

Social 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.
- Coverage in this report is the ratio of the number of employees in each item to the number of employees (consolidated).
In case “-” is indicated in “Coverage,” it refers to data of Mitsui O.S.K. Lines, Ltd..
- Third-party Verification
MOL has acquired third-party verification by Class NK to ensure the fairness, accuracy, and transparency of social data marked with "★" included in this report.

■ Human Capital & Diversity

				FY2021	FY2022	FY2023	FY2024	Coverage	
Number of all employees	consolidated*			8,547	8,748	9,795	10,500	100%	
	non-consolidated**			1,493	1,577	1,670	1,778	-	
	Male			1,193	1,255	1,334	1,396	-	
	Female			300	322	336	382	-	
Number of employees by job type	non-consolidated**	Office Workers		958	1,029	1,107	1,202	-	
			Male	670	721	787	841	-	
			Female	288	308	320	361	-	
		Seafarers		535	548	563	576	-	
			Male	523	534	547	555	-	
			Female	12	14	16	21	-	
Number of employees by department *1	consolidated*	Dry Bulk Business		306 (48)	245 (41)	255 (52)	288 (58)	100%	
		Energy Transport Business		857 (82)	902 (75)	1,023 (94)	1,061 (95)	100%	
		Product Transport Business		4,343 (850)	4,398 (814)	4,328 (1,109)	4,677 (1,187)	100%	
			Containerships	3,353 (696)	52 (9)	60 (10)	54 (5)	100%	
		Wellbeing & Lifestyle Business				2,396 (1,145)	2,541 (1,206)	100%	
			Real Property Business	1,996 (1,322)	1,152 (1,044)	1,212 (1,038)	1,217 (1,023)	100%	
		Associated Businesses			859 (261)	458 (137)	474 (154)	100%	
		Others		681 (77)	699 (85)	849 (166)	945 (178)	100%	
		Company-wide (common)		364 (115)	493 (165)	486 (160)	514 (193)	100%	
		Total		8,547 (2,494)	8,748 (2,485)	9,795 (2,863)	10,500 (3,071)	100%	
Number of temporary workforce	consolidated*			2,494	2,485	2,863	3,071	100%	
	non-consolidated**			-	308	209	221	-	
Ratio of temporary workforce	non-consolidated**			-	16.3%	11.1%	11.1%	-	
Ratio of employees by age group	consolidated***	under 25 years old		-	4.6%	5.3%	5.1%	99%	
		25-29 years old		-	12.6%	11.9%	12.0%	99%	
		30-34 years old		-	13.9%	14.9%	14.8%	99%	
		35-39 years old		-	14.5%	14.1%	14.3%	99%	
		40-44 years old		-	13.9%	13.9%	14.1%	99%	
		45-49 years old		-	13.8%	13.6%	13.8%	99%	
		50 years old & over		-	26.8%	26.3%	26.0%	99%	
	non-consolidated***	under 25 years old		-	5.0%	4.7%	4.9%	-	
		25-29 years old		-	17.8%	15.8%	16.3%	-	
		30-34 years old		-	20.0%	20.2%	20.8%	-	
		35-39 years old		-	16.4%	16.4%	17.3%	-	
		40-44 years old		-	11.7%	11.7%	12.0%	-	
		45-49 years old		-	10.1%	9.9%	9.7%	-	
		50 years old & over		-	19.0%	21.3%	18.9%	-	
Ratio of employees in managerial positions by age group	non-consolidated***	under 30 years old		-	0.0%	0.0%	0.0%	-	
		30-34 years old		-	0.0%	0.0%	0.0%	-	
		35-39 years old		-	7.5%	9.3%	10.3%	-	
		40-44 years old		-	27.5%	24.7%	26.2%	-	
		45-49 years old		-	27.0%	23.1%	23.6%	-	
		50 years old & over		-	38.0%	42.9%	39.9%	-	
Number of women in executive positions	consolidated***			-	16	31	41	100%	
	non-consolidated***			-	3	4	6	-	
Ratio of women in managerial positions	consolidated***			-	13.3%	15.0% ★	16.3% ★	100%	
		general management positions		-	8.5%	13.5%	12.6%	100%	
		sectional management positions		-	15.0%	15.6%	17.5%	100%	
	(Excludes loaned employees. Includes expatriate employees outside MOL.)	non-consolidated**			4.9%	5.9%	6.3%	7.8%	-
		Office Workers*2		7.5%	9.2%	9.8%	12.2%	-	
		Seafarers		0.4%	0.4%	0.4%	0.4%	-	
		general management positions		3.1%	4.6%	2.6%	4.8%	-	
			Office Workers	3.8%	5.8%	3.2%	5.7%	-	
			Seafarers	0.0%	0.0%	0.0%	0.0%	-	
		senior management positions		1.6%	1.6%	2.2%	2.6%	-	
			Office Workers	2.6%	2.6%	3.9%	4.1%	-	
			Seafarers	0.0%	0.0%	0.0%	0.7%	-	
		sectional management positions		9.7%	11.0%	11.6%	13.7%	-	
			Office Workers	15.0%	17.5%	17.7%	21.4%	-	
			Seafarers	1.1%	0.9%	0.9%	0.0%	-	
Ratio of women in workforce		consolidated***	indefinite contracts		-	30.0%	29.9% ★	31.4% ★	100%
	definite contracts		-	39.4%	37.9%	36.7%	100%		
	non-consolidated**				20.1%	20.4%	20.1%	21.5%	-
		Office Workers**		36.7%	29.9%	28.9%	30.0%	-	
	Seafarers**		2.1%	2.6%	2.8%	3.6%	-		

			FY2021	FY2022	FY2023	FY2024	Coverage
Ratio of employees with disabilities	consolidated***	indefinite contracts	-	0.3%	0.58%	0.33%	99%
		definite contracts	-	-	2.52%	2.45%	99%
	non-consolidated**		3.3%	3.3%	3.2%	2.8%	-
Ratio of employees in managerial positions with disabilities	consolidated***		-	0.5%	0.49%	0.50%	99%
	non-consolidated***		-	0.2%	0.4%	0.3%	-
Number of staff per management employee *3	non-consolidated***		-	2.8	2.4	2.5	-
Succession Effectiveness Rate (internal hire/all important positions) *4	non-consolidated***		-	89%	86%	94%	-

* Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group. ** Excludes loaned employees. Includes expatriate employees outside MOL.

*** Scope of data has been changed in FY2023. until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*1 The approximate average number of temporary workforce is indicated in parentheses. The employees indicated as company-wide (common) belong to administrative departments, which cannot be classified in any specific segment.
The number of employees in the Port Logistics Division, which was included in the Containership Business until FY2021, has been included in the Product Transport Business other than the Containership Business since FY2022.

*2 The data is as of the end of each FY. On the other hand, the "11.3%" Core KPIs achievement in the management plan "BLUE ACTION 2035" includes decisions made at the end of FY 2023 (human resource allocation as of April 1, 2024).

*3 Calculated by total number of employees/total number of employees in managerial positions.

*4 Important positions are employees in managerial positions.

■ Number of Hires & Retention Rate

			FY2021	FY2022	FY2023	FY2024	Coverage
Number of new hires	consolidated**(indefinite contracts)		-	709	883	996	99%
	non-consolidated*		-	129	157	174	-
		Number of new graduates hires	58	53	72	78	-
		Male	44	40	57	56	-
		Female	14	13	15	22	-
		Number of mid-career hires	24	76	85	96	-
		Male	14	57	66	61	-
		Female	10	19	19	35	-
Number/Rate of new hires by age group	consolidated** (indefinite contracts)	under 25 years old	-	176／24.8%	206/23.3%	229/23.0%	99%
		25-29 years old	-	156／22.0%	168/19%	190/19.1%	99%
		30-34 years old	-	129／18.2%	164/18.6%	194/19.5%	99%
		35-39 years old	-	84／11.8%	131/14.8%	135/13.6%	99%
		40-44 years old	-	57／8.0%	82/9.3%	91/9.1%	99%
		45-49 years old	-	43／6.1%	59/6.7%	71/7.1%	99%
		50 years old & over	-	64／9.0%	73/8.3%	86/8.6%	99%
	non-consolidated**	under 25 years old	-	41／33.3%	50／31.8%	58/33.3%	-
		25-29 years old	-	26／21.1%	37／23.6%	39/22.4%	-
		30-34 years old	-	40／32.5%	43／27.4%	50/28.7%	-
		35-39 years old	-	15／12.2%	20／12.7%	21/12.1%	-
		40-44 years old	-	1／0.8%	3／1.9%	3/1.7%	-
		45-49 years old	-	0／0.0%	2／1.3%	2/1.1%	-
		50 years old & over	-	0／0.0%	2／1.3%	1/0.6%	-
Number/Rate of new hires by gender	consolidated** (indefinite contracts)	Male	-	444／62.6%	571/64.7%	575/57.7%	99%
		Female	-	265／37.4%	312/27.3%	421/42.3%	99%
	non-consolidated**	Male	-	91／74.0%	123／78.3%	117/67.2%	-
		Female	-	32／26.0%	34／21.7%	57/32.8%	-
Number/Rate of new hires by region	consolidated** (indefinite contracts)	Japan	-	441／62.2%	582/65.9%	701/70.4%	99%
		Asia・Oceania・Middle East	-	213／30.0%	215/24.2%	216/21.7%	99%
		Europe・Africa	-	41／5.8%	48/5.4%	54/5.4%	99%
		North America・Central America・The Caribbean	-	14／2.0%	38/4.3%	25/2.5%	99%
Total employees turnover rate	consolidated** (indefinite contracts)		-	7.2%	6.6%	7.5%	99%
	non-consolidated*	Voluntary employee turnover rate	-	6.2%	5.6%	5.2%	99%
		Voluntary employee turnover rate	3.3%	2.2%	2.6%	2.7%	-
		Important voluntary employee turnover rate*1	1.7%	1.1%	2.6%	1.7%	-
Turnover rate of new graduates hires within three years of employment *2	non-consolidated	Office Workers	5.3%	0.0%	1.0%	1.8%	-
		Seafarers	2.7%	4.9%	1.1%	1.0%	-
Total Number/Rate of employees turnover by age group	consolidated**(indefinite contracts)		-	492／100.0%	570/100%	673	99%
		under 25 years old	-	50／10.2%	41/7.2%	67/10.0%	99%
		25-29 years old	-	87／17.7%	91/16.0%	111/16.5%	99%
		30-34 years old	-	85／17.3%	94/16.5%	95/14.1%	99%
		35-39 years old	-	76／15.4%	86/15.1%	95/14.1%	99%
		40-44 years old	-	47／9.6%	67/11.8%	71/10.5%	99%
		45-49 years old	-	34／6.9%	54/9.5%	67/10.0%	99%
		50 years old & over	-	113／23.0%	137/24.0%	167/24.8%	99%
	non-consolidated**	under 25 years old	-	27／100.0%	44／100.0%	48／100.0%	-
		25-29 years old	-	1／3.7%	0／0.0%	0/0.0%	-
		30-34 years old	-	11／40.7%	6／13.6%	6/12.5%	-
		35-39 years old	-	0／0.0%	4／9.1%	6/12.5%	-
		40-44 years old	-	2／7.4%	3／6.8%	9/18.8%	-
		45-49 years old	-	0／0.0%	3／6.8%	2/4.2%	-
		50 years old & over	-	1／3.7%	0／0.0%	1/2.1%	-
		50 years old & over	-	12／44.4%	28／63.6%	24/50.0%	-
Total Number/Rate of employees turnover by gender	consolidated** (indefinite contracts)	Male	-	317／64.4%	381／66.8%	449/66.7%	99%
		Female	-	175／35.6%	187／32.8%	224/33.3%	99%
	non-consolidated**	Male	-	22／81.5%	37／84.1%	43/89.6%	-
		Female	-	5／18.5%	7／15.9%	5/10.4%	-
Total Number/Rate of employees turnover by region	consolidated** (indefinite contracts)	Japan	-	264／53.7%	293/51.4%	356/52.9%	99%
		Asia・Oceania・Middle East	-	181／36.8%	221/38.8%	213/31.6%	99%
		Europe・Africa	-	34／6.9%	21/3.7%	93/13.8%	99%
		North America・Central America・The Caribbean	-	13／2.6%	35/6.1%	11/1.6%	99%

			FY2021	FY2022	FY2023	FY2024	Coverage
Average years of continuous service	non-consolidated*		15.6	15.1	14.2	13.4	-
		Male	15.9	15.4	14.6	14.0	-
		Female	14.7	13.9	12.5	11.3	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*1 Important voluntary employee turnover is the retirement of employees in managerial positions for personal reasons.

*2 Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group, contract employees, and part-timers, etc. Calculated by the number of new graduates hires who have retired within three years of joining the company / the number of new graduates hires in the last three years.

■ Payroll, Compensation & Productivity

			FY2021	FY2022	FY2023	FY2024	Coverage
Annual employee compensation (thousand yen)	consolidated*		-	59,142,848	86,423,180	89,056,622	100%
	non-consolidated**		-	18,471,200	26,607,369	25,920,188	-
Average annual employee compensation (thousand yen)	consolidated*		-	-	6,723	6,707	100%
		indefinite contracts	-	7,980	8,457	8,227	100%
	non-consolidated**		-	15,174	15,933	14,578	-
Annual CEO compensation (thousand yen)	non-consolidated		-	302,960	166,760	216,850	-
Ratio of average annual employee compensation excluding CEO and annual CEO compensation	consolidated*		-	-	2.15%	3.09%	100%
		indefinite contracts	-	2.6%	2.7%	3.79%	100%
	non-consolidated**		-	4.9%	9.6%	6.7%	-
Ratio of gender wage gap	consolidated*		-	63.6%	62.0% ★	65.1% ★	100%
		indefinite contracts	-	68.9%	67.0% ★	68.7% ★	100%
		definite contracts	-	71.6%	62.5% ★	62.5% ★	100%
	non-consolidated**		-	56.3%	64.4%	63.1%	-
		indefinite contracts	-	69.4%	73.1%	68.8%	-
		definite contracts	-	38.9%	42.4%	44.2%	-
Employee benefits (thousand yen)	consolidated*		-	12,337,833	10,620,836	12,503,576	99%
	non-consolidated*		-	4,230,320	4,824,091	5,320,381	-
Turnover per employee (thousand yen)	consolidated*		-	184,269	134,867	208,851	99%
	non-consolidated*		-	520,847	502,759	517,439	-
Profit per employee (Operating Income) (thousand yen)	consolidated*		-	12,427	31,834	76,124	99%
	non-consolidated*		-	39,128	32,022	45,270	-
EBIT per employee (thousand yen)	consolidated*		-	93,640	32,489	43,660	99%
	non-consolidated*		-	295,144	195,355	137,696	-

* Scope of data has been changed in FY2023. until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. until FY2022: Excludes loaned employees, expatriate employees outside MOL. FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

※ The salary system in our company adopts a qualification grade system, and there is no gender or regional pay gap within the same qualification grade.

■ Human Capital Skill Development

			FY2021	FY2022	FY2023	FY2024	Coverage
Average training days per employee	consolidated** (Total employees except temporary)		-	1.8	1.7	1.3	93%
	non-consolidated*	Office Workers	2.0	3.0	5.1	4.3	-
		Seafarers	7.0	10.0	6.9	11.2	-
Average training hours per employee	consolidated** (Total employees except temporary)		-	14	14	13	94%
		Male (indefinite contracts)	-	-	19	19	94%
		Female (indefinite contracts)	-	-	16	15	94%
	non-consolidated**		-	32	38	40	-
		Male	-	33	38	41	-
		Female	-	29	38	36	-
Training costs per employee (thousand yen)	non-consolidated*	Office Workers	91	155	249	310	-
		Seafarers	143	118	179	337	-
Total HR developing&training costs (thousand yen)	consolidated** (Total employees except temporary)		-	640,788	937,702	1,283,679	94%
	non-consolidated**		-	456,039	648,255	993,465	-
Investment in training as % of payroll	consolidated**		-	0.8%	1.0%	1.3%	98%
	non-consolidated**		-	2.4%	1.5%	3.8%	-
Time spent on employee development training	consolidated**		-	87,515	138,501	154,330	94%
	non-consolidated**		-	40,207	64,181	70,598	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

■ Human Rights and Occupational Health and Safety

				FY2021	FY2022	FY2023	FY2024	Coverage
Number of industrial accidents	non-consolidated*	Office Workers		1	0	0	0	-
		Seafarers		2	1	0	2	-
Number of fatal industrial accidents	consolidated**	Office Workers		-	0	2	0	99%
		Seafarers		-	0	0	0	98%
	non-consolidated*	Office Workers		0	0	0	0	-
		Seafarers		0	0	0	0	-
Number of work-related injuries*1	consolidated**	Office Workers		-	12	27	21	99%
		Seafarers		-	4	5	1	98%
	non-consolidated*	Office Workers		-	0	0	0	-
		Seafarers		-	1	0	0	-
Number of employees work-related fatalities	consolidated**	Office Workers		-	0	2	0	99%
		Seafarers		-	0	0	0	98%
	non-consolidated*	Office Workers		0	0	0	0	-
		Seafarers		0	0	0	0	-
Rate of employees work-related fatalities	consolidated**	Office Workers(indefinite contracts)		-	0%	0.11%	0.00%	99%
		Seafarers(indefinite contracts)		-	0%	0.08%	0.00%	99%
		Office Workers(definite contractrs)		-	0%	0%	0%	98%
		Seafarers(definite contracts)		-	0%	0%	0%	98%
	non-consolidated*	Office Workers		0%	0%	0%	0%	-
		Seafarers		0%	0%	0%	0%	-
				FY2021	FY2022	FY2023	FY2024	Coverage
LTIF (Lost Time Injury Frequency) *2	consolidated**(Total employees except temporary)			-	-	-	2.92 ★	100%
	non-consolidated**	Office Workers		-	0	0	0	-
	Seafarers of MOL Group-operated vessels including MOL-managed and chartered vessels*3			0.19	0.19	0.26	0.28	-
Number of passenger fatalities	consolidated			0	0	0	0	100%
Rate of OHSAS1800/ISO45001 offices	consolidated*			-	0.8%	1.1%	2.5%	99%
	non-consolidated**			-	0%	0%	0%	-
Human rights e-learning	consolidated*		Rate of participants	-	-	94.2%	96.2%	100%
Occupational health and safety training	consolidated**		Number of participants	-	2,225	2,216	2,969	99%
	non-consolidated*	Safety Culture e-learning*4	Number of participants	2,252	3,146	3,905	5,507	-
			Rate of participants	90.3%	96.6%	93.5%	95.3%	-
		Operational Safety Workshops*5	Number of participants	300	309	325	47	-
		Safety Campaign*6	Number of participants	693	635	30,554	3,300	-
		Safety Conference*7	Number of participants	1,019	787	753	781	-
Rate of employees belonging to a trade union	consolidated**(indefinite contracts)			-	55.6%	59.2%	65.9%	99%
	non-consolidated*	Office Workers		100%	100%	100%	100.0%	-
		Seafarers		100%	100%	100%	100.0%	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Scope of data has been changed in FY2023. until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.

FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*1 Injuries that leave aftereffects *2 Number of lost time injuries occurring in a workplace per 1 million hours worked.

*3 MOL uses “on board time” as denominator. These figures include occupational injuries and illnesses that did not result in disembarkation

but did not result in a return to work, including light work, on the day of the accident. The indicator also covers seafarers outside of the MOL Group.

*4 Includes for temporary and temporary and contract employees.*5 Total number of participants in each session. Includes for temporary and temporary and contract employees.

*6 Total number of participants in each session. Until FY2022, only office workers were counted. From FY2023, participants of seafarers are counted.

Includes for temporary and temporary and contract employees.

*7 Total number of participants in each session. The target is seafarers on leave on ships managed by a ship management company in MOL group,

including permanent employees in our group as well as employees of five partner companies.

■ Wellbeing

				FY2021	FY2022	FY2023	FY2024	Coverage
Work hours (annual average)	consolidated*** (indefinite contracts)			-	1,752	1,871	1,974	98%
	non-consolidated***			-	1,958	1,935	1,904	-
Overtime work hours (monthly average)	non-consolidated**			23.4	18.8	14.7	12.5	-
paid leave*1 (including summer vacation)	non-consolidated****	Days taken		14.0	15.2	15.7	16.6	-
		Usage rate		52.9%	60.7%	59.3%	63.8%	-
Rate of Engagement Survey	consolidated**			-	37.0%	44.4%	56.1%	99%
Rate of Engagement Survey Response	(Total employees except temporary)	Rate of participants		-	84.0%	90.9%	88.4%	99%
Maternity leave*2	non-consolidated	Number of employees taken		21	23	17	16	-
		Usage rate		100.0%	100.0%	100%	100.0%	-
Special leave for spousal childbirth*3	non-consolidated	Number of employees taken		17	22	25	39	-
		Usage rate		68.0%	69.0%	52.1%	59.1%	-
Child-care leave	consolidated** (Total employees except temporary)	Usage rate (Male)	indefinite contracts	-	7.4%	17.9% ★	10.8% ★	100%
			definite contracts	-	2.7%	2.0% ★	0.6% ★	100%
		Usage rate (Female)	indefinite contracts	-	19.2%	26.4%	16.3%	100%
			definite contracts	-	54.3%	21.1%	6.9%	100%
	non-consolidated*4	Number of employees taken (Male)		17	34	47	60	-
		Number of employees taken (Female)		25	41	38	33	-
		Usage rate (Male)		46.0%	54.0%	55.9%	68.2%	-
		Usage rate (Female)		100.0%	100.0%	100%	100.0%	-
		Return rate (Male)		92.0%	100.0%	100%	100.0%	-
		Return rate (Female)		100.0%	100.0%	100%	100.0%	-
Average days of men taking child-care leave*4	non-consolidated			63	43	58	56	-
Number of employees used short-time work shift for childcare	non-consolidated*			3	8	4	8	-
Number of working mothers*5	non-consolidated			51	63	78	78	-
Number of employees used rehiring system after spousal transfer	non-consolidated*			4	2	3	1	-
Number of employees used nursing care leave	non-consolidated*			0	1	1	0	-

* Excludes loaned employees. Includes expatriate employees outside MOL.

** Excludes loaned employees and expatriate employees outside MOL.

*** Scope of data has been changed in FY2023. until FY2022: Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.
FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

**** Scope of data has been changed in FY2024. until FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.
FY2024: Excludes expatriate employees outside MOL. Include loaned employees.

*1 Excludes seafarers.

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

*3 Excludes seafarers, loaned employees, contract employees, and part-timers, etc.

*4 Scope of data has been changed in FY2023. until FY2022: Excludes expatriate employees. FY2023: Excludes loaned employees. Includes expatriate employees outside MOL.

*5 Number of female employees raising children (15 years old or younger) who have not completed compulsory education (excludes seafarers, loaned employees, contract employees, and part-timers, etc.)