunities through the introduction of the LEAP approach. While promoting coexistence with nature, we are stepping up our efforts to build a sustainable future. Referring to the beta version (version 4) of the framework, "K" LINE reflects in this documentation its current assessments, analysis, and information. In order to respond to future changes, we are constantly evaluating and disclosing information.

Risk Management

Sustainability Sub-Committee reports to Corporate Sustainability Management Committee, a higher-level committee, on important matters in the LEAP evaluation. Finally, the representative executive officer, president & CEO, who chairs the Corporate Sustainability Management Committee, submits the report to the Board of Directors for Companywide management.

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# Respect for Human Rights

The "K" LINE Group stipulates Respect for Human Rights at the start of its Charter of Conduct. The Group is a signatory of the United Nations Global Compact and has expressed its support for the principles related to human rights and labor. The "K" LINE Group Basic Policy on Human Rights was drawn up based on the United Nations' Guiding Principles on Business and Human Rights. Management is committed to conducting human rights due diligence.

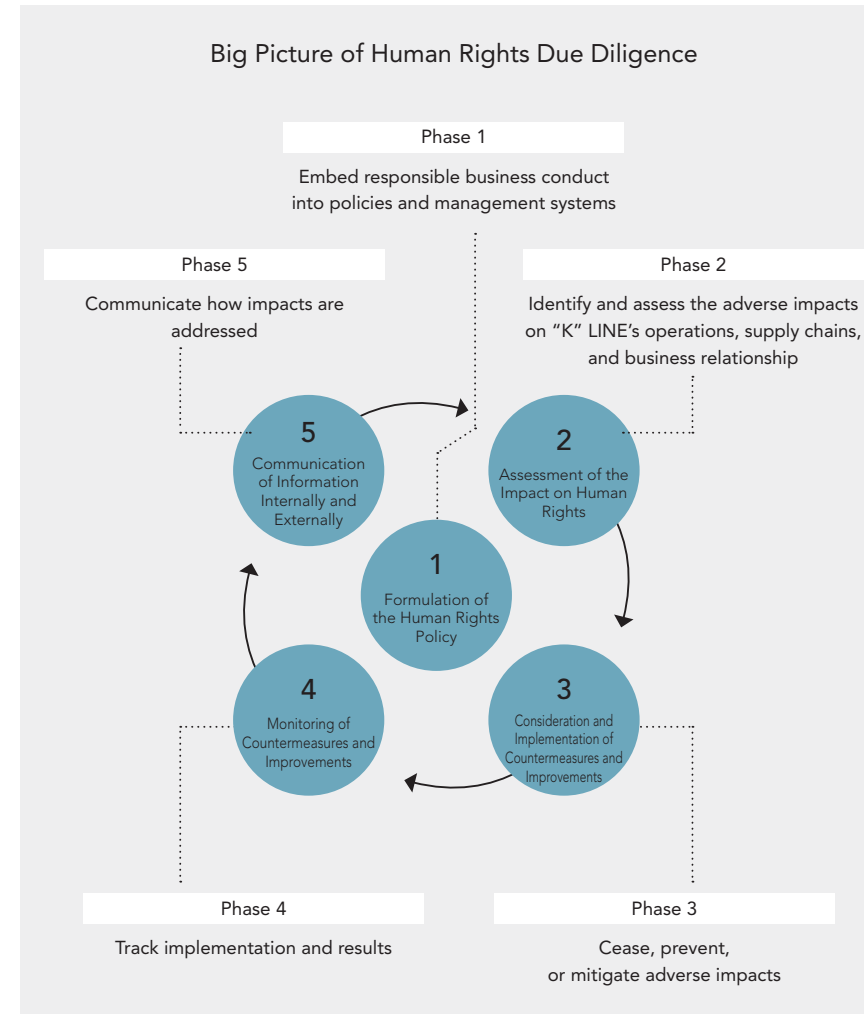
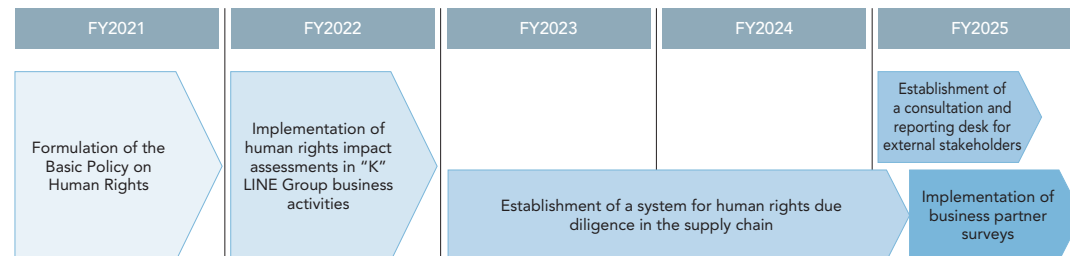
## Human Rights Due Diligence System

Based on the "K" LINE Group Basic Policy on Human Rights formulated in 2022, under the supervision of the Corporate Sustainability Management Committee and the direction of the corporate officer responsible for corporate sustainability, the Corporate Sustainability, Environment Management, IR and Communication Group has been in charge of implementing human rights due diligence, including the drawing up of measures as well as analysis and assessment of human rights risks related to the business activities of the "K" LINE Group.



## Promoting Human Rights Due Diligence

In March 2022, the Group established the "K" LINE Group Basic Policy on Human Rights and has since advanced initiatives for human rights due diligence. From FY2025, we have also set up a reporting and consultation desk on human rights for external stakeholders, and initiatives in the supply chain are going into high gear.



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# Promotion and Reinforcement of Compliance

## The Group's Compliance Management System

To provide guidance to the officers and employees of the Company and Group companies in the conduct of their day-to-day duties, we established the "K" LINE Group Global Compliance Policy, with which all officers and employees must comply. The Compliance Committee, which is chaired by the president & CEO, reviews and determines policies to ensure the compliance of the Company and Group companies as well as measures to address any compliance issues. Under the supervision of the chief compliance officer (CCO), we continue to strengthen our compliance management system throughout our organization. In addition, to prevent compliance issues in the Group's domestic and overseas operations and detect and control risks at an early stage, we have established the Hotline Desk and the Global Hotline Desk for internal reporting from officers and employees of the Company and its Group companies. We have also created a "Business Partner Consultation and Reporting Desk" to handle inquiries and reports from our business partners.

**Our Efforts to Ensure Compliance with the Anti-Monopoly Act**  
We ensure that officers and employees comply with the Regulation for Compliance with the Anti-Monopoly Act. To promote awareness of competition laws, we implement continuous training programs and educational activities through a dedicated department. In addition, we conduct regular audits and monitor the implementation of compliance measures. With respect to contacts with competing companies, we strictly enforce rules requiring prior reporting and approval, as well as recording and storing details of each contact.

**Our Efforts to Combat Bribery and Corruption**  
We have implemented the Regulations for Prevention of Bribery and Regulations for Gifts to actively combat bribery. Additionally, to further enhance our efforts in preventing bribery and corruption, we actively participate as a member of the Maritime Anti-Corruption Network (MACN), a global business network working toward the vision of a maritime industry free of corruption.



**Our Efforts to Ensure Compliance with Economic Sanctions**  
In response to the increasing stringency of economic sanctions in various countries, we conduct thorough due diligence to ensure compliance with such sanctions. This includes verifying business relationships and capital ties, particularly in new transactions and dealings with high-risk countries and regions. We also use external specialist services to conduct continuous monitoring of business partners.

**Our Efforts to Protect Personal Information**  
Recognizing the increasing global emphasis on personal information protection laws and their stricter enforcement, we have established a policy requiring all officers and employees to comply. On the technical side, we have implemented measures such as access control and enhanced monitoring systems, while also enforcing strict management of external contractors to reduce the risk of personal information leakage. We also conduct regular education and training programs for our officers and employees to raise awareness of the importance of protecting personal information.

**Our Efforts to Enhance Compliance Awareness**  
We recognize the month of November as "Compliance Month," during which we remind ourselves of the importance of compliance. We share a message from the president to officers and employees of "K" LINE and its Group companies and host a variety of initiatives, including e-learning training on topics such as competition law and anti-corruption, compliance seminars by external lecturers, and training sessions tailored to different organizational levels.

### Related data

		FY2022	FY2023	FY2024
Number of reports received via the internal reporting system*	Reports	3	7	6
	Cases	0	0	0
Cost of fines, penalties or settlements in relation to bribery and corruption	Fines, penalties or settlements (thousand yen)	0	0	0
	Number of employees dismissed for misconduct	0	0	0
Number and percentage of participants attending compliance training	Training participants (number of people)	854	902	996
	Participation rate (%)	97	99	100

\* The total number of reports submitted through our internal reporting system, including those received by external specialists engaged by the Company. In FY2024, there were no reported cases that had a significant impact requiring public disclosure.

Section 6

How are we advancing sustainability management?

- 59 Sustainability Governance
- 60 TCFD Framework-Based Information Disclosure
- 62 TNFD Framework-Based Information Disclosure
- 64 Respect for Human Rights
- 65 Promotion and Reinforcement of Compliance**

- Section 1 What kind of company do we aim to become?
- Section 2 How will we respond to changes in the external environment and to management risks?
- Section 3 What are our capital policies and cash allocation?
- Section 4 How will we achieve sustainable growth and enhance corporate value?
- Section 5 How will we strengthen our functional strategies and HR & organization?
- Section 6 How are we advancing sustainability management?**
- Section 7 What was the purpose of changing our organizational design?
- Section 8 Data section