

Changes of Directors, Auditors and Executive Officers

Tokyo - Mitsui O.S.K. Lines, Ltd. (MOL; President & CEO: Takeshi Hashimoto) today announced that it has decided on the following changes to its Directors, Auditors and Executive Officers. The changes of Directors and Auditors are subject to approval at the Annual Shareholders' Meeting to be held on June 20, 2023.

1. Changes of Representative Directors and Executive Officers: April 1, 2023

1) Changes of Representative Directors

Name	New	Present
Junichiro Ikeda	Chairman of the Board	Representative Director Chairman of the Board Chairman Executive Officer

2) Changes of Executive Officers/ Group Executive Officers

(1) Promoted Executive Officers

Name	New	Present
Hirofumi Kuwata	Senior Managing Executive Officer	Managing Executive Officer
Nobuo Shiotsu	Senior Managing Executive Officer	Managing Executive Officer
Mitsuru Endo	Managing Executive Officer	Executive Officer
Kazuya Hamazaki	Managing Executive Officer	Executive Officer
Tsunemichi Mukai	Managing Executive Officer	Executive Officer
Tomoaki Ichida	Managing Executive Officer	Executive Officer

(2) Newly appointed Executive Officers

Name	New	Present
Miwako Ando	Executive Officer	Managing Director of Ocean Network Express (Vietnam) Co., Ltd.
Keiichiro Nakanishi	Executive Officer	Associate Executive Officer in charge of Corporate Communication Division, General Manager of Secretaries & General Affairs Division
Tatsuro Watanabe	Executive Officer	Chief Executive Representative, Europe, Africa Managing Director of MOL (Europe Africa) Ltd.
Koichi Hirata	Executive Officer	General Manager of Car Carrier Division
Hiromichi Takezaki	Executive Officer	General Manager of Human Resources Division
Masayuki Sugiyama	Executive Officer	General Manager of Wind Power Projects Unit
Hiroyoshi Kubo	Executive Officer	General Manager of Iron Ore and Coal Carrier Division
Suryan Wiryasimunovic	Executive Officer	Director LNG & Offshore of MOL (Europe Africa) LTD.

(3) Changes of Group Executive Officers

Name	New	Present
Kazuhiko Kikuchi	Senior Managing Executive Officer	Group Executive Officer
Koichi Yashima	Group Executive Officer	President of MOL Logistics Co., Ltd.

(4) Retiring Executive Officers: March 31, 2023

Name	New: As of April 1, 2023	Present
Kenta Matsuzaka	Director (To be appointed as Adviser on June 20 th , 2023.)	Director Senior Managing Executive Officer
Yutaka Hinooka	Director (To be appointed as Audit & Supervisory Board Member on June 20 th , 2023. (*1))	Director Senior Managing Executive Officer

Hirotooshi Ushioku	Adviser	Senior Managing Executive Officer
Junko Moro	Adviser (To be appointed as Director on June 20 th , 2023.(*2))	Managing Executive Officer

*1: Appointment of Audit & Supervisory Board Member is subject to the resolution of the Audit & Supervisory Board which is scheduled to be held after the approval of changing Auditors at the Annual Shareholders' Meeting to be held on June 20, 2023.

*2: Appointment of Director is subject to the approval at the Annual Shareholders' Meeting to be held on June 20, 2023.

3) Executive Officers / Group Executive Officers and their Responsibilities on and after April 1, 2023

Executive Officer

Title	Name	Responsibilities
President, Chief Executive Officer	Takeshi Hashimoto	Overall management
Executive Vice President Executive Officer	Toshiaki Tanaka	Chief Operating Officer, Responsible for; Promoting Diversity, Equity and Inclusion
Senior Managing Executive Officer	Toshinobu Shinoda	Responsible for; Europe and Africa Area, Managing Director of MOL(Europe Africa) Ltd.
Senior Managing Executive Officer	Hirofumi Kuwata	Director General, Headquarters of Energy Business, Responsible for; Energy Business Strategy Division
Senior Managing Executive Officer	Nobuo Shiotsu	Responsible for East Asia, South East Asia and Oceania Area, Managing Director of MOL (Asia Oceania) Pte. Ltd., Managing Director of MOL Treasury Management Pte. Ltd.
Senior Managing Executive Officer	Kazuhiko Kikuchi	Director General, Headquarters of Dry Bulk Business, Responsible for Dry Bulk Business Strategy Division President and Representative Director of MOL Drybulk Ltd.
Managing Executive Officer	Osamu Sakurada	Director General, Headquarters of Product Transport Business Responsible for; Regional Strategy in Japan, Product Transport Business Management Division
Managing Executive Officer	Ryusuke Kimura	Chief Digital & Information Officer, Responsible for DX Co-Creation Unit, Supervisor for MOL Information Systems, Ltd.
Managing Executive Officer	Mitsuhsa Tanimoto	Chief Safety & Quality Officer, Director General, Headquarters of Safety Operations, Responsible for; Human Capital Management Division, Marine Safety Division, Global Maritime Resources Division Secondarily Responsible for; Offshore Technical Division, Smart Shipping Division
Managing Executive Officer	Hisashi Umemura	Chief Financial Officer, Chief Communication Officer, Responsible for; Finance Division, Accounting Division, Corporate Communication Division
Managing Executive Officer	Ajay Singh	Responsible for South Asia and the Middle East

Managing Executive Officer	Jotaro Tamura	Chief Strategy Officer, Assistant to Chief Safety & Quality Officer, Deputy Director General, Headquarters of Safety Operations, Responsible for; Work Efficiency Improvement, Corporate Planning Division, Containership Business Division
Managing Executive Officer	Mitsuru Endo	Deputy Director General, Headquarters of Safety Operations, Responsible for; Ship Management Strategy and Supervising Division (Dry Cargo), Ship Management Strategy and Supervising Division (Energy), Secondarily Responsible for; Marine Safety Division, Smart Shipping Division
Managing Executive Officer	Kazuya Hamazaki	Deputy Director General, Headquarters of Energy Business, Responsible for; Integrated Liquefied Gas Transport & Offshore Projects - Liquefied Gas Unit 1 (Responsible for Japan / South East Asia / South Asia LNG Business, LPG & Ammonia Business), - Liquefied Gas Unit 2 (Responsible for China, Korea, Middle East, Europe, Africa, North & South America, Oceania LNG Business), - Liquefied Gas Unit 3 (Responsible for Arctic Ocean, FSRU, Powership Business)
Managing Executive Officer	Tsunemichi Mukai	Director General, Headquarters of Wellbeing & Lifestyle Business, Responsible for Ferry and Associated Business Division, Cruise Business Innovation Project Unit
Managing Executive Officer	Tomoaki Ichida	Responsible for; The Americas Area, MOL(Americas) Holdings, Inc. President
Executive Officer	Makoto Yamaguchi	Chief Technical Officer, Director General, Headquarters of Technology Innovation, Responsible for; Technical Division, Offshore Technical Division, Smart Shipping Division
Executive Officer	Kazuhiro Takahashi	Responsible for; Marine Fuel GX Division, Integrated Tanker & Offshore Projects -Tanker Unit
Executive Officer	Yasuchika Noma	Deputy Director General, Headquarters of Energy Business, Responsible for ; Offshore Technical Division, Integrated Tanker & Offshore Projects - Offshore Unit
Executive Officer	Miwako Ando	Deputy Director General, Headquarters of Wellbeing & Lifestyle Business, Responsible for; Well-being & Lifestyle Business Management Division, Secondarily Responsible for; Cruise Business Innovation Project Unit

Executive Officer	Keiichiro Nakanishi	Chief Compliance & Legal Officer, Responsible for; Secretaries & General Affairs Division, Legal Division, General Manager of Secretaries & General Affairs Division
Executive Officer	Tatsuro Watanabe	Chief Environment Sustainability Officer, Responsible for; Corporate Marketing Division, Environment & Sustainability Strategy Division
Executive Officer	Koichi Hirata	Deputy Director General, Headquarters of Product Transport Business, Responsible for Car Carrier Division
Executive Officer	Hirromichi Takezaki	Chief Human Resource Officer, Responsible for; Human Capital Management Division, Human Capital Strategy Division
Executive Officer	Masayuki Sugiyama	Responsible for; Integrated Wind & Carbon Power Solutions, - Carbon Power Solution Unit - Wind Power Projects Unit
Executive Officer	Hiroyoshi Kubo	Deputy Director General, Headquarters of Dry Bulk Business, Responsible for Iron Ore and Coal Carrier Division
Executive Officer	Suryan Wirya-Simunovic	Secondarily Responsible for; Europe and Africa Area, The Americas Area, Regional Head of Marketing in charge of Europe and Africa (Energy Related Business) Director of MOL(Europe Africa) Ltd. , Regional Head of Marketing in charge of The Americas Area (Energy Related Business) Vice President of MOL(Americas) Holdings, Inc. (in charge of Energy Business)

Group Executive Officers

Title	Name	Responsibilities & Group Company In Charge
Group Executive Officer	Takashi Maruyama	DAIBIRU CORPORATION (Representative Director, President Chief Executive Officer)
Group Executive Officer	Akihiko Ono	Utoc Corporation (Representative Director and President)
Group Executive Officer	Akira Sasa	MOL Chemical Tankers Pte. Ltd. (Managing Director/Chief Executive Officer)
Group Executive Officer	Ryoji Mitani	MOL Information Systems, Ltd. (President and Representative Director)
Group Executive Officer	Koichi Yashima	MOL Logistics Co., Ltd. (President)

2. Changes of Directors and Auditors : June 20, 2023

1) Changes of Directors

(1) Newly appointed Director

(Scheduled to be discussed at the Annual Shareholders' Meeting to be held on June 20,2023)

Name	New	Present : As of April 1, 2023
Junko Moro	Director	Advisor
Hisashi Umemura	Director	Managing Executive Officer
Mitsunobu Koshiba	Outside Director	Chairman Emeritus of JSR Corporation

(2) Retiring of Director (June 20, 2023)

Name	New	Present : As of April 1, 2023
Kenta Matsuzaka	Adviser to MOL	Director
Yutaka Hinooka	Audit & Supervisory Board Member	Director

2) Changes of Auditors**(1) Newly appointed Auditor****(Scheduled to be discussed at the Annual Shareholders' Meeting to be held on June 20,2023)**

Name	New	Present : As of April 1, 2023
Yutaka Hinooka	Audit & Supervisory Board Member	Director
Fumiko Takeda	Outside Audit & Supervisory Board Member	Professor of Keio Business School, Keio University Graduate School of Business Administration

(2) Retiring Auditor (June 20,2023)

Name	New	Present : As of April 1, 2023
Toshiaki Takeda	Retiring To be appointed as Auditor of DAIBIRU CORPORATION in June (*3)	Audit & Supervisory Board Member
Junko Imura	Retiring	Outside Audit & Supervisory Board Member

*3: Appointment of Audit & Supervisory Board Member is subject to the approval of changing Auditors at the Annual Shareholders' Meeting of DAIBIRU CORPORATION in June 2023.

3) Directors and Auditors on April 1, 2023 and after June 20, 2023**After April 1, 2023****Directors**

Title	Name
Director, Chairman of the Board	Junichiro Ikeda (*4)
Representative Director, President, Chief Executive Officer	Takeshi Hashimoto
Representative Director, Executive Vice President Executive Officer	Toshiaki Tanaka
Director	Kenta Matsuzaka
Director	Yutaka Hinooka
Outside Director	Hideto Fujii
Outside Director	Etsuko Katsu
Outside Director	Masaru Onishi

Audit & Supervisory Board Members

Title	Name
Audit & Supervisory Board Member	Toshiaki Takeda
Audit & Supervisory Board Member	Masanori Kato
Outside Audit & Supervisory Board Member	Junko Imura
Outside Audit & Supervisory Board Member	Satoru Mitsumori

*4: A change in representative rights is planned as of April 1, 2023.

After June 20, 2023**Directors**

Title	Name
Director, Chairman of the Board	Junichiro Ikeda (*5)
Representative Director, President	Takeshi Hashimoto (*5) (*6)
Representative Director, Executive Vice President Executive Officer	Toshiaki Tanaka (*5) (*6)
Director	Junko Moro (*5)

Director Managing Executive Officer	Hisashi Umemura (*5)
Outside Director	Hideto Fujii (*5)
Outside Director	Etsuko Katsu (*5)
Outside Director	Masaru Onishi (*5)
Outside Director	Mitsunobu Koshiba (*5)

Audit & Supervisory Board Members

Title	Name
Audit & Supervisory Board Member	Masanori Kato
Audit & Supervisory Board Member	Yutaka Hinooka (*5)
Outside Audit & Supervisory Board Member	Satoru Mitsumori
Outside Audit & Supervisory Board Member	Fumiko Takeda (*5)

*5: To be appointed by resolution of the Annual Shareholders' Meeting to be held on June 20, 2023.

*6: The Meeting of the Board of Directors will resolve to grant representation rights after the Annual Shareholders' Meeting.