

Governance Data

This report contains consolidated data (Mitsui O.S.K. Lines, Ltd. and MOL Group consolidated subsidiaries) and non-consolidated data (Mitsui O.S.K. Lines, Ltd. only) as of the end of each FY.

■ Number and Ratio of Officers (As of June 24, 2025)

		Male		Female		Total	
		Number of people	Ratio	Number of people	Ratio	Number of people	Ratio
Directors		7	70.0%	3	30.0%	10	-
	Outside directors	3	60.0%	2	40.0%	5	50.0%
Auditors		2	50.0%	2	50.0%	4	-
	Outside auditors	1	50.0%	1	50.0%	2	50.0%
Executive officers		36	90.6%	3	9.4%	39	-

※The term of office of Directors shall be one year from the conclusion of the Ordinary General Meeting of Shareholders held on June 24, 2025.

■ Remuneration of Directors(FY2024)

(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		12	649	309	244	61	34
	Outside directors	6	60	54	-	-	6
Auditors		4	98	98	-	-	-
	Outside auditors	2	26	26	-	-	-
Total		16	747	407	244	61	34
	Outside officers	8	86	80	0	0	6

■ Number of shares held, and Attendance of Board of Directors / Audit and Supervisory Board, etc. (As of June 24, 2025)

Title	Name	Term of office served as officer (years)	Number of shares held (100 shares) *As of March 31, 2025	The Board of Directors *FY2024		Audit Committee *FY2024	
				Attendance	Attendance rate	Attendance	Attendance rate
Director, Chairman of the Board	Junichiro Ikeda	12	1,612	13/13	100%	-	-
Representative Director, President, Chief Executive Officer	Takeshi Hashimoto	10	1,064	13/13	100%	-	-
Representative Director, Executive Vice President Executive Officer	Toshinobu Shinoda	-	197	-	-	-	-
Representative Director, Senior Managing Executive Officer	Kazuya Hamazaki	1	166	10/10	100%	-	-
Director	Junko Moro	2	370	13/13	100%	-	-
Outside Director	Atsushi Toyonaga	1	5	10/10	100%	-	-
Outside Director	Yumi Yamaguchi	1	3	10/10	100%	-	-
Outside Director	Eiji Hashimoto	-	-	-	-	-	-
Outside Director	Masayuki Hyodo	-	-	-	-	-	-
Outside Director	Keiko Tanaka	-	-	-	-	-	-
Audit & Supervisory Board Member	Yutaka Hinooka	2	552	13/13	100%	13/13	100%
Audit & Supervisory Board Member	Kayo Ichikawa	-	233	-	-	-	-
Outside Audit & Supervisory Board Member	Satoru Mitsumori	3	-	13/13	100%	12/12	100%
Outside Audit & Supervisory Board Member	Fumiko Takeda	2	-	13/13	100%	12/12	100%

※Director Toshiaki Tanaka*1, Etsuko Katsu and Masaru Onishi, and Audit Masanori Kato resigned on 24 June 2025.

*1Appointed as an Advisor June 24, 2025.

■ Skills Matrix of Board Members (As of June 24, 2025)

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
Director, Chairman of the Board	Junichiro Ikeda	●		●	●	●	●		●	●
Representative Director, President, Chief Executive Officer	Takeshi Hashimoto	●	●	●	●	●	●		●	●
Representative Director, Executive Vice President Executive Officer	Toshinobu Shinoda	●	●	●		●	●		●	●
Representative Director, Senior Managing Executive Officer	Kazuya Hamazaki		●	●			●		●	●
Director	Junko Moro				●	●	●		●	
Outside Director	Atsushi Toyonaga	●		●					●	●
Outside Director	Yumi Yamaguchi	●			●			●	●	
Outside Director	Eiji Hashimoto	●		●	●				●	●
Outside Director	Masayuki Hyodo	●			●			●	●	●
Outside Director	Keiko Tanaka			●	●	●				●
Audit & Supervisory Board Member	Yutaka Hinooka		●	●			●		●	●
Audit & Supervisory Board Member	Kayo Ichikawa	●			●	●	●		●	
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

	FY2021	FY2022	FY2023	FY2024	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	92.8%	93.9%	96.2%	96.4%	

*1 Includes temporary and contract staff.

■ Compliance

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

		FY2021	FY2022	FY2023	FY2024	Scope*1	
Number of Reports to Compliance Advisory Service Desk, etc.*1		43	81	111	115	Mitsui O.S.K. Lines, Ltd., Subsidiaries and affiliates in Japan and overseas	
Violations of laws and regulations		16	34	37	37		
Violations of human rights*2		11	26	39	36		
Violations of internal rules and others		16	22	35	42		
Serious Violations of Laws*3		Number of cases	0	1	0		1
		Fine (10,000 yen)	0	0	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	0	1	0		1
		Fine (10,000 yen)	0	0	0		0
Serious Violations of Business Ethics *3		Number of cases	1	0	0		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	1	0	0		0
Within the above Serious Violations of Laws, Number of Employees Subject to Disciplinary Dismissal		1	1	0	1		
Antitrust act / Competition law		0	0	0	0		
Anti-bribery*4		0	0	0	0		
Others		1	1	0	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

	FY2021*1	FY2022	FY2023	FY2024	Scope*2
Antitrust Act /Competition Law	88.7%	95.1%	96.7%	97.4%	Mitsui O.S.K. Lines, Ltd., Major subsidiaries and affiliates in Japan and overseas
Anti-bribery	89.0%	94.8%	97.1%	96.5%	
Insider Trading	89.7%	94.2%	96.9%	96.2%	Mitsui O.S.K. Lines, Ltd., Major subsidiaries and affiliates in Japan
Internal Control	87.1%	91.1%	94.2%	94.3%	Mitsui O.S.K. Lines, Ltd., Some subsidiaries in Japan.

*1 The decrease in the participation rate is due to changes in the e-learning participation system.

*2 Includes temporary and contract staff.

*3 From the fiscal year 2023, the scope of consolidation has been expanded to include some domestic subsidiaries.