

(The following is an unofficial translation based on the original.)

Mitsui O.S.K. Lines, Ltd.

**MOL Establishes Action Plan Based on
'Act on Advancement of Measures to Support Raising Next-Generation Children'**

Mitsui O.S.K. Lines, Ltd. (MOL) has established the following the action plan to help all employees achieve work-life harmony, demonstrate their maximum enthusiasm and vitality to perform at their full potential, and gain fulfillment from their work.

1. Action period

April 1, 2025 ~ March 31, 2028

2. Details

Target (1) Continually promote flexible workstyles and continue initiatives on reduction of overtime work. The average legal overtime hours per full-time worker to be less than 30 hours.

FY2025~

- Promote the use of various systems to reduce constraints on working time and place and to achieve flexible working styles.
(Telecommuting system, Flextime system, Reduced working hours for childcare, Overtime work exemption according to user needs, etc) .
- Improving productivity through workplace reform (Free address system, Flexible work space, Video conferencing systems, promotion of paperless, etc) .
- Visualization of overtime work (Periodic notification of performance and company-wide disclosure of performance by department and team) , and continuous efforts to reduce overtime work and dissemination of internal targets, rules, etc. (E-mail, portal sites, internal meetings). Conduct interviews with long time workers and their managers.
- Establishment of Work Style Reform Enhancement Month and implementation of company-wide events such as “Smart Off Day” (No overtime day).

Target (2) Usage rate of paid-leave (annual average) to be 60% or higher

(Note) Include special leave (paid leave) granted as summer and winter season leave, special leave (paid leave) appropriating canceled annual leave, in addition to annual leave. / Excluding employees at sea.

FY2025~

- Continued efforts to obtain full summer and winter holidays (7 days).

- Ongoing efforts to actively take annual leave (at least one day per month recommended) and the creation and sharing of departmental leave schedules to facilitate and visualize planned leave taking.
- Visualization of the results of taking leave (periodic notification of the results to the principal and the superior) and continuous promotion of taking leave based on the degree of achievement of the target will be conducted.

Target (3) Encourage use of child care support system, foster awareness, and create a workplace culture that helps balance work and child care. Achieve 100% of male employees taking childcare leave by FY2027.

(Note) Ratio of (b) to (a)

- a. Number of male employees whose child turned 2 years old during the relevant fiscal year
- b. Number of male employees who took childcare leave before their child turned 2 years old among male employees corresponding to (a)

FY2025~

- Provide continuous internal publicity and opportunities for information exchange on internal systems related to childbirth and childcare.
- Provide guidance and information on the system for male employees taking childcare leave.
- Provide seminars and programs to promote awareness of the importance of active roles for diverse personnel in the workplace.
- Identify employees who have not taken leave, interview those eligible, and recommend taking leave.