

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 25, 2024)

	Male		Female		Total	
	Number of people	Ratio	Number of people	Ratio	Number of people	Ratio
Directors	6	66.7%	3	33.3%	9	-
Outside directors	2	50.0%	2	50.0%	4	44.4%
Auditors	3	75.0%	1	25.0%	4	-
Outside directors	1	50.0%	1	50.0%	2	50.0%
Executive officers	31	93.9%	2	6.1%	33	-

※The term of office of Directors shall be one year from the conclusion of the Ordinary General Meeting of Shareholders held on June 25, 2024.

■ Remuneration of Directors(FY2023)

(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	11	523	293	131	66	33
Outside directors	4	55	50	-	-	5
Auditors	6	98	98	-	-	-
Outside auditors	3	26	26	-	-	-
Total	17	621	391	131	66	33
Outside officers	7	81	76	0	0	5

■ Number of shares held, and Attendance of Board of Directors / Audit and Supervisory Board, etc. (As of June 25, 2024)

Title	Name	Term of office served as officer (years)	Number of shares held (100 shares) *As of March 31, 2024	The Board of Directors *FY2023		Audit Committee *FY2023	
				Attendance	Attendance rate	Attendance	Attendance rate
Chairman of the Board	Junichiro Ikeda	11	1,479	12/12	100%	-	-
Representative Director President, Chief Executive Officer	Takeshi Hashimoto	9	913	12/12	100%	-	-
Representative Director Executive Vice President, Executive Officer	Toshiaki Tanaka	4	520	12/12	100%	-	-
Adviser	Junko Moro	1	361	10/10	-	-	-
Managing Executive Officer	Kazuya Hamazaki	-	145	-	-	-	-
Outside Director	Etsuko Katsu	8	326	12/12	100%	-	-
Outside Director	Masaru Onishi	5	106	12/12	100%	-	-
Outside Director	Atsushi Toyonaga	-	-	-	-	-	-
Outside Director	Yumi Yamaguchi	-	-	-	-	-	-
Full-time Audit & Supervisory Board Member	Masanori Kato	3	390	12/12	100%	12/12	100%
Full-time Audit & Supervisory Board Member	Yutaka Hinooka	1	462	12/12	100%	10/10	100%
Outside Audit & Supervisory Board Member	Satoru Mitsumori	2	-	12/12	100%	12/12	100%
Outside Audit & Supervisory Board Member	Fumiko Takeda	1	-	10/10	100%	10/10	100%

※For Outside Auditor Fumiko Takeda, the number of meetings attended since their appointment on 20 June 2023.

※Director Hisashi Umemura, Hideto Fujii and Mitsunobu Koshiba resigned on 25 June 2024.

■ Skills Matrix of Board Members (As of June 25, 2024)

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	Kazuya Hamazaki		●	●			●		●	●
Outside Director	Etsuko Katsu		●		●	●				●
Outside Director	Masaru Onishi	●					●	●	●	
Outside Director	Atsushi Toyonaga	●		●					●	●
Outside Director	Yumi Yamaguchi	●			●			●	●	
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

	FY2020	FY2021	FY2022	FY2023	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	95.7%	92.8%	93.9%	96.2%	

*1 Includes temporary and contract staffs.

■ Compliance

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

	FY2020	FY2021	FY2022	FY2023	Scope*1	
Number of Reports to Compliance Advisory Service Desk, etc.*1	46	43	81	111	Mitsui O.S.K. Lines, Ltd., Subsidiaries and affiliates in Japan and overseas	
Violations of laws and regulations	15	16	34	37		
Violations of human rights*2	20	11	26	39		
Violations of internal rules and others	11	16	22	35		
Serious Violations of Laws*3	Number of cases	1	0	1		0
	Fine (10,000 yen)	20	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	1	0	1		0
	Fine (10,000 yen)	20	0	0		0
Serious Violations of Business Ethics *3	Number of cases	0	1	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	0	1	0		0
Within the above Serious Violations of Laws, Number of Employees Subject to Disciplinary Dismissal	1	1	1	0		
Antitrust act / Competition law	0	0	0	0		
Anti-bribery*4	0	0	0	0		
Others	1	1	1	0		
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

	FY2020	FY2021*1	FY2022	FY2023	Scope*2
Antitrust Act /Competition Law	95.5%	88.7%	95.1%	96.7%	Mitsui O.S.K. Lines, Ltd., Major subsidiaries and affiliates in Japan and overseas
Anti-bribery	96.4%	89.0%	94.8%	97.1%	
Insider Trading	95.8%	89.7%	94.2%	96.9%	Mitsui O.S.K. Lines, Ltd., Major subsidiaries and affiliates in Japan
Internal Control	90.9%	87.1%	91.1%	94.2%	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 staffs.

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