

MOL Human Resource Data (as of March 31, 2016)

Employees

	FY2013		FY2014		FY2015		
	Land	Sea	Land	Sea	Land	Sea	
Number of employees Excludes expatriate employees, loaned employees, contract employees and part-timers, etc.							
Male	444	269	438	277	465	277	
Female	162	7	168	7	177	6	
Total	606	276	606	284	642	283	
Number of employees by position Excludes loaned employees, contract employees and part-timers, etc. / Includes expatriate employees							
General managers	Male	23	11	21	10	22	8
	Female	0	0	0	0	2	0
	Subtotal	23	11	21	10	24	8
Group leaders	Male	178	103	171	113	175	116
	Female	8	0	8	0	5	0
	Subtotal	186	103	179	113	180	116
Managers	Male	162	108	150	101	143	97
	Female	9	0	12	0	11	0
	Subtotal	171	108	162	101	154	97
Below manager level	Male	278	259	289	262	286	271
	Female	200	9	196	11	200	12
	Subtotal	478	268	485	273	486	283
Total	858	490	847	497	844	504	
Ratio of females in managerial positions^{*1} (%)	4.5	0	5.5	0	5.0	0	
New hires							
Male	19	22	19	20	18	25	
Female	7	1	6	2	8	1	
Total	26	23	25	22	26	26	
Ratio of employees with disabilities (%)		1.9 ^{*3}		2.0 ^{*3}		1.9 ^{*4}	
Average years of continuous service^{*2}	16.0	11.0	16.0	11.0	16.1	11.0	
Job turnover rate within 3 years of continuous service^{*2} (%) Calculation method: (New graduate hires resigning within 3 years of joining the company) / (New graduate hires over past 3 years)	1.3	3.0	2.6	1.5	3.9	1.4	

*1. Excludes loaned employees, contract employees and part-timers, etc. *2. Excludes expatriate employees, loaned employees, contract employees and part-timers, etc. *3. The number of employees with disabilities meets the statutory employment number of employees with disabilities *4. 2.07% as of April 2016

Employee Support Systems

		FY2013	FY2014	FY2015
Number of annual leave days taken^{*5} (including summer vacation)	Days	11.6	12.8	13.3
	Percentage (%)	43.7	47.4	50.3
Maternity leave (pre- and post-childbirth)^{*6}	Number of employees	3	7	13
	Ratio (%)	100	100	100
Paternity leave usage^{*5}	Number of takers	23	21	19
	Ratio (%)	45	100	73
Child-care leave system^{*6}	Number of users (males shown in brackets)	9(1)	9(1)	14(3)
	Usage rate (%)	100	100	100
Short-time work shift to allow for child-care	Number of users	1	1	3
Retirement reemployment system after spouse transfer Introduced in FY2014	Number of users	–	0	2
Working mothers^{*6}	Number	39	43	33
Nursing care leave system	Number of users	0	0	0
Re-employment system for mandatory retirees	Number of employees	1	2	0

Care Support Systems	System	Application Period and Details
Childbirth	Pre-and post-childbirth leave	8 weeks of leave before and after childbirth (Of those weeks, 6 weeks are paid)
	Child-care leave	Until a child becomes 2 years old
Child-care	Short-time work shift	1 hour shorter work day
	Overtime work exemption	Until a child becomes 3 years old
	System for partial work at home	Can work at home for 6 hours
Nursing Care	Nursing care leave	Up to 2 years leave
	Short-time work shift	1 hour shorter work day
	Special working arrangements	Flexible working hours

*5 Excludes personnel working onboard, loaned employees, contract employees and part-timers, etc.

*6 Excludes expatriate employees, loaned employees, contract employees and part-timers, etc.

Number of MOL Group Employees

Number of Employees (person)	FY2013	FY2014	FY2015
Bulkships	1,307 (118)	1,342 (121)	1,357 (139)
Containerships	5,348 (348)	5,534 (350)	5,456 (354)
Ferry & Domestic Transport	878 (89)	858 (86)	845 (62)
Associated Businesses	2,099 (1,503)	2,123 (1,468)	2,160 (1,489)
Others	364 (81)	351 (78)	355 (71)
Company-wide (common)	293 (65)	300 (71)	327 (66)
Total	10,289 (2,204)	10,508 (2,174)	10,500 (2,181)

(1) The number of employees includes the entire labor force, and the approximate average number of temporary employees is indicated in parentheses.

(2) The employees indicated as Company-wide (common) belong to administrative departments, which cannot be classified in any specific segment.

Other Support System

“Refresh” Leave: Employees are allocated extra holidays after 15 years and 25 years of continuous service.

Industrial Accidents (on land)

Industrial Accidents (on land)		FY2013	FY2014	FY2015
Industrial accidents (excludes commuting accidents)	Number of cases	0	6	5
Industrial accident leave	Number of days	0	55	5.5

* Days of Industrial accident leave for FY2014 have increased due to employee falls, broken bones, and other injuries during business trips.

Employee Education

			FY2013	FY2014	FY2015
Education / Training cost	Land-based	¥/person	80,000	130,000	120,000
	Ocean-going	¥/person	374,000	327,000	301,000

(Note 1) The cost to the Human Resources Division (including part of the costs for English language training programs taken by ocean-going employees)

(Note 2) Education and training costs for ocean-going employees do not include travel and accommodation expenses.