

ClassNK Mid-Term Plan (2022-2026)

NIPPON KAIJI KYOKAI

Management Principles and Vision

[Management Principles]

ClassNK, as an international classification society, will contribute to the world through the activities to ensure the safety of life and property, and to protect the environment.

[Vision]

- ✓ **The organization aims to be ahead of the social shift and contribute to the creation of a sustainable and better society.**
- ✓ **The organization aims to flexibly respond to the changes of the surrounding business environment.**
- ✓ **The organization aims to be trusted by related industries and societies, and strengthen its business foundation.**

In a society that is undergoing great changes with the keywords of decarbonization and digitalization, there is a growing social demand for us as a third-party organization to make new efforts to lead the change and expand our services. In this environment, it is necessary for us to be flexible in our thinking and to actively contribute to social shift.

As we expand our business into areas that will lead society, we must pay attention to ensuring the efficiency and reasonability of our business operations and strive to enhance a sound and strong business infrastructure.

Based on the above "Management Principles," all officers and staff will work together to realize the "Vision" through the implementation of our Mid-Term Plan (2022-2026).

Management Policy (2022-2026) and Mid-Term Initiatives

[Management Policy (2022-2026)]

1) Development of comprehensive services to meet a wide range of client needs

It is becoming more and more noticeable that companies expand their initiatives for safety and environment not only meeting the minimum requirements in accordance with regulations but also ensuring the reliability and sustainability of their businesses, and the needs for evaluation and certification of the initiatives are increasing. In this area, not only classification societies but also consultants outside the maritime field are providing certification services.

In this changing environment, we will develop our business to provide comprehensive services by adding evaluation and certification services for initiatives that pursue higher reliability and sustainability, in addition to the various services that have been provided as the core of our business so far, including confirmation of compliance with regulations. We will actively contribute to our clients' businesses and the evolution of society and strengthen our credibility and competitiveness as a certification body.

2) Stabilizing and enhancing management

Continuously strive to improve the efficiency and reasonability of our business, and maintain and strengthen a sound and strong business infrastructure even under the expanded business.

[Mid-Term Initiatives]

1. Strengthening intelligence and planning functions

- ✓ Research and analyze changes in relevant social conditions and trends in government and industry, evaluate areas in which we can contribute, and strengthen our functions for planning and developing services in order to anticipate changes in society and actively develop new services.

2. Establishing a comprehensive service system to evaluate and certify the reliability and sustainability of businesses

- ✓ Systemize our various services from the perspective of business reliability and sustainability, including clients' voluntary initiatives, and establish a comprehensive service system that can certify the initiatives to pursue more advanced goals while evaluating the feasibility of certification services in the untapped areas and adding important certification services.

(1) Safety field

Establish a comprehensive service system that includes initiatives in the field of safety management, which is expected to become dramatically more advanced with the progress of digitalization.

(2) Environment field

Establish a comprehensive service system that can support the various initiatives under the circumstances where the development of zero-emission technologies and the establishment of social systems are progressing in parallel.

3. Developing new business fields

- ✓ Stabilize and develop our business in new fields that we have pioneered, such as renewable energy, governmental ships, land and air transportation, and logistics, and strive to develop new businesses by paying close attention to the needs of a society that is increasingly pursuing sustainability.

4. Promoting R&D

- ✓ In addition to continuing to enhance the technologies required for certification services such as classification services, we will promote research and development of technologies required for new certification services in cooperation with partners who are leading the way in society, and contribute to the social implementation of leading initiatives.

5. Stabilizing and enhancing business infrastructure

(1) Promote efficiency and streamline our business

In order to tackle new areas and fields where initial profitability is not always high, we will promote efficiency, streamline our business, and maintain a stable business infrastructure.

(2) Vitalize the organization

Promote the creation of a vibrant organization in which every staff works enthusiastically and cooperatively to pursue the evolution of our business by securing and developing human resources and improving corporate governance.