

MOL INTERIM REPORT 2023 REPORT 2

MOL's first female captain sets out on first car carrier voyage

On June 6, 2023, MOL appointed Naomi Matsushita captain of the car carrier *Beluga Ace*. This is the first time that a female seafarer of a Japanese oceangoing shipping company has boarded a vessel as its captain.

In addition to Captain Matsushita, the Company employs 14 other female seafarers. “I believe that in the near future it will no longer be extraordinary to see women venturing into the world of the sea, even in Japan. The Company is also working on initiatives such as shortening the length of time spent at sea. Rather than finding reasons why something cannot be done, I aim to approach the job with the attitude of finding ways to make things possible. My own work style is just one example, and I hope that we can work out the optimal solution together, and support those who come after me,” Captain Matsushita, a mother to two children commented encouragingly.

MOL has positioned the promotion of diversity, equity and inclusion (DE&I), including the empowerment of female employees, as a “driving force for new growth,” and has made it one of the basic principles of the “MOL Group Human Capital Vision.” As a company that excels at promoting women in the workplace, we have earned selection as a “Nadeshiko Brand” company, as certified by the Ministry of Economy, Trade and Industry and the Tokyo Stock Exchange, for three consecutive years. Going forward, MOL will continue to embrace a diverse group of people, create a work environment and provide career support so that each individual can shine and play an active role.

The event that sparked Captain Matsushita’s interest in the world of the sea was the Ship for World Youth initiative, in which young people come from all over the globe to spend one month living together on board ship. When she boarded the “Shin Sakura Maru,” which at the time was operated by Mitsui O.S.K. Passenger Line, she witnessed the energy with which the crew worked. Feeling that this was a world in which she wanted to be involved, she went on to enter Tokyo University of Mercantile Marine. After gaining post-graduation experience as a navigation officer on coastal ships, she joined MOL through mid-career hiring in 2006, thus starting her service on the ocean-going vessels that had inspired her since childhood. Accumulating experience mainly on board car carriers and containerships, she has been active in a wide range of fields, including onshore operational support and ship management.

Her first experience serving as captain came in June-July 2023. “Even before taking up the post, I had thought that I had seen enough of the job from close-up, but when I actually became captain myself, I was keenly aware of my responsibility to protect the lives of the crew and the safety of the cargo. Every day I asked myself whether I was making the best decisions,” she says, looking back at her first

voyage.

The *Beluga Ace* is crewed by 15 Filipinos and 8 Japanese for a total complement of 23, including Captain Matsushita herself. Several young female crew also served under Captain Matsushita on this voyage. Based on our “Human Capital Vision,” MOL is actively promoting female employees to management positions in both land-based and sea-based roles. Our objective is to raise the percentage of female employees in the major MOL Group Key Positions (MGKP) that drive the business execution across the Group to 8% by the end of FY2025, and increasingly women are also taking an active role in sea-based roles.

On the subject of building the relationships with crew that are indispensable to safe voyages, she explains: “My aim is to create the kind of relationships that allow them to seek advice from each other without hesitation as partners in keeping the ship moving. To this end, I routinely work to create opportunities for communication. When they disembark, I want the crew to have had a safe and enjoyable voyage and to feel a sense of achievement. I want to be the kind of cheerleading captain that provides them with support and encouragement.”