



Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management

Section 1
What kind of company do we aim to become?

Section 2
How will we respond to changes in the external environment and to management risks?

Section 3
What are our capital policies and cash allocation?

Section 4
How will we achieve sustainable growth and enhance corporate value?

Section 5
How will we strengthen our functional strategies and HR & organization?

Section 6
How are we advancing sustainability management?

Section 7
What was the purpose of changing our organizational design?

Section 8
Data section

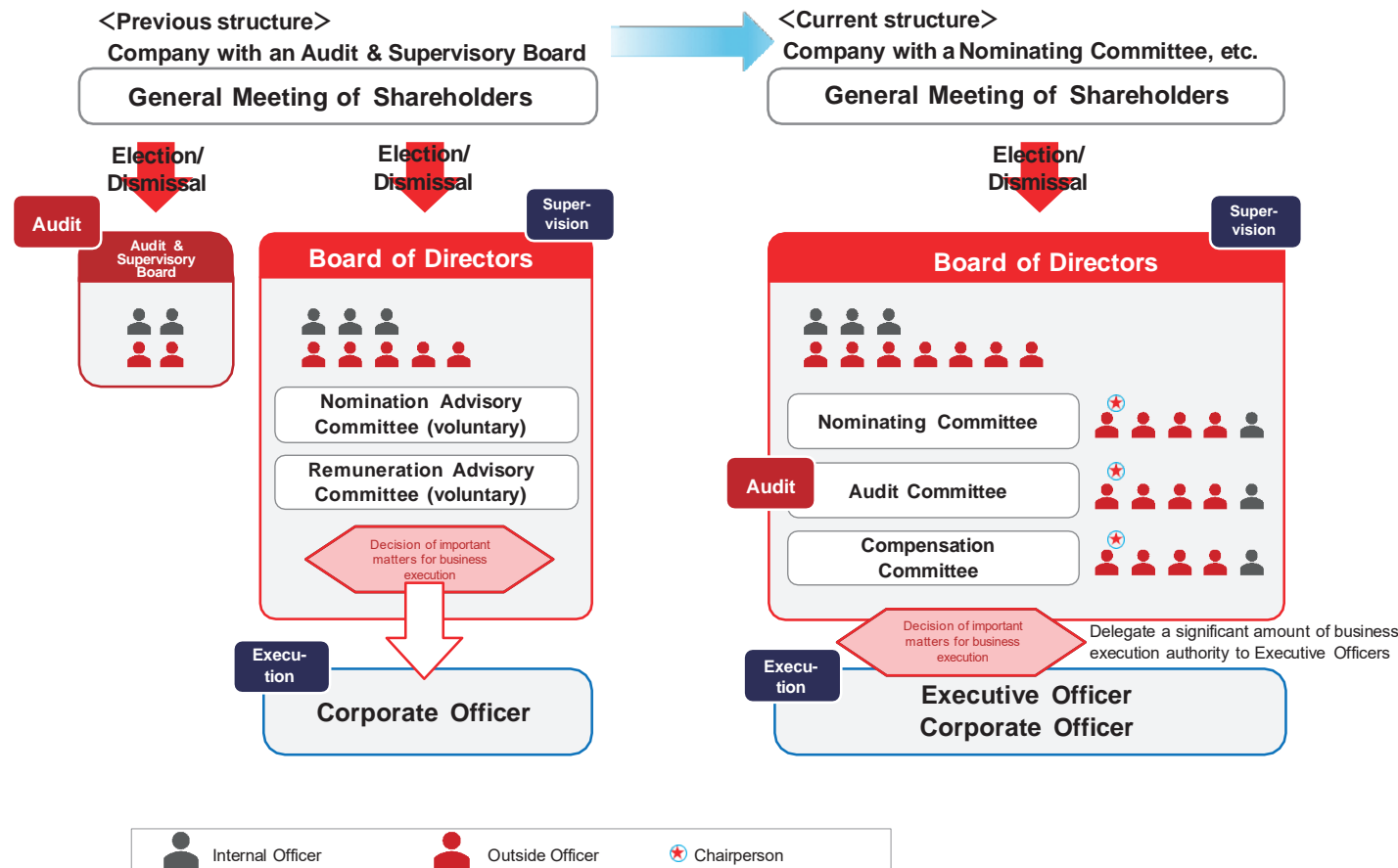
What was the purpose of changing our organizational design?

Structure of Company with a Nominating Committee, etc.

Structure of Company with a Nominating Committee, etc.

With the approval of the Extraordinary General Meeting of Shareholders held on March 28, 2025, we transitioned to a Company with a Nominating Committee, etc. The purpose of this change is to further enhance management transparency and supervisory functions. In recent years, the business environment surrounding companies has become increasingly uncertain, and it is essential to establish a governance system that enables swift and accurate decision-making. Under the previous structure as a Company with an Audit & Supervisory Board, the Board of Directors was responsible for both business execution and supervision. By contrast, under the new structure, as a Company with a Nominating Committee, etc., the Board of Directors is responsible for determining

management policy and supervision, while business execution is delegated to executive officers, thereby clarifying the division of roles. In addition, by establishing the Nominating Committee, Audit Committee, and Compensation Committee, each of which is composed of a majority of outside directors, we ensure objectivity and fairness in the processes of nominating and dismissing directors and determining compensation, thereby strengthening governance. Through this structural change, we aim to meet the trust of all stakeholders, including shareholders, while striving for sustainable enhancement of corporate value. Going forward, as a globally operating company, we will continue to work on building a more advanced governance system.



Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management

- Section 1 What kind of company do we aim to become?
- Section 2 How will we respond to changes in the external environment and to management risks?
- Section 3 What are our capital policies and cash allocation?
- Section 4 How will we achieve sustainable growth and enhance corporate value?
- Section 5 How will we strengthen our functional strategies and HR & organization?
- Section 6 How are we advancing sustainability management?
- Section 7 What was the purpose of changing our organizational design?
- Section 8 Data section

Messages from Outside Directors

To enhance the supervisory functions of management, "K" LINE has made the majority of the Board of Directors outside directors to ensure management transparency and to maintain and strengthen management oversight.

Current outside directors shared their candid views on their roles following the transition to a company with a Nominating Committee, etc. in March of this year, and on "K" Line's challenges and strengths toward increasing its corporate value.

Creating Value Through Core Business Accumulation and Innovation



Keiji Yamada
Independent &
Lead Outside Director

Since my appointment as outside director in June 2019, I have sought to invigorate the Company and enhance shareholder value by bringing diverse perspectives to the table. As part of the Company's transition to a company with a Nominating Committee, etc., I was appointed as chair of the Nominating Committee, so I have come to assume a significant role in management in addition to

supervising business execution. My ability to assess people is based on the experience I have built up through my career. However, human resources should be fundamentally considered as both a stock, referring to how people are combined, and a flow, referring to how people are developed. Business practices in shipping differ greatly depending on the field, so making responsible nominations requires deep human resources planning on how to foster and combine generalists and specialists. To achieve this, I intend to hold even more thorough discussions with the executive officers.

Kyoto, where I live, is also home to the longest-established businesses in all of Japan. These companies, which have survived for centuries, share the philosophy of "do not stray from the core business." A company's strength is built through the accumulation of day-to-day business. Building on those accumulated foundations, Kyoto companies have innovated within their core business: from Kiyomizu ware to ceramics, from gold and silver threads in Nishijin textiles to semiconductor substrates, from sake brewing to biotechnology, and from hanafuda (Japanese playing cards) and playing cards to game consoles. The seeds of the Company's strength will germinate in the rich soil of its accumulated shipping business expertise, but how it develop DX and GX, and what else it should do to supplement that expertise, are the vital issues it must address.

Enhancing Corporate Value Through Customer Responsiveness, Management Execution Capability, and Dialogue



Ryuhei Uchida
Outside Director

I broadly divide the Company's strengths into three facets: each business divisions' customer responsiveness that earns the trust of clients, disciplined management execution with awareness of investment discipline in "K" LINE's own business, and constructive dialogue that sincerely responds to the voices of the capital markets in the Board of Directors.

Leveraging these strengths, the Company has built ongoing cooperative relationships with customers that go beyond mere contract renewals. Patient discipline under the philosophy "restraint in times of boom and strategic investment in times of downturn," has allowed it to implement steady and intensive investment in shipping and shareholder returns in line with the policies of the medium-term management plan, unaffected by short-term market conditions or changes in the external environment. Continuing to refine these strengths is the key to building greater trust with its stakeholders.

At the same time, the corporate value cannot avoid exposure to market fluctuations. Amid heightened external uncertainty, "K" LINE must consider how to best reduce potential impacts and, in the event of a market downturn, how to make strategic investments. This is what I expect the focus to be on under the new leadership of President Igarashi. The container shipping business has a significant impact on the Company's exposure to market fluctuations. I expect the Company to actively encourage ONE from the standpoint of a shareholder to enhance its corporate value, acting as the driver of sustainable growth for the Company's overall corporate value.

Sound Governance Supported by Independence and Expertise



Koji Kotaka
Independent Outside Director

Outside directors in a company with a Nominating Committee, etc., play a central role in corporate governance. Specifically, they are expected to restrain arbitrary decisions by management, ensure corporate transparency and fairness, and make strategic management judgments to enhance corporate value. I feel the weight of this responsibility, and I take pride in seeing how the independence and

expertise of outside directors support the soundness of governance.

As chair of the Audit Committee, I bear responsibility for monitoring the appropriateness of internal controls and risk management systems. I will fulfill my duties by overseeing audit activities, coordinating with directors, cooperating with the internal control division and accounting auditors, and operating the committee with independence, objectivity, and expertise, to provide checks and balances in corporate governance. The Company has been entrusted by shareholders with the mission of enhancing sustainable corporate value. In this company with Committees structure, the Board of Directors will engage in strategic discussions to improve stable and sustainable earnings, establish an optimal capital structure, and build a business portfolio that is valued by the market.

Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management

- Section 1
What kind of company do we aim to become?
- Section 2
How will we respond to changes in the external environment and to management risks?
- Section 3
What are our capital policies and cash allocation?
- Section 4
How will we achieve sustainable growth and enhance corporate value?
- Section 5
How will we strengthen our functional strategies and HR & organization?
- Section 6
How are we advancing sustainability management?
- Section 7
What was the purpose of changing our organizational design?
- Section 8
Data section

Messages from Outside Directors

Envisioning Our Future on the Strength of Our Ability to Overcome Contradictions

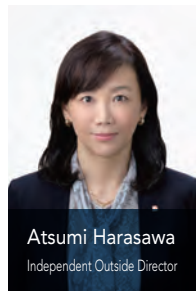


At the election in June 2025, I was appointed as an outside director and a member of the Audit Committee. Together with President Igarashi's new management execution structure, I will use my position as an independent outside director to work alongside management to enhance corporate value.

As an Audit Committee member, I belong to the group that audits the directors and executive officers. Auditing encompasses the concepts of both legality and appropriateness. In recent years, management judgment must take into account not only whether an act is legal but also whether it is socially appropriate. If matters arise where an appropriateness audit carries significant weight, I intend to make an active contribution.

I view corporate management as "the activity of overcoming contradictions," and I believe the Company's strength is the power to overcome contradictions. Today, contradictions arise not only on the single plane of business, but in a multi-dimensional structure comprising other planes as well, such as financial markets and information technology. I am confident that President Igarashi's execution structure has the power to overcome such contradictions.

Strengthening Non-Financial Activities for Sustainable Growth



In a company with a Nominating Committee, etc., the Board of Directors is expected to supervise business execution in a multifaceted and objective manner. As an Audit Committee member, I will verify whether codes of conduct are being properly observed in the course of business execution and will work to ensure and strengthen compliance.

Environmental issues are also one of the areas I pay close attention to. It has been more than thirty years since I wrote my master's thesis on the theme of "Electrochemical Reduction of Carbon Dioxide," and GHG reduction has become a corporate responsibility. In the shipping industry, next-generation fuels such as ammonia and green methanol are drawing attention, but none have reached the stage of practical use. In this context, the Company is also sincerely working on the use of wind power as a measure to reduce energy consumption while ordering vessels designed for next-generation fuels. In the highly volatile shipping industry, non-financial activities are crucial for achieving sustainable growth. By focusing on these, I aim to contribute to enhancing the Company's corporate value.

Before becoming a lawyer, I worked for many years in the maintenance division of an airline. That knowledge and experience will help me contribute to the safety of operations at "K" LINE. In addition, drawing on my experience working in male-dominated workplaces, I intend to actively promote the advancement of women at the Company.

Sustainable Value Creation and the Challenges for the Next Generation



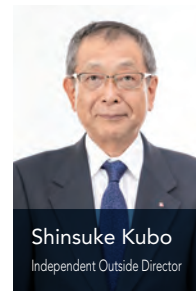
This fiscal year marks a pivotal moment, as we will be evaluated on the results achieved to date in anticipation of the final year of the current medium-term management plan in FY2026. It is also an important year to lay the groundwork for sustainable growth over the next five to ten years. Since March this year, the Company has also transitioned to a company with a Nominating Committee, etc., and has begun further strengthening its governance framework by pursuing greater transparency in management and enhanced supervisory functions. Under President Igarashi, the Company is steadily advancing toward a new stage.

Through our medium-term management plan, we have pursued initiatives aimed at sustainable corporate value enhancement, such as numerical targets for ROE and ROIC, shareholder return policies, and capital policies that balance capital efficiency and financial soundness. Looking ahead, based on this foundation, the Company must also focus on themes such as helping to build a decarbonized society and promoting DX. It must address these challenges to build our position as a next-generation shipping company.

That said, the Company has long been working on sustainable value creation for the next generation. For example, our participation in the Northern Lights international liquified CO₂ maritime transport and storage project is an active challenge that is opening the door to entirely new business domains.

As an outside director, I will continue to fulfill my expected role and, albeit in a small way, contribute to the Company's evolution and further enhancement of corporate value.

Monitoring the Growth Strategy of a Corporation as a Living Entity with Will



Following the transition to a company with a Nominating Committee, etc., I was appointed outside director and Audit Committee member. I regard a corporation as a living entity with will, which seeks to sustain and grow its business by skillfully using a certain set of management resources (for the Company, human resources, vessels, capital, marine technology, and relationships of trust with business partners) while adapting to a changing external environment. My role is to monitor whether the corporate principle and vision are being reconfirmed and shared at the right times, whether the "K" LINE Spirit is being demonstrated, and whether the selection of business strategies is justified in the current internal and external environment.

I aim to fulfill this role by leveraging approximately five years of my experience as an Audit & Supervisory Board member prior to becoming a director, and my extensive career as a certified public accountant, which includes auditing listed companies, supporting IPOs, overseas assignments, and business restructuring. As an outside director, I will pay attention to whether management engages in the medium- to long-term growth strategy with animal spirits and sound entrepreneurship, whether it makes necessary investments and provides sufficient treatment to officers and employees, and whether it designs financial strategies and shareholder returns with an eye on optimal capital structure and financial soundness. It is by adhering to these principles that the Company will be able to meet the expectations of shareholders, financial institutions, investors, and other capital providers and improve its corporate value. As an Audit Committee member, I also intend to ensure that organizational audits function effectively.

Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management

- Section 1 What kind of company do we aim to become?
- Section 2 How will we respond to changes in the external environment and to management risks?
- Section 3 What are our capital policies and cash allocation?
- Section 4 How will we achieve sustainable growth and enhance corporate value?
- Section 5 How will we strengthen our functional strategies and HR & organization?
- Section 6 How are we advancing sustainability management?
- Section 7 What was the purpose of changing our organizational design?
- Section 8 Data section

List of Directors, Executive Officers, and Corporate Officers

* Number of shares owned is as of the end of May 2025.

Directors (As of June 20, 2025)



Yukikazu Myochin

Director, Chairperson of the Board
Term in office as director: 9 years
Number of the Company's shares held: 144,600 shares

Born in March 1961
Apr 1984 Joined the Company
Jan 2010 General Manager of Containerships Business Group
Apr 2011 Corporate Officer
Apr 2016 Managing Corporate Officer
Jun 2016 Director, Managing Corporate Officer
Apr 2018 Representative Director, Senior Managing Corporate Officer
Apr 2019 Representative Director, President & CEO
Mar 2025 Director, Chairperson of the Board (Current)



Takenori Igarashi

Director
Representative Executive Officer, President & CEO
Term in office as director: 3 months
Number of the Company's shares held: 4,900 shares

Born in March 1967
Oct 1991 Joined the Company
Oct 2016 General Manager of Corporate Planning Group
Apr 2019 Corporate Officer
Apr 2021 Managing Corporate Officer
Apr 2024 Senior Managing Corporate Officer
Mar 2025 Director, Representative Executive Officer, President & CEO (Current)



Kunihiko Arai

Director
Term in office as director: 3 months
Number of the Company's shares held: 38,500 shares

Born in November 1959
Apr 1982 Joined the Company
Aug 2001 General Manager, "K" LINE PTE LTD, Trade Management Division
Jul 2012 Representative in Beijing, China (Representative Office closed in December 2012)
Jul 2012 Managing Director of KLINE (CHINA) LTD. (retired in June 2019)
Jan 2014 Managing Director of "K" LINE (HONG KONG) LIMITED (retired in January 2019)
Apr 2015 Managing Corporate Officer of the Company
Apr 2019 Special Advisor
Jul 2019 Audit & Supervisory Board Member
Mar 2025 Director (Current)



Keiji Yamada

Independent & Lead Outside Director
Term in office as director: 6 years
Number of the Company's shares held: 2,100 shares

Born in April 1954
Apr 1977 Joined Ministry of Home Affairs (currently Ministry of Internal Affairs and Communications)
Jul 1982 Superintendent of Amakusa Tax Office, National Tax Agency
Jul 1983 Manager of Local Affairs Division, General Affairs Department, Wakayama Prefecture
Sep 1985 Deputy General Manager of San Francisco Tourism Promotion Office, Japan National Tourist Organization
Apr 1989 Manager of Finance Division, General Affairs Department, Kochi Prefecture
Jan 1992 Investigator, Local Administration Division, Local Administration Bureau, Ministry of Home Affairs
Jul 1992 Counsellor, Cabinet Legislation Bureau
Jul 1997 Manager, Land Information Division, Land Bureau, National Land Agency (currently Ministry of Land, Infrastructure, Transport and Tourism)
Aug 1999 Director, General Affairs Department, Kyoto Prefecture
Jun 2001 Vice-Governor, Kyoto Prefecture
Apr 2002 Governor, Kyoto Prefecture (retired in April 2018)
Apr 2011 President, National Governors' Association (retired in April 2018)
Apr 2018 Vice-President and Professor, Department of Interdisciplinary Studies in Law and Policy, Faculty of Law, Kyoto Sangyo University
Jun 2019 Outside Director of the Company (Current)
Mar 2020 Outside Audit & Supervisory Board Member, HORIBA, Ltd. (Current)
Apr 2020 Special Advisor to the President and Professor, Department of Interdisciplinary Studies in Law and Policy, Faculty of Law, Kyoto Sangyo University
Nov 2020 Outside Director, TOSE CO., LTD. (Current)
Apr 2021 Trustee, The Educational Corporation of Kyoto Sangyo University, Special Advisor to the President and Professor, Department of Interdisciplinary Studies in Law and Policy, Faculty of Law, Kyoto Sangyo University
Jun 2024 President, The Educational Corporation of Kyoto Sangyo University, Professor, Department of Interdisciplinary Studies in Law and Policy, Faculty of Law, Kyoto Sangyo University (Current)



Ryuhei Uchida

Outside Director
Term in office as director: 6 years
Number of the Company's shares held: 0 shares

Born in October 1977
Apr 2002 Joined Mitsubishi Corporation
Dec 2009 Joined Innovation Network Corporation of Japan, Vice-President of Investment
Dec 2012 Joined Effissimo Capital Management Pte Ltd., Director (Current)
Jun 2019 Outside Director of the Company (Current)



Koji Kotaka

Independent & Outside Director
Term in office as director: 2 years
Number of the Company's shares held: 33,200 shares

Born in May 1958
Apr 1987 Joined, Sato and Tsuda Law Office (retired in March 1988)
Aug 1990 Joined Goldman Sachs Japan Co., Ltd.
Nov 1998 Managing Director, Goldman Sachs Japan Co., Ltd.
Nov 2006 Partner, Goldman Sachs Japan Co., Ltd. (retired in November 2008)
Nov 2009 Counsel, Nishimura & Asahi (retired in December 2010)
Jan 2011 Representative Attorney, Koji Kotaka & Associates (Current)
Sep 2012 Senior Advisor, Apollo Global Management LLC (Current)
Jun 2013 Outside Director, Monex Group, Inc. (retired in June 2018)
Feb 2016 Outside Director, LINE Corporation (retired in February 2021)
Mar 2018 Outside Director, Kenedix, Inc. (retired in March 2021)
Mar 2021 Member of the Management Committee, Kenedix, Inc. (Current)
May 2022 Senior Advisor, Greenhill & Co., Japan Ltd. (retired in December 2023)
Jun 2023 Outside Director of the Company (Current)



Hiroyuki Maki

Independent & Outside Director
Term in office as director: 2 years
Number of the Company's shares held: 0 shares

Born in November 1980
Aug 2004 Representative Director, Melco Asset Management Limited (retired in October 2006)
Nov 2006 Representative Director, Melco Asset Management Pte. Ltd. (retired in September 2007)
Oct 2007 Representative Director, MAM PTE. LTD (retired in May 2014)
Jun 2011 Director, MELCO HOLDINGS INC. (currently BUFFALO INC.)
Jun 2014 President & CEO, MELCO HOLDINGS INC.
May 2018 President & CEO, BUFFALO INC. (retired in March 2025)
May 2020 President & CEO, Buffalo IT Solutions Inc. (retired in May 2023)
Oct 2020 President & CEO, Melco Financial Holdings Inc. (retired in April 2023)
May 2021 President & CEO, BIOS Corporation (retired in May 2022)
May 2022 Director, Shimadaya Corporation (retired in June 2025)
Jun 2022 Outside Director, Saison Information Systems Co., Ltd. (currently Saison Technology Co., Ltd.) (retired in June 2023)
Jun 2023 Outside Director of the Company (Current)
Jul 2023 President and CEO, MELCO Group Inc. (Current)
Apr 2025 President & CEO, BUFFALO INC. (Current)



Takako Masai

Independent & Outside Director
Term in office as director: 1 year
Number of the Company's shares held: 300 shares

Born in March 1965
Nov 1988 Joined Scotiabank, Tokyo
Jul 1989 Joined the Toronto-Dominion Bank, Tokyo
Mar 1998 Head of Financial Products Division, Tokyo Branch, Crédit Agricole Indosuez Bank (currently Crédit Agricole CIB)
May 2007 General Manager, Capital Markets Division, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited)
Apr 2013 Executive Officer, Head of Markets Research Department, Markets Sub-Group, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited)
Jul 2015 Executive Officer, General Manager of Markets Research Division, Shinsei Bank, Limited (currently SBI Shinsei Bank, Limited)
Jun 2016 Member of the Policy Board, Bank of Japan (retired in June 2021)
Jun 2021 Director, SBI Financial and Economic Research Institute Co., Ltd. (Current)
Jul 2021 Outside Director, Mitsubishi Chemical Holdings Corporation (currently Mitsubishi Chemical Corporation) (retired in June 2023)
Jul 2021 Outside Director, TOBISHIMA CORPORATION (currently TOBISHIMA HOLDINGS Inc.) (Current)
Jul 2021 Advisory Board member of Sim Kee Boon Institute for Financial Economics (Current)
Aug 2021 Representative Director (currently Chairperson), SBI Financial and Economic Research Institute Co., Ltd. (Current)
Aug 2021 Outside Director, BlackRock Japan Co., Ltd. (retired in August 2023)
Apr 2022 Guest Professor, Jissen Women's University (retired in March 2025)
Jun 2024 Outside Director of the Company (Current)
Jun 2024 Outside Director, Daio Paper Corporation (Current)
Aug 2024 Outside Director (Audit and Supervisory Committee Member), Bewith, Inc. (Current)
Dec 2024 Director, TNL Mediagene (retired in June 2025)

Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management

Section 1

What kind of company do we aim to become?

Section 2

How will we respond to changes in the external environment and to management risks?

Section 3

What are our capital policies and cash allocation?

Section 4

How will we achieve sustainable growth and enhance corporate value?

Section 5

How will we strengthen our functional strategies and HR & organization?

Section 6

How are we advancing sustainability management?

Section 7

What was the purpose of changing our organizational design?

Section 8

Data section

List of Directors, Executive Officers, and Corporate Officers

Directors (As of June 20, 2025)



Atsumi Harasawa

Independent & Outside Director

Term in office as director: 3 months
Number of the Company's shares held: 1,700 shares

Born in August 1967
Apr 1992 Joined Japan Airlines Co., Ltd. (resigned in March 2004)
Dec 2009 Registered with Tokyo Bar Association, Joined Sonderhoff & Einsel Law and Patent Office (resigned in June 2014)
Jun 2014 Joined Digital Arts Inc. (resigned in March 2015)
Apr 2015 Joined Yamasaki & Partners (resigned in October 2016)
Nov 2016 Partner, Igarashi Watanabe & Esaka Law Office (Current)
Apr 2018 Outside Auditor, Lawson Bank Preparatory Company, Inc. (currently Lawson Bank, Inc.) (Current)
Jun 2019 Outside Audit & Supervisory Board Member of the Company
Jun 2020 Outside Director, RICOH LEASING COMPANY, LTD. (Current)
Sep 2020 Outside Auditor, GiXo Ltd. (retired in September 2025)
Mar 2025 Outside Director of the Company (Current)



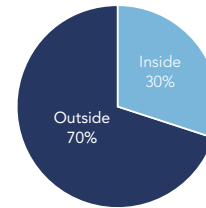
Shinsuke Kubo

Independent & Outside Director

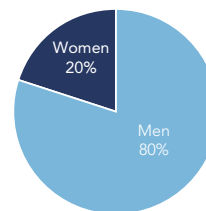
Term in office as director: 3 months
Number of the Company's shares held: 6,100 shares

Born in March 1956
Apr 1979 Joined Sanwa & Co. (currently Deloitte Touche Tohmatsu LLC)
Mar 1982 Registered as Certified Public Accountant
Jun 1998 Representative Partner, Tohmatsu & Co. (currently Deloitte Touche Tohmatsu LLC)
Sep 2017 Retired from Deloitte Touche Tohmatsu LLC
Oct 2017 Managing Partner, Shinsuke Kubo CPA Office (Current)
Jan 2018 Representative Director, Japan Enterprise Sustainable Transformation Advisory Co., Ltd. (retired in December 2020)
May 2018 Representative Director, Kyoei Accounting Office (Current)
Jun 2018 Outside Audit & Supervisory Board Member, Japan Airlines Co., Ltd. (Current)
Jun 2020 Outside Audit & Supervisory Board Member of the Company
Mar 2025 Outside Director (Current)

Ratio of Outside Directors



Ratio of Female Directors



Executive Officers (As of June 20, 2025)

Takenori Igarashi

Representative Executive Officer, President & CEO

Yutaka Akutagawa

Senior Managing Representative Executive Officer
Responsible for CFO Unit (Corporate Planning, Research, Finance, Accounting, Corporate Sustainability, Environment Management, IR and Communication Unit), In charge of Corporate Sustainability, Environment Management, IR and Communication, CFO

* Number of shares owned is as of the end of May 2025.

Corporate Officers (As of August 1, 2025)

Keiji Kubo

Senior Managing Corporate Officer
Responsible for Product Logistics Business Unit (Logistics, Port, Short Sea and Coastal Business and Affiliated Business), Containerships Business Unit

Michitomo Iwashita

Senior Managing Corporate Officer
Responsible for Energy Transportation Business Unit

Masatoshi Taguchi

Senior Managing Corporate Officer
Responsible for Dry Bulk Carriers Unit

Satoshi Kanamori

Senior Managing Corporate Officer
Responsible for Technical Unit, Supervising Liquefied Gas Business, In charge of LNG

Akihiro Fujimaru

Senior Managing Corporate Officer
Responsible for Marine Sector Unit, CSO

Hisashi Nakayama

Managing Corporate Officer
In charge of Crude Oil and Product, Energy Business Strategy

Hiroshi Uchida

Managing Corporate Officer
In charge of Digital Strategy (DX & Data Management), IT & Process Transformation, CDIO

Shingo Ikeda

Managing Corporate Officer
In charge of Ship Technical, Ocean Technology, Environment/Technology Strategy, Performance Enhancement, CTO

Shinya Tamaki

Managing Corporate Officer
Responsible for General Affairs, Human Resources, Legal, Corporate Legal Risk & Compliance Unit, In charge of Human Resources, CHRO

Haruhiko Sugimoto

Managing Corporate Officer
Responsible for Product Logistics Business Unit (Car Carriers)

Fumiyoshi Sato

Corporate Officer
In charge of General Affairs, Legal, Corporate Legal Risk & Compliance, Assistance to Internal Audit, CCO, CAO

Kenichiro Matsui

Corporate Officer
In charge of Bulk Carriers, Dry bulk Planning

Toshikazu Ito

Corporate Officer
In charge of Finance, Accounting

Hideaki Endo

Corporate Officer
In charge of Marine Sector

Kei Onishi

Corporate Officer
In charge of Electricity Business, Liquefied Gas Business

Takeshi Mikami

Corporate Officer
In charge of Coal & Iron Ore Carrier Business, Coal & Iron Ore Carrier Planning & Operation, General Manager of Coal & Iron Ore Carrier Business Group

Atsushi Takenoshita

Corporate Officer
In charge of Corporate Planning, Research, General Manager of Corporate Planning Group

CEO: Chief Executive Officer
CFO: Chief Financial Officer
CSO: Chief Safety Officer
CDIO: Chief Digital Information Officer
CTO: Chief Technical Officer
CHRO: Chief Human Resource Officer
CCO: Chief Compliance Officer
CAO: Chief Administrative Officer

Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management

- Section 1
What kind of company do we aim to become?
- Section 2
How will we respond to changes in the external environment and to management risks?
- Section 3
What are our capital policies and cash allocation?
- Section 4
How will we achieve sustainable growth and enhance corporate value?
- Section 5
How will we strengthen our functional strategies and HR & organization?
- Section 6
How are we advancing sustainability management?
- Section 7
What was the purpose of changing our organizational design?
- Section 8
Data section

Director Skill Matrix

Under the principle "As a logistics company rooted in the shipping industry, we help make the lives of people more affluent," the Company's Board of Directors is responsible for making important management decisions, supervising execution, and working to enhance corporate value over the medium to long term. We have identified the skills (knowledge, experience, abilities, etc.) required for the Board of Directors based on our materiality (a set of key issues) in our aim to enhance the functions of the Board of Directors with a thoughtful combination of these skills while considering diversity in the composition of the Board members.

| Position | | Committees | | | Skills | | | | | | | |
|-------------------|---|----------------------|------------------|------------------------|---------------------------------|-------------------------|----------------------|-------------------------|------------------|--------------------------|--------|-------------------|
| | | Nominating Committee | Audit Committee | Compensation Committee | Corporate Management & Strategy | Legal & Risk Management | Finance & Accounting | Human Resources & Labor | Safety & Quality | Environment & Technology | Global | Sales & Marketing |
| Yukikazu Myochin | Chairperson of the Board | ○ | | ○ | ● | ● | | ● | ● | ● | ● | ● |
| Takenori Igarashi | Director, Representative Executive Officer, President & CEO | | | | ● | ● | ● | | ● | ● | ● | ● |
| Kunihiko Arai | Director | | ○ (Full-time) | | ● | ● | ● | | | | ● | ● |
| Keiji Yamada | Independent & Lead Outside Director | ● | | ○ | | ● | | ● | ● | ● | ● | |
| Ryuhei Uchida | Outside Director | ○ | | ○ | ● | | ● | | | | ● | |
| Koji Kotaka | Independent Outside Director | ○ | ● | ○ | | ● | ● | | | | ● | |
| Hiroyuki Maki | Independent Outside Director | | ○ | | ● | | ● | ● | | ● | ● | ● |
| Takako Masai | Independent Outside Director | ○ | | ● | ● | | ● | | | | ● | ● |
| Atsumi Harasawa | Independent Outside Director | | ○ | | | ● | | | ● | ● | ● | |
| Shinsuke Kubo | Independent Outside Director | | ○ | | ● | ● | ● | | | | ● | |

* ● indicates chairperson

Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix**
- 73 Corporate Governance
- 77 Risk Management

Section 1
What kind of company do we aim to become?

Section 2
How will we respond to changes in the external environment and to management risks?

Section 3
What are our capital policies and cash allocation?

Section 4
How will we achieve sustainable growth and enhance corporate value?

Section 5
How will we strengthen our functional strategies and HR & organization?

Section 6
How are we advancing sustainability management?

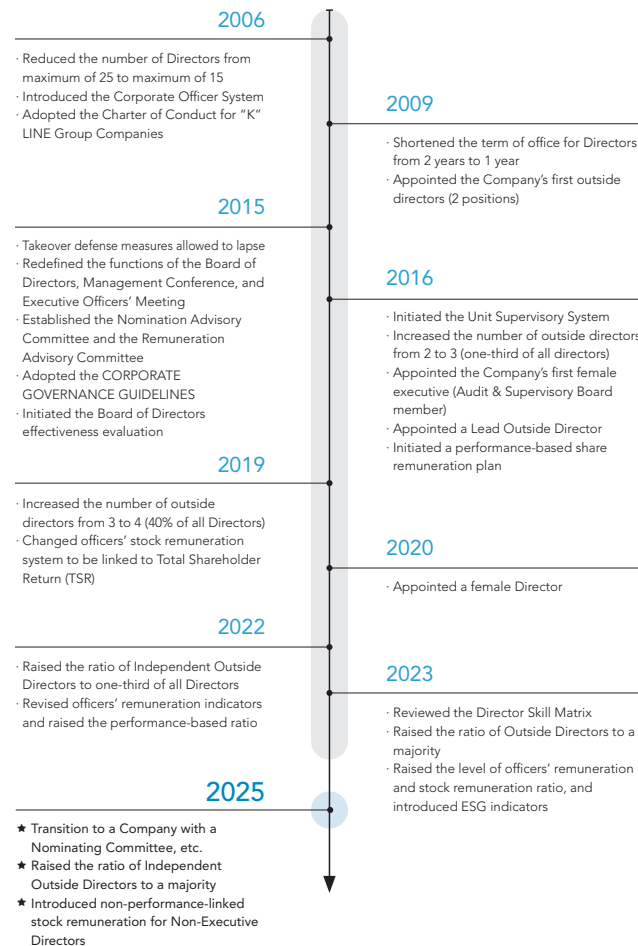
Section 7
What was the purpose of changing our organizational design?

Section 8
Data section

Corporate Governance

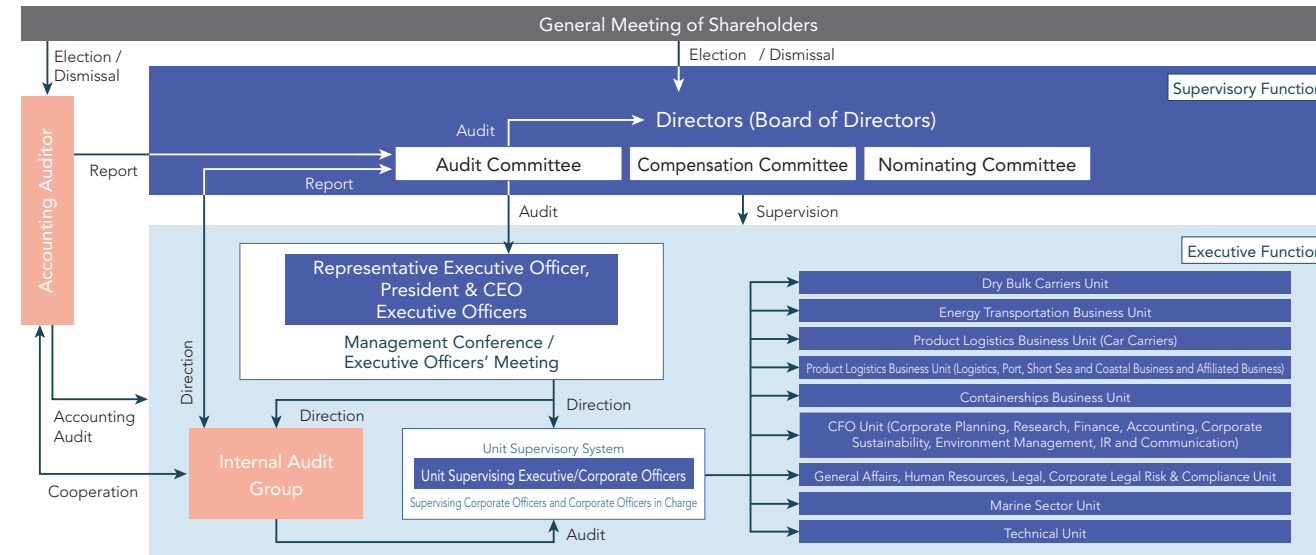
Key Initiatives to Enhance Corporate Governance

"K" LINE is developing and strengthening its corporate governance and risk management structures to fulfill its social responsibility and commitment to its shareholders and stakeholders and to achieve sustainable growth. While thoroughly enforcing its corporate ethics across the entire Group, "K" LINE will continue developing an organic and effective governance framework, strengthening its earning and financial structures, and enhancing its corporate value.

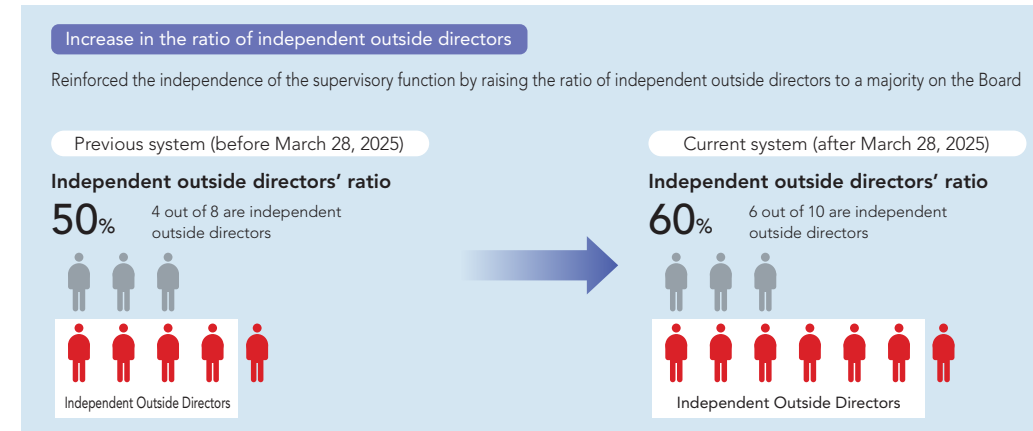


Corporate Governance Structure Diagram

By adopting the organizational structure of a Company with a Nominating Committee, etc., we have clearly separated the supervisory and executive functions, thereby strengthening corporate governance by enabling the Board of Directors to have stronger supervisory functions. (As of June 20, 2025)



Key Points of Corporate Governance



Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance**
- 77 Risk Management

- Section 1: What kind of company do we aim to become?
- Section 2: How will we respond to changes in the external environment and to management risks?
- Section 3: What are our capital policies and cash allocation?
- Section 4: How will we achieve sustainable growth and enhance corporate value?
- Section 5: How will we strengthen our functional strategies and HR & organization?
- Section 6: How are we advancing sustainability management?
- Section 7: What was the purpose of changing our organizational design?**
- Section 8: Data section

Specific Agendas Discussed at Meeting of the Board of Directors in Fiscal 2024

- Long-Term Management Vision and Medium-Term Management Plan
- Capital Policy (Business Investment Plan / Shareholders Return Policy, etc.)
- Business Strategy (Businesses with a role driving growth / Expansion of new business domains, etc.)
- Functional Strategy (Human Resources / Organization / Digital Transformation, etc.)
- Corporate Governance (Governance Structure / Board of Directors Effectiveness Evaluation / Officers' Remuneration / Composition of the Board of Directors, etc.)
- Group Governance

Board Effectiveness Evaluation

Based on the belief that effective corporate governance is essential for sustainable growth and enhancement of corporate value over the medium- to long-term, we evaluate and analyze the effectiveness of the Board of Directors each year and disclose the results in a timely and proper manner.

Overview of FY2024 Effectiveness Evaluation

Evaluation Method

A self-evaluation of the effectiveness of the Board of Directors in fiscal 2024 was conducted with a follow-up discussion by the Board of Directors based on the results of a questionnaire for all Directors and Audit & Supervisory Board Members.

Analysis of evaluation results

The Board of Directors' effectiveness improved, as demonstrated by a year-over-year increase in scores for 70% of the multiple-choice questions. The evaluation showed stable performance in the following key areas, contributing to the effective functioning of the Board of Directors.

- | | |
|---|--|
| <ul style="list-style-type: none"> ■ Sufficient time for deliberations and open and constructive discussions ■ Improvement of discussions and issues based on issues from the effectiveness evaluation in the previous year ■ Discussions regarding potential risks for the entire Group and methods for dealing with them, the crisis management system, etc. ■ Follow-up on the progress of the management plan | <ul style="list-style-type: none"> ■ Constructive dialogues with shareholders and investors, and feedback for the Board of Directors ■ Discussions regarding and settings of performance-based remuneration that gives motivation to increase medium- to long-term corporate value to the maximum extent ■ Deliberations on the succession planning for the Chief Executive Officer (CEO) |
|---|--|

On the other hand, it has been recognized that there is room to further deepen discussions regarding matters such as the usage of data and digital technologies, etc. These points will continue to be identified as issues to be addressed to further improve governance.

Review of FY2024 Issues

Follow-up on the progress of the management plan

Improvement was observed in the holding of discussions, analysis and follow-up compared to the previous year. While the Company is continuing the measures that have achieved a certain level of recognition during the past year, the Company will appropriately address rising geopolitical risks and recognizes that further follow-up is a continuing issue.

Discussions regarding the medium- to long-term capital policy

Regarding specific measures for improvements, there were opinions that serious considerations were given, and the evaluation increased compared to the previous year. Issues also continued to be raised concerning our efforts to improve corporate value over the medium- to long-term, and there was a shared understanding that it is necessary to delve deeper into discussions.

Strengthen group governance

For the previously identified issue of strengthening the governance of the container business integration company (OCEAN NETWORK EXPRESS PTE. LTD.), while efforts for improvements were recognized, there were also opinions stating that it is important to show results.

Create value that utilizes data and digital technologies

Although the evaluation was similar to the previous one with respect to efforts for discussions on what types of value can be created utilizing data and digital technologies, opinions calling for more proactive initiatives were observed, including the creation of an organization and human resource development for promoting digital transformation, and we recognize that as an issue that requires continuous efforts.

FY2025 Key Issues in Light of the Above

Based on the above analysis and evaluation results, we will continuously work on the following key issues for fiscal 2025 in order to realize a more effective Board.

Follow-up on the progress of the management plan

Discussions regarding the medium- to long-term capital policy

Strengthen group governance

Create value that utilizes data and digital technologies

Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance**
- 77 Risk Management

Section 1
What kind of company do we aim to become?

Section 2
How will we respond to changes in the external environment and to management risks?

Section 3
What are our capital policies and cash allocation?

Section 4
How will we achieve sustainable growth and enhance corporate value?

Section 5
How will we strengthen our functional strategies and HR & organization?

Section 6
How are we advancing sustainability management?

Section 7
What was the purpose of changing our organizational design?

Section 8
Data section

Nominating Committee

Structure of the Nominating Committee

| | |
|-------------|---|
| Chairperson | Keiji Yamada (Independent Outside Director) |
| Members | Ryuhei Uchida (Outside Director) |
| | Koji Kotaka (Independent Outside Director) |
| | Takako Masai (Independent Outside Director) |
| | Yukikazu Myochin (Director, Chairperson of the Board) |

Role of the Nominating Committee

The Nominating Committee consists of a majority of independent outside directors, with the chair also being an independent outside director. The committee establishes criteria for the election and dismissal of directors, determines proposals for the election of directors to be submitted to the General Meeting of Shareholders, and provides recommendations on policies, etc., in response to consultations from the Board of Directors regarding the selection and removal of executive officers and the representative executive officer. In doing so, the committee ensures diversity and expertise in the composition of the Board of Directors, enhances transparency and objectivity in management, and contributes to strengthening the governance system and the sustainable enhancement of corporate value.

Succession Planning

In the CORPORATE GOVERNANCE GUIDELINES, Article 14 states that "the Board of Directors shall cause the Nominating Committee to deliberate on the draft version formulated each fiscal year by the incumbent Representative Executive Officer, President & CEO for the plan for his/her successor, receive the results of said deliberation, and confirm the reasonableness of the draft version." At the Nominating Committee, which focuses on independent outside directors and has an independent outside director as chairperson, we work to ensure management transparency and objectivity by discussing the succession plan for the next representative executive officer, president & CEO, thereby striving to strengthen the governance structure that contributes to the sustainable enhancement of corporate value.

Audit Committee

Structure of the Audit Committee

| | |
|-------------|---|
| Chairperson | Koji Kotaka (Independent Outside Director) |
| Members | Hiroyuki Maki (Independent Outside Director) |
| | Atsumi Harasawa (Independent Outside Director) |
| | Shinsuke Kubo (Independent Outside Director) |
| | Kunihiko Arai (Director and Standing Member of the Audit Committee) |

Role of the Audit Committee

The Audit Committee shares part of the supervisory function of the Board of Directors, and as a statutory body, is responsible for establishing a sound corporate governance system by auditing the legality and appropriateness of the execution of duties by executive officers and directors.

The Audit Committee fulfills its responsibilities by conducting appropriate audits on key areas. These include the operational status of internal control systems within the Company and its Group companies, compliance with applicable laws and internal regulations, and the adequacy of risk recognition and decision-making within business execution.

Compensation Committee

Structure of the Compensation Committee

| | |
|-------------|---|
| Chairperson | Takako Masai (Independent Outside Director) |
| Members | Keiji Yamada (Independent Outside Director) |
| | Ryuhei Uchida (Outside Director) |
| | Koji Kotaka (Independent Outside Director) |
| | Yukikazu Myochin (Director, Chairperson of the Board) |

Role of the Compensation Committee

The Compensation Committee consists of a majority of independent outside directors, with the chair also being an independent outside director. The policy and content of individual remuneration for directors and executive officers are determined. In addition, in response to consultations from the Board of Directors, recommendations are made regarding policies on the remuneration of corporate officers.

Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance**
- 77 Risk Management

Section 1
What kind of company do we aim to become?

Section 2
How will we respond to changes in the external environment and to management risks?

Section 3
What are our capital policies and cash allocation?

Section 4
How will we achieve sustainable growth and enhance corporate value?

Section 5
How will we strengthen our functional strategies and HR & organization?

Section 6
How are we advancing sustainability management?

Section 7
What was the purpose of changing our organizational design?

Section 8
Data section

Corporate Governance

Revision of the Officers' Remuneration System

With the transition to a company with a Nominating Committee, etc., on March 28, 2025, short-term and medium- to long-term performance-based remuneration was introduced for the newly established executive officers.

Along with this transition, in order to maintain and secure personnel capable of strengthening governance as a global company, stock compensation not linked to performance was introduced for directors who do not concurrently serve as executive officers. Through this, we aim to further share interests with shareholders.

Officers' Remuneration System

At the Company, the Compensation Committee deliberates and decides on the design and levels of the remuneration system for directors and executive officers, while the Board of Directors deliberates and decides on those for corporate officers. This remuneration comprises (1) a fixed monthly remuneration (monetary), (2) a fixed remuneration (stocks), (3) short-term performance-based remuneration (monetary), and (4) medium- to long-term performance-based remuneration (stocks). Among these, the medium- to long-term performance-based remuneration (stock) is mainly linked to the Company's total shareholder return (TSR) with the aim to strengthen incentives for officers to target medium- and long-term growth in corporate value, while aiming to align our values more closely to those of shareholders. An overview of the remuneration system is as follows.

| Type of remuneration | Target | Method of determination |
|--|--|--|
| (1) Fixed monthly remuneration (monetary) | Directors (excluding those concurrently serving as executive officers) Executive officers (including those concurrently serving as directors) Corporate officers | Determined in accordance with position. |
| (2) Fixed remuneration (stocks) | Directors (excluding those concurrently serving as executive officers) | Determined by position according to responsibilities |
| (3) Short-term performance-based remuneration (monetary) | Executive officers (including those concurrently serving as directors) Corporate officers | Linked to achievement of consolidated performance targets and individual performance evaluation in a single fiscal year. Apply negative indicator when serious maritime accident occurs. |
| (4) Medium- to long-term performance-based remuneration (stocks) | Executive officers (including those concurrently serving as directors) Corporate officers | Linked to our medium- and long-term TSR*1, return on equity (ROE), and ESG indicators (improvements in CO ₂ emissions efficiency)*2 *1. TSR = Percentage increase in our share price over a certain period + Percentage of dividends over a certain period (Total dividends / Initial share price) *2. The composition ratio for TSR indicators: ROE indicators: ESG indicators is set at 90:5:5. |

Training for Officers

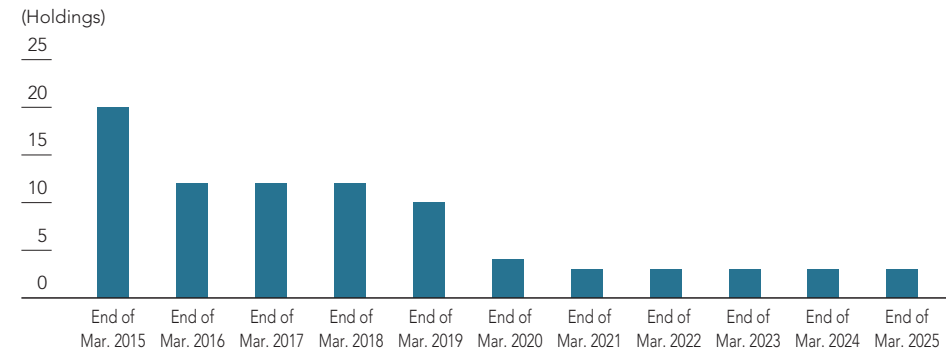
At "K" LINE, newly appointed officers shall receive training that primarily addresses the issues of legal liability and governance under the Companies Act, the Financial Instruments and Exchange Act, competition laws and other relevant acts. When outside directors take office, they are provided with explanations of such matters as the Group's business, organization, business environments, and management issues. After their appointment, they work to deepen their understanding through explanations of the Board of Directors' agenda given in advance, participation in management strategy meetings, and explanations of individual projects provided by the department in charge, as well as by on-site inspections of vessels and other assets and overseas facility tours.

| Targeted officers | Timing of implementation | Contents |
|--------------------------|------------------------------------|--|
| Newly appointed officers | Within three months of appointment | Conduct seminars on legal responsibilities pertaining to the Companies Act and the Financial Instruments and Exchange Act, etc. |
| All officers | Yearly | Conduct trainings related to compliance in such areas as competition law, insider trading regulations, and anti-bribery |
| Outside directors | Upon appointment | Receive an explanation about the Group's business, financial, and organizational status, as well as the management status, operating environment, and business issues from heads of relevant divisions or executive officers in charge |

Strategic Shareholding Policy

In accordance with "K" LINE CORPORATE GOVERNANCE GUIDELINES, the Board of Directors carefully and comprehensively examines strategic shareholdings of listed shares at least once per year from an independent and objective standpoint to verify the purpose, the necessity of business activities, the mid- to long-term economic rationale based on the capital cost, and appropriateness of individual holdings. In examining economic rationale, the Board will consider liquidating shares if returns from the holdings have fallen below the cost of shareholders' equity in a given fiscal year. The Company has been reducing strategic shareholdings, and as of March 31, 2025, the number of strategic shareholdings of listed shares was three.

Strategic shareholdings



Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance**
- 77 Risk Management

- Section 1
What kind of company do we aim to become?
- Section 2
How will we respond to changes in the external environment and to management risks?
- Section 3
What are our capital policies and cash allocation?
- Section 4
How will we achieve sustainable growth and enhance corporate value?
- Section 5
How will we strengthen our functional strategies and HR & organization?
- Section 6
How are we advancing sustainability management?
- Section 7
What was the purpose of changing our organizational design?**
- Section 8
Data section

Risk Management

Enterprise Risk Management

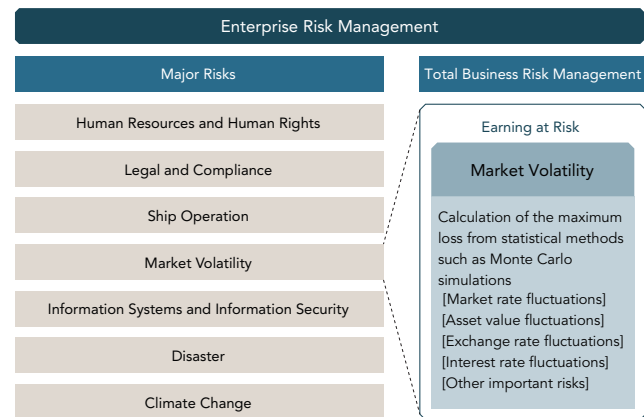
"K" LINE Group has established a risk management system to recognize changes in the external environment and various management risks, and to fulfill its corporate social responsibility even when risks materialize.

In addition to general corporate risks, such as legal compliance and human resource and labor management, the "K" LINE Group prepares for operational risks. These include the safety aspects of operating ships to securely and reliably transport our customers' cargo, as well as various market fluctuations, given that our business is exposed to the impact of the global economy.

Total Business Risk Management

We control the estimated maximum losses within consolidated shareholders' equity and pursue both stability and growth by maintaining the proper size of investments. We measure business risk as the estimated maximum loss for each business utilizing statistical methods such as Monte Carlo simulations.

The risks facing the Company's businesses are varied and diverse. Total business risk management targets any "risk of loss" that would lead to capital impairment. The risks not subject to total business risk management shall be controlled by each business unit, and enterprise risk management shall be managed by the Risk and Crisis Management Committee and its subordinate organizations.



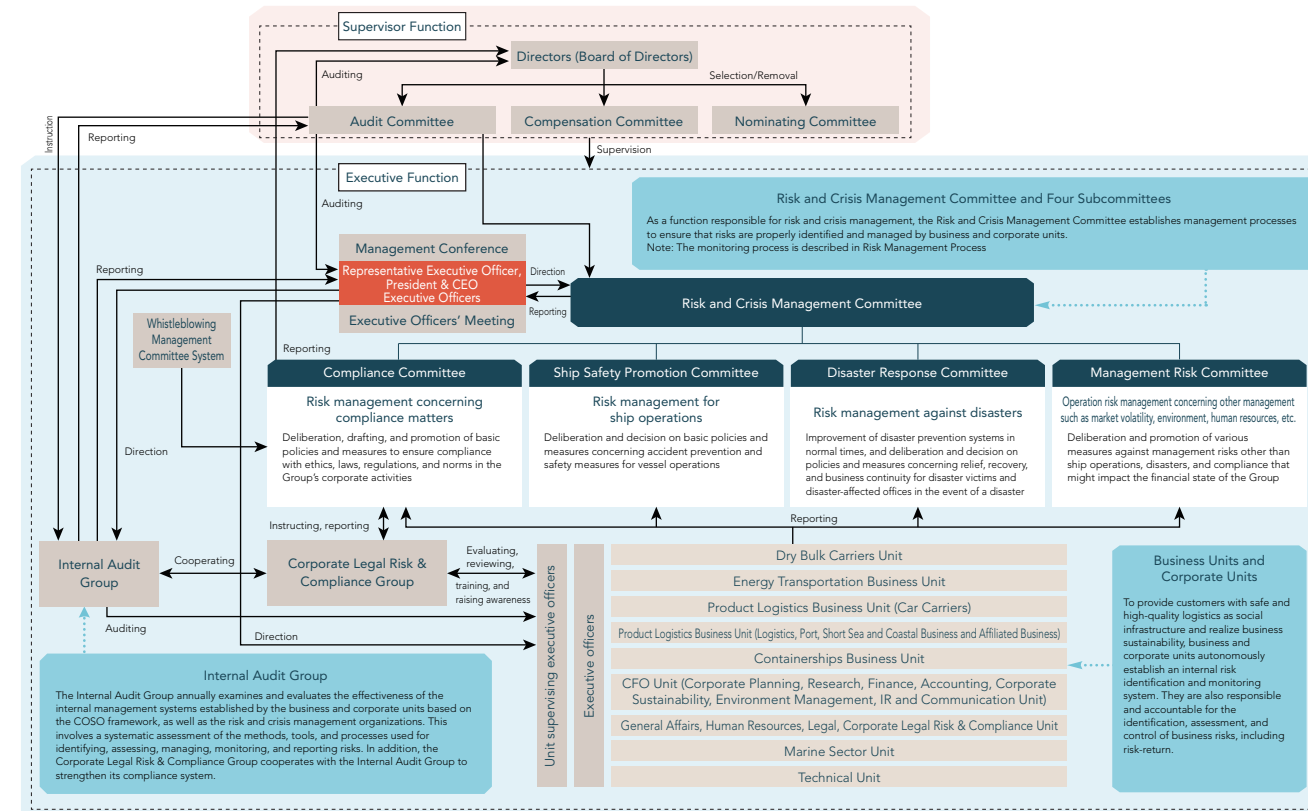
Risk Management System

The main categories recognized by the "K" LINE Group are classified into four categories: risks associated with vessel operations, compliance-related risks, disaster risks, and other management-related risks, and corresponding committees have been established to address the risks in each category. In addition, the Risk and Crisis Management Committee was established to unify these four committees and to supervise overall risk management. The representative executive officer, president & CEO serves as the chair of all these committees, with meetings held quarterly even during normal times to strengthen risk management. The four major risk management committees conduct regular and ongoing training activities to

promote risk management. One example of such activities is the implementation of large-scale accident drills and participation in risk management workshops held by other companies. November of each year is designated "Compliance Month" to thoroughly raise awareness of the importance of compliance.

To promote and strengthen an effective risk management culture throughout the organization, our code of conduct, which is defined for each hierarchical level, includes items on risk management. Human resource evaluation systems have been designed to reflect these standards, which in turn affect salaries and promotions. Senior executives bear the responsibility for implementing Companywide initiatives related to risk management.

Risk Management Structure



Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management**

Section 1
What kind of company do we aim to become?

Section 2
How will we respond to changes in the external environment and to management risks?

Section 3
What are our capital policies and cash allocation?

Section 4
How will we achieve sustainable growth and enhance corporate value?

Section 5
How will we strengthen our functional strategies and HR & organization?

Section 6
How are we advancing sustainability management?

Section 7
What was the purpose of changing our organizational design?

Section 8
Data section

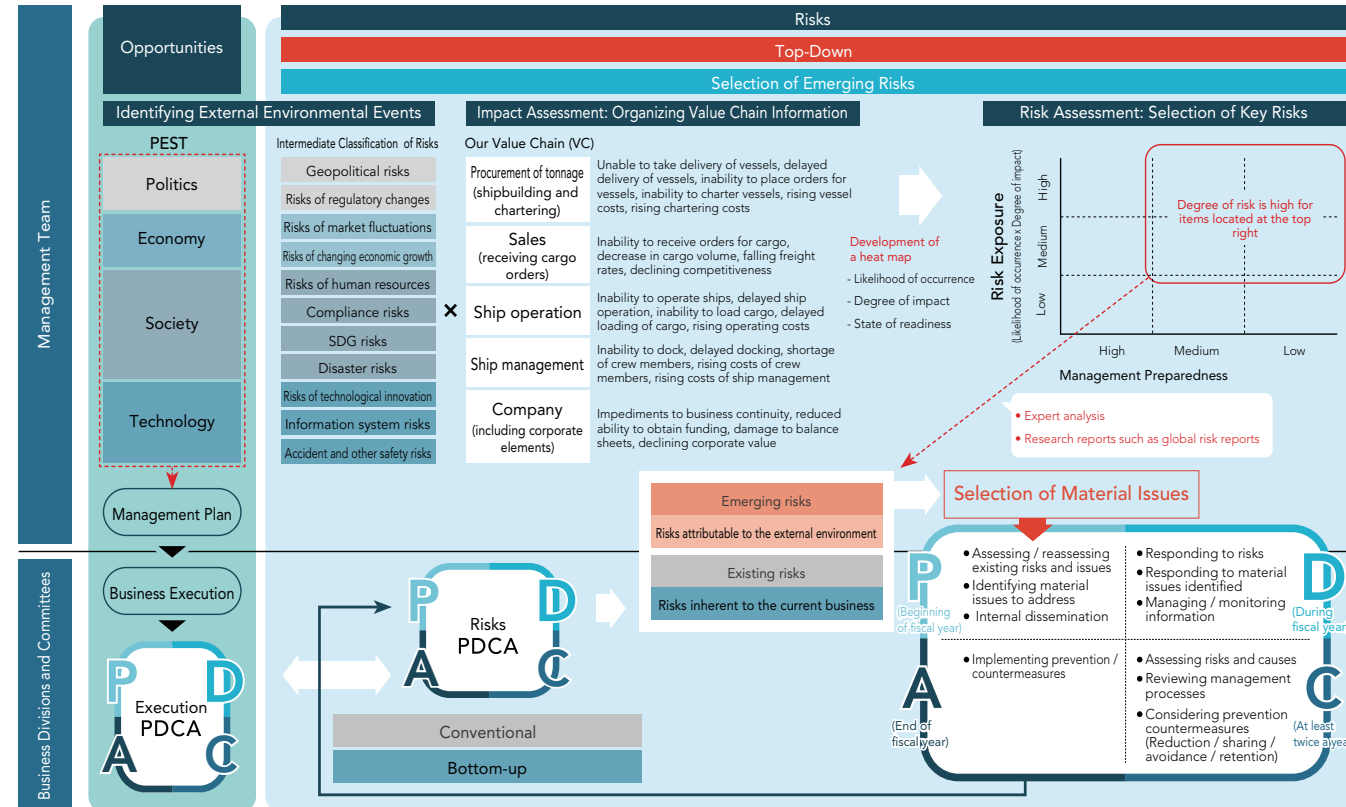
Risk Management Process

To ensure thorough risk management within the Group, we identify Groupwide risks and work to address them through management and monitoring of information. At the end of each fiscal period, we re-evaluate risks, specify and identify comprehensive risks, and determine serious risks to be addressed based on the effectiveness of the risk management system and our key risks. We then utilize a PDCA system to carry out regular reviews within each committee, perform re-assessments, and implement measures accordingly. Under this PDCA structure, we respond to risks in a multi-layered manner by combining a bottom-up approach, where each committee reassesses, discovers, and identifies risks, with a top-down approach that assesses changing megatrends and other emerging risks that have not yet manifested but are of growing importance. Changing megatrends pose not only risks but also opportunities. Working from a PEST analysis* when formulating business strategies for the following fiscal year, we accurately apply our recognition of megatrends to business strategies while assessing and responding to the latest changes in risk trends. In this way, we work to comprehensively address both risks and opportunities.

More specifically, we envision risk scenarios that are the product of different combinations of PEST elements of the value chain in each of our businesses. Once the management team has organized the likelihood of occurrence, degree of impact, and state of readiness for each risk, we create a heat map. We then obtain external insight through expert analysis and research reports, while identifying issues to watch for, and select material issues in conjunction with risk identification based on a bottom-up approach.

Additionally, each business unit provides information on risk management throughout the PDCA cycle. Progress of risks and measures reported by each unit, as well as the serious issues and their countermeasures identified at the beginning of the fiscal year, are communicated internally on a daily basis through Board of Directors' meetings and the Executive Officers' Meeting. Furthermore, we are strengthening our internal framework of monitoring and supporting risk management processes within the Board of Directors.

* PEST analysis is a framework for analyzing the impact on a company from identified threats in the external environment in four categories: politics, economy, society, and technology.



Section 7

What was the purpose of changing our organizational design?

- 67 Structure of Company with a Nominating Committee, etc.
- 68 Messages from Outside Directors
- 70 List of Directors, Executive Officers, and Corporate Officers
- 72 Director Skill Matrix
- 73 Corporate Governance
- 77 Risk Management

- Section 1 What kind of company do we aim to become?
- Section 2 How will we respond to changes in the external environment and to management risks?
- Section 3 What are our capital policies and cash allocation?
- Section 4 How will we achieve sustainable growth and enhance corporate value?
- Section 5 How will we strengthen our functional strategies and HR & organization?
- Section 6 How are we advancing sustainability management?
- Section 7 What was the purpose of changing our organizational design?
- Section 8 Data section