Governance Data

■Number and Ratio of Officers (As of June 20, 2023)

		Male		Female		Total	
		Number of people	Ratio	Number of people	Ratio	Number of people	Ratio
Directors		7	77.8%	2	22.2%	9	-
	Outside directors	3	33.3%	1	11.1%	4	44.4%
Auditors		3	75.0%	1	25.0%	4	-
	Outside directors	1	25.0%	1	25.0%	2	50.0%
Executive officers		30	93.8%	2	6.3%	32	-

※The term of office of Directors shall be one year from the conclusion of the Ordinary General Meeting of Shareholders held on June 20, 2023.

■Remuneration of Directors(FY2022)

(Unit: ¥ million)

		Number of Eligible Officers	Total Amount of Remunerations Paid	Basic compensation (Monthly remuneration)	Performance linked compensation, etc. (Bonus)	Non-monetary compensation, etc. (Performance linked stock compensation)	Non-monetary compensation, etc. (Non Performance linked stock compensation)
Directors		8	1,107	301	673	129	4
	Outside directors	3	45	41	-	-	4
Auditors		5	98	98	-	-	-
	Outside auditors	3	26	26	-	-	-
Total		13	1,205	399	673	129	4
	Outside officers	6	71	67	0	0	4

■Number of shares held, and Attendance of Board of Directors / Audit and Supervisory Board, etc. (As of June 20, 2023)

Title	Name	Term of office served as officer (years)	Number of shares held (100 shares) *As of March 31, 2023	The Board of Directors *FY2022		Audit Committee *FY2022	
				Attendance	Attendance rate	Attendance	Attendance rate
Chairman of the Board	Junichiro Ikeda	10	1,243	15/15	100%	-	-
Representative Director President, Chief Executive Officer	Takeshi Hashimoto	8	722	15/15	100%	-	-
Representative Director Executive Vice President, Executive Officer	Toshiaki Tanaka	3	410	15/15	100%	-	-
Adviser	Junko Moro	-	348	-	-	-	-
Managing Executive Officer	Hisashi Umemura	-	114	-	-	-	-
Outside Director	Hideto Fujii	7	339	15/15	100%	-	-
Outside Director	Etsuko Katsu	7	222	15/15	100%	-	-
Outside Director	Masaru Onishi	4	98	15/15	100%	-	-
Outside Director	Mitsunobu Koshiba	-	-	-	-	-	-
Full-time Audit & Supervisory Board Member	Masanori Kato	2	330	15/15	100%	14/14	100%
Full-time Audit & Supervisory Board Member	Yutaka Hinooka	-	342	15/15	100%	-	-
Outside Audit & Supervisory Board Member	Satoru Mitsumori	1	-	10/10	100%	10/10	100%
Outside Audit & Supervisory Board Member	Fumiko Takeda	-	-	-	-	-	-

※For Outside Auditor Satoru Mitsumori, the number of meetings attended since their appointment on 21 June 2022.
※Director Kenta Matsuzaki and Outside Auditor Toshiaki Takeda and Junko Imura resigned on 20 June 2023.
※Director Yutaka Hinooka assumed office as Full-time Auditor on 20 June 2023.

■Skills Matrix of Board Members (As of June 20, 2023)

Title	Name	Experience, etc. considered important for corporations					Experience, etc. considered important for corporations supporting social infrastructure			
		Corporate management	Finance/ Accounting	Legal affairs /Risk management	ESG	Human resources/ Diversity	Safety	Technology	Marketing/ Business strategy	Global Business
Chairman of the Board	Junichiro Ikeda	●		●	●	●	●		●	●
Representative Director President, Chief Executive Officer	Takeshi Hashimoto	●	●	●	●	●	●		●	●
Representative Director Executive Vice President, Executive Officer	Toshiaki Tanaka	●			●	●	●		●	●
Adviser	Junko Moro				●	●	●		●	
Managing Executive Officer	Hisashi Umemura	●	●	●			●			●
Outside Director	Hideto Fujii	●	●	●	●				●	
Outside Director	Etsuko Katsu		●		●	●				●
Outside Director	Masaru Onishi	●					●	●	●	
Outside Director	Mitsunobu Koshiba	●		●				●		●
Full-time Audit & Supervisory Board Member	Masanori Kato			●		●	●	●		
Full-time Audit & Supervisory Board Member	Yutaka Hinooka		●	●			●		●	●
Outside Audit & Supervisory Board Member	Satoru Mitsumori	●		●	●	●				
Outside Audit & Supervisory Board Member	Fumiko Takeda		●	●	●	●				●

※The above table does not represent all of the knowledge possessed by the Directors.

■Risk Management

Information Security

	FY2019	FY2020	FY2021	FY2022	Scope*1
Number of Serious ICT Incidents	0	0	0	0	Mitsui O.S.K. Lines, Ltd., Major subsidiaries and affiliates in Japan and overseas
E-learning Participation Rate of Information Security	97.3%	95.7%	92.8%	93.9%	

*1 Includes temporary and contract staffs.

■Compliance

Number of Reports to Compliance Advisor Service Desks, Compliance Violations, and Amount of Fines, etc.

			FY2019	FY2020	FY2021	FY2022	Scope*1
Number of Reports to Compliance Advisory Service Desk, etc.*1			74	46	43	79	Mitsui O.S.K. Lines, Ltd., Subsidiaries and affiliates in Japan and overseas
	Violations of laws and regulations		34	15	16	34	
	Violations of human rights*2		23	20	11	24	
	Violations of internal rules and others		17	11	16	21	
Serious Violations of Laws*3		Number of cases	1	1	0	1	
		Fine (10,000 yen)	0	20	0	0	
	Antitrust act / Competition law	Number of cases	0	0	0	0	
		Fine (10,000 yen)	0	0	0	0	
	Anti-bribery*4	Number of cases	0	0	0	0	
		Fine (10,000 yen)	0	0	0	0	
	Labor law	Number of cases	0	0	0	0	
		Fine (10,000 yen)	0	0	0	0	
	Other violations of laws and regulations*5	Number of cases	1	1	0	1	
		Fine (10,000 yen)	0	20	0	0	
Serious Violations of Business Ethics *3		Number of cases	0	0	1	0	
	Violations of human rights *2	Number of cases	0	0	0	0	
	Confidentiality Obligations, Leakage of Information*6	Number of cases	0	0	0	0	
	Others	Number of cases	0	0	1	0	
Within the above Serious Violations of Laws, Number of Employees Subject to Disciplinary Dismissal			1	1	1	1	
	Antitrust act / Competition law		0	0	0	0	
	Anti-bribery*4		0	0	0	0	
	Others		1	1	1	1	
Political Contributions（10,000 yen）*7			200	200	200	200	Mitsui O.S.K. Lines, Ltd.

*1 Number of reports to internal and external compliance advisory service desks, compliance enhancement months, and management departments of Group companies.
*2 Including harassment, discrimination, etc.
*3 Cases in which disciplinary dismissal was imposed.
*4 Including conflict of interest, money laundering, etc.
*5 Including insider trading, etc.
*6 Including leakage of customer privacy data, etc.
*7 One donation each year, to The People's Political Association.

E-learning Participation Rate of Compliance

	FY2019	FY2020	FY2021*1	FY2022	Scope*2
Antitrust Act /Competition Law	97.4%	95.5%	88.7%	95.1%	Mitsui O.S.K. Lines, Ltd., Major subsidiaries and affiliates in Japan and overseas
Anti-bribery	97.9%	96.4%	89.0%	94.8%	
Insider Trading	96.7%	95.8%	89.7%	94.2%	Mitsui O.S.K. Lines, Ltd., Major subsidiaries and affiliates in Japan
Internal Control	86.2%	90.9%	87.1%	91.1%	Mitsui O.S.K. Lines, Ltd.

*1 The decrease in the participation rate is due to changes in the e-learning participation system.
*2 Includes temporary and contract staffs.