

October 31, 2023

Restructuring of the organization and Changes to Responsibilities of Executive Officers

TOKYO—Mitsui O.S.K. Lines, Ltd. (MOL; President: CEO: Takeshi Hashimoto) today announced that the restructure of the organization and changes to responsibilities of Executive Officers as outlined below, have been resolved today, effective from November 1, 2023.

Establishment of Headquarters of Technological & Digital Transformation

MOL will establish the “Headquarters of Technological & Digital Transformation”. In “Innovation” one of the MOL Group’s sustainability issues (materiality), the group aims to enhance its business through advanced technologies using clean energy and information and communications technology (ICT), while addressing various social issues. This will also help the group provide added value through safe operation and social infrastructure businesses and achieve its goal of conserving the marine and global environment. By unifying the organizations responsible for this business under a new headquarters, MOL will strengthen the promotion system and accelerate the speed of reforms by sharing the knowledge fostered by each organization toward the realization of the “MOL Group DX Vision” announced in March 2023.

Composition of the Headquarters of Technological & Digital Transformation	DX Co-Creation Unit MOL Information Systems, Ltd. Technical Division Offshore Technical Division Smart Shipping Division
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Changes to Responsibilities of Executive Officers

The Headquarters of Technology Innovations will be abolished, and the Headquarters of Technological & Digital Transformation will be established. Accordingly, the responsibility of the executive officers in charge will be changed as follow.

(Changes shown in underline below)

Title	Name		Responsibility
Executive Vice President Executive Officer	Toshiaki Tanaka	From November 1	Chief Operating Officer, <u>Director General, Headquarters of Technological & Digital Transformation</u> , Responsible for; Promoting Diversity, Equity and Inclusion
		Until October 2023	Chief Operating Officer, Responsible for;

			Promoting Diversity, Equity and Inclusion
Managing Executive Officer	Ryusuke Kimura	From November 1	Chief Digital & Information Officer, <u>Deputy Director General, Headquarters of Technological & Digital Transformation</u> , Responsible for DX Co-Creation Unit, Supervisor for MOL Information Systems, Ltd.
		Until October 2023	Chief Digital & Information Officer, Responsible for DX Co-Creation Unit, Supervisor for MOL Information Systems, Ltd.
Executive Officer	Makoto Yamaguchi	From November 1	Chief Technical Officer, <u>Deputy Director General, Headquarters of Technological & Digital Transformation</u> , Responsible for; Technical Division, Offshore Technical Division, Smart Shipping Division
		Until October 2023	Chief Technical Officer, <u>Director General, Headquarters of Technology Innovations</u> , Responsible for; Technical Division, Offshore Technical Division, Smart Shipping Division

MOL Group 5 Sustainability Issues

MOL Group identifies "Sustainability Issues" (Materiality) as our key issues for sustainable growth with society through realization of the Group Vision. We anticipate this initiative to contribute especially to the realization of "Innovation -Innovation for development in marine technology-".



Inquiries regarding this matter

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