

## 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).

· 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 acquired third-party verification by Class NK to ensure the fairness, accuracy, and transparency of FY2022 social data marked with “★” included in this report.

### Assurance Statement

#### ■ Human Capital & Diversity

		FY2019	FY2020	FY2021	FY2022	Coverage	
Number of all employees	consolidated*	8,931	8,571	8,547	8,748	100%	
	non-consolidated**	1,436	1,465	1,493	1,577	-	
	Male	1,157	1,174	1,193	1,255	-	
	Female	279	291	300	322	-	
Number of employees by job type	non-consolidated**	Office Workers	919	940	958	1,029	-
		Male	654	661	670	721	-
	Female	265	279	288	308	-	
	Seafarers	Male	503	513	523	534	-
		Female	14	12	12	14	-
	Number of employees by department *1	consolidated*	Dry Bulk Business	276 (45)	295 (47)	306 (48)	245 (41)
Energy Transport Business			826 (71)	807 (87)	857 (82)	902 (75)	100%
Product Transport Business			3,719 (340)	4,431 (691)	4,343 (850)	4,398 (814)	100%
Containerships			1,035 (138)	3,391 (549)	3,353 (696)	52 (9)	100%
Real Property Business			2,096 (1,653)	2,058 (1,462)	1,996 (1,322)	1,152 (1,044)	100%
Associated Businesses						859 (261)	100%
Others			651 (46)	642 (87)	681 (77)	699 (85)	100%
company-wide (common)			328 (84)	338 (89)	364 (115)	493 (165)	100%
Total			8,931 (2,377)	8,571 (2,463)	8,547 (2,494)	8,748 (2,485)	100%
Number of temporary workforce			consolidated*	-	-	-	2,485
	non-consolidated**	-	-	-	308	-	
Ratio of temporary workforce	non-consolidated**	-	-	-	16.3%	-	
Ratio of employees by age group	consolidated*	under 25 years old	-	-	-	4.6%	98%
		25-29 years old	-	-	-	12.6%	98%
		30-34 years old	-	-	-	13.9%	98%
		35-39 years old	-	-	-	14.5%	98%
		40-44 years old	-	-	-	13.9%	98%
		45-49 years old	-	-	-	13.8%	98%
		50 years old & over	-	-	-	26.8%	98%
		Total	-	-	-	100.0%	98%
	non-consolidated*	under 25 years old	-	-	-	5.0%	-
		25-29 years old	-	-	-	17.8%	-
		30-34 years old	-	-	-	20.0%	-
		35-39 years old	-	-	-	16.4%	-
		40-44 years old	-	-	-	11.7%	-
		45-49 years old	-	-	-	10.1%	-
50 years old & over		-	-	-	19.0%	-	
Total		-	-	-	100.0%	-	
Ratio of employees in managerial positions by age group	non-consolidated*	under 30 years old	-	-	-	0.0%	-
		30-34 years old	-	-	-	0.0%	-
		35-39 years old	-	-	-	7.5%	-
		40-44 years old	-	-	-	27.5%	-
		45-49 years old	-	-	-	27.0%	-
		50 years old & over	-	-	-	38.0%	-
		Total	-	-	-	100.0%	-

		FY2019	FY2020	FY2021	FY2022	Coverage
Number of women in executive positions	consolidated*	-	-	-	16	100%
	non-consolidated*	-	-	-	3	100%
Ratio of women in managerial positions	consolidated*	-	-	-	13.3% ★	100%
	general management positions	-	-	-	8.5%	100%
	sectional management positions	-	-	-	15.0%	100%
	non-consolidated* (Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group.)	-	-	-	7.3%	-
	general management positions	-	-	-	7.3%	-
	sectional management positions	-	-	-	7.3%	-
	non-consolidated** (Excludes loaned employees. Includes expatriate employees outside MOL.)	4.3%	4.5%	4.9%	5.9%	-
	Office Workers*2	6.5%	6.9%	7.5%	9.2%	-
	Seafarers	0.4%	0.4%	0.4%	0.4%	-
	general management positions	2.1%	1.9%	3.1%	4.6%	-
	Office Workers	2.6%	2.3%	3.8%	5.8%	-
	Seafarers	0.0%	0.0%	0.0%	0.0%	-
	senior management positions	1.6%	1.5%	1.6%	1.6%	-
	Office Workers	2.6%	2.5%	2.6%	2.6%	-
	Seafarers	0.0%	0.0%	0.0%	0.0%	-
	sectional management positions	8.3%	9.3%	9.7%	11.0%	-
Office Workers	12.8%	14.1%	15.0%	17.5%	-	
Seafarers	1.1%	1.1%	1.1%	0.9%	-	
Ratio of women in workforce	consolidated*	-	-	-	39.4%	100%
	indefinite contracts	-	-	-	30.0% ★	100%
	definite contracts	-	-	-	39.4%	100%
	non-consolidated**	19.4%	19.9%	20.1%	20.4%	-
	Office Workers**	35.3%	35.4%	36.7%	29.9%	-
	Seafarers**	3.2%	2.4%	2.1%	2.6%	-
	indefinite contracts*	-	-	-	24.2%	-
definite contracts*	-	-	-	61.8%	-	
Ratio of employees with disabilities	consolidated*	-	-	-	0.3%	97%
	non-consolidated**	2.2%	2.2%	3.3%	3.3%	-
Ratio of employees in managerial positions with disabilities	consolidated*	-	-	-	0.5%	97%
	non-consolidated*	-	-	-	0.2%	-
Number of staff per management employee *3	non-consolidated*	-	-	-	2.8	-
Succession Effectiveness Rate (Ratio of internal hire/external hire for important position) *4	non-consolidated*	-	-	-	825%	-

\* Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group. \*\* 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 Core KPIs in the management plan "BLUE ACTION 2035"

\*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

		FY2019	FY2020	FY2021	FY2022	Coverage	
Number of new hires	consolidated*	-	-	-	709	98%	
	non-consolidated**	-	-	-	129	-	
	Number of new graduates hires	50	53	58	53	-	
	Male	40	40	44	40	-	
	Female	10	13	14	13	-	
	Number of mid-carrier hires	26	15	24	76	-	
	Male	8	5	14	57	-	
Female	18	10	10	19	-		
Number/Rate of new hires by age group	consolidated*	under 25 years old	-	-	-	176/24.8%	98%
		25-29 years old	-	-	-	156/22.0%	98%
		30-34 years old	-	-	-	129/18.2%	98%
		35-39 years old	-	-	-	84/11.8%	98%
		40-44 years old	-	-	-	57/8.0%	98%
		45-49 years old	-	-	-	43/6.1%	98%
		50 years old & over	-	-	-	64/9.0%	98%
		Total	-	-	-	709/100.0%	98%
	non-consolidated*	under 25 years old	-	-	-	41/33.3%	-
		25-29 years old	-	-	-	26/21.1%	-
		30-34 years old	-	-	-	40/32.5%	-
		35-39 years old	-	-	-	15/12.2%	-
		40-44 years old	-	-	-	1/0.8%	-
		45-49 years old	-	-	-	0/0.0%	-
		50 years old & over	-	-	-	0/0.0%	-
Total	-	-	-	123/100.0%	-		

			FY2019	FY2020	FY2021	FY2022	Coverage
Number/Rate of new hires by gender	consolidated*	Male	-	-	-	444/62.6%	98%
		Female	-	-	-	265/37.4%	98%
	non-consolidated*	Male	-	-	-	91/74.0%	-
		Female	-	-	-	32/26.0%	-
Number/Rate of new hires by region	consolidated*	Japan	-	-	-	441/62.2%	98%
		East Asia · Southeast Asia · Oceania	-	-	-	213/30.0%	98%
		Europe · Africa	-	-	-	41/5.8%	98%
		North America · Central America · The Caribbean	-	-	-	14/2.0%	98%
Total employees turnover rate	consolidated*		-	-	-	7.2%	98%
		Voluntary employee turnover rate	-	-	-	6.2%	98%
	non-consolidated**		3.0%	3.1%	3.3%	2.2%	-
		Voluntary employee turnover rate	1.7%	1.2%	1.7%	1.1%	-
Turnover rate of new graduates hires within three years of employment *1	non-consolidated	Office Workers	4.7%	4.5%	5.3%	0.0%	-
		Seafarers	10.1%	7.4%	2.7%	4.9%	-
Total Number/Rate of employees turnover by age group	consolidated*		-	-	-	492/100.0%	98%
		under 25 years old	-	-	-	50/10.2%	98%
		25-29 years old	-	-	-	87/17.7%	98%
		30-34 years old	-	-	-	85/17.3%	98%
		35-39 years old	-	-	-	76/15.4%	98%
		40-44 years old	-	-	-	47/9.6%	98%
		45-49 years old	-	-	-	34/6.9%	98%
		50 years old & over	-	-	-	113/23.0%	98%
	non-consolidated*		-	-	-	27/100.0%	-
		under 25 years old	-	-	-	1/3.7%	-
		25-29 years old	-	-	-	11/40.7%	-
		30-34 years old	-	-	-	0/0.0%	-
		35-39 years old	-	-	-	2/7.4%	-
		40-44 years old	-	-	-	0/0.0%	-
45-49 years old		-	-	-	1/3.7%	-	
50 years old & over		-	-	-	12/44.4%	-	
Total Number/Rate of employees turnover by gender	consolidated*	Male	-	-	-	317/64.4%	98%
		Female	-	-	-	175/35.6%	98%
	non-consolidated*	Male	-	-	-	22/81.5%	-
		Female	-	-	-	5/18.5%	-
Total Number/Rate of employees turnover by region	consolidated*	Japan	-	-	-	264/53.7%	98%
		East Asia · Southeast Asia · Oceania	-	-	-	181/36.8%	98%
		Europe · Africa	-	-	-	34/6.9%	98%
		North America · Central America · The Caribbean	-	-	-	13/2.6%	98%
Average years of continuous service	non-consolidated**		15.5	15.6	15.6	15.1	-
		Male	15.4	15.7	15.9	15.4	-
		Female	15.8	15.3	14.7	13.9	-

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

\*1 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.

\*2 Important voluntary employee turnover is the retirement of employees in managerial positions for personal reasons.

#### ■ Payroll, Compensation & Productivity

			FY2019	FY2020	FY2021	FY2022	Coverage
Annual employee compensation (thousand yen)	consolidated*		-	-	-	59,142,848	100%
	non-consolidated*		-	-	-	18,471,200	-
Average annual employee compensation (thousand yen)	consolidated*		-	-	-	7,980	100%
	non-consolidated*		-	-	-	15,174	-
Annual CEO compensation (thousand yen)	non-consolidated		-	-	-	302,960	-
Ratio of average annual employee compensation excluding CEO and annual CEO compensation	consolidated*		-	-	-	2.6%	100%
	non-consolidated*		-	-	-	4.9%	-
Ratio of gender wage gap	consolidated*	Total employees	-	-	-	63.6% ★	100%
		indefinite contracts	-	-	-	68.9% ★	100%
		definite contracts	-	-	-	71.6% ★	100%
	non-consolidated*	Total employees	-	-	-	56.3%	-
		indefinite contracts	-	-	-	69.4%	-
		definite contracts	-	-	-	38.9%	-
Employee benefits (thousand yen)	consolidated*		-	-	-	12,337,833	98%
	non-consolidated*		-	-	-	4,230,320	-

		FY2019	FY2020	FY2021	FY2022	Coverage
Turnover per employee (thousand yen)	consolidated*	-	-	-	184,269	100%
	non-consolidated*	-	-	-	520,847	-
Profit per employee (Operating Income) (thousand yen)	consolidated*	-	-	-	12,427	100%
	non-consolidated*	-	-	-	39,128	-
EBIT per employee (thousand yen)	consolidated*	-	-	-	93,640	100%
	non-consolidated*	-	-	-	295,144	-

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

		FY2019	FY2020	FY2021	FY2022	Coverage	
Average training days per employee	consolidated*	-	-	-	1.8	93%	
	non-consolidated**	Office Workers	2.0	2.0	2.0	3.0	-
		Seafarers	5.0	4.0	7.0	10.0	-
Average training hours per employee	consolidated*	-	-	-	14	90%	
	non-consolidated*		-	-	-	32	-
		Male (indefinite contracts)	-	-	-	33	-
		Female (indefinite contracts)	-	-	-	29	-
Training costs per employee (thousand yen)	non-consolidated**	Office Workers	105	98	91	155	-
		Seafarers	93	74	143	118	-
Total HR developing&training costs (thousand yen)	consolidated*	-	-	-	640,788	90%	
	non-consolidated*	-	-	-	456,039	-	
Investment in training as % of payroll	consolidated*	-	-	-	0.8%	92%	
	non-consolidated*	-	-	-	2.4%	-	
Time spent on employee development training	consolidated*	-	-	-	87,515	87%	
	non-consolidated*	-	-	-	40,207	-	

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

#### ■ Occupational Health and Safety

		FY2019	FY2020	FY2021	FY2022	Coverage			
Number of industrial accidents	non-consolidated**	Office Workers	1	0	1	0	-		
		Seafarers	0	1	2	1	-		
Number of fatal industrial accidents	consolidated*	-	-	-	0	96%			
	non-consolidated**	Office Workers	0	0	0	0	-		
		Seafarers	0	0	0	0	-		
Number of work-related injuries*1	consolidated*	-	-	-	16	94%			
	non-consolidated**	Office Workers	-	-	-	0	-		
		Seafarers	-	-	-	1	-		
Number of employees work-related fatalities	consolidated*	-	-	-	0	96%			
	non-consolidated**	Office Workers	0	0	0	0	-		
		Seafarers	0	0	0	0	-		
Rate of employees work-related fatalities	consolidated*	-	-	-	0	96%			
	non-consolidated**	Office Workers	0	0	0	0	-		
		Seafarers	0	0	0	0	-		
LTIF (Lost Time Injury Frequency) *2	non-consolidated*	-	-	-	0	-			
	Seafarers of MOL Group-operated vessels including MOL-managed and chartered vessels*3	-	-	0.19	0.19	-			
Rate of OHSAS1800/ISO45001 offices	consolidated*	-	-	-	0.8%	87%			
	non-consolidated*	-	-	-	0.0%	-			
Occupational health and safety training	consolidated*		Number of participants		-	-	-	2,225	82%
	non-consolidated**	Safety Culture e-learning*4	Number of participants		2,157	2,407	2,252	3,146	-
			Rate of participants		89.5%	95.5%	90.3%	96.6%	-
	non-consolidated**	Operational Safety Workshops*5	Number of participants		-	926	300	309	-
			Number of participants		367	576	693	635	-
			Number of participants		769	872	1,019	787	-
Rate of employees belongs to trade union	consolidated*		-	-	-	55.6%	96%		
	non-consolidated**	Office Workers	100.0%	100.0%	100.0%	100.0%	-		
		Seafarers	100.0%	100.0%	100.0%	100.0%	-		

\* Includes expatriate employees within MOL group. Excludes expatriate employees outside MOL group. \*\* 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 (only office workers). 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

		FY2019	FY2020	FY2021	FY2022	Coverage		
Work hours (annual average)	consolidated*	-	-	-	1,752	75%		
	non-consolidated*	-	-	-	1,958	-		
Overtime work hours (monthly average)	non-consolidated**	16.8	23.8	23.4	18.8	-		
paid leave*1 (including summer vacation)	non-consolidated**	Days taken	14.3	12.8	14.0	15.2	-	
		Usage rate	57.1%	47.6%	52.9%	60.7%	-	
Rate of Engagement Survey	consolidated*	-	-	-	37.0%	98%		
Rate of Engagement Survey Response	consolidated*	-	-	-	84.0%	98%		
Maternity leave*2	non-consolidated	Number of employees taken	13	10	21	23	-	
		Usage rate	100.0%	100.0%	100.0%	100.0%	-	
Special leave for spousal childbirth*3	non-consolidated	Number of employees taken	24	22	17	22	-	
		Usage rate	100.0%	100.0%	68.0%	69.0%	-	
Child-care leave	consolidated*	Usage rate (Male)	indefinite contracts	-	-	-	7.4% ★	100%
			definite contracts	-	-	-	2.7%	97%
		Usage rate (Female)	indefinite contracts	-	-	-	19.2%	98%
			definite contracts	-	-	-	54.3%	95%
	non-consolidated*4	Number of employees taken (Male)	12	17	17	34	-	
		Number of employees taken (Female)	21	20	25	41	-	
		Usage rate (Male)	26.1%	49.0%	46.0%	54.0%	-	
		Usage rate (Female)	100.0%	100.0%	100.0%	100.0%	-	
Return rate (Male)	100.0%	100.0%	92.0%	100.0%	-			
	Return rate (Female)	100.0%	100.0%	100.0%	100.0%	-		
Average days of men taking child-care leave*4	non-consolidated	48.6	64.8	63	43	-		
Number of employees used short-time work shift for childcare	non-consolidated**	7	7	3	8	-		
Number of working mothers*5	non-consolidated	48	54	51	63	-		
Number of employees used rehiring system after spousal transfer	non-consolidated**	1	0	4	2	-		
Number of employees used nursing care leave	non-consolidated**	1	1	0	1	-		

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

\*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 Excludes expatriate employees.

\*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.)