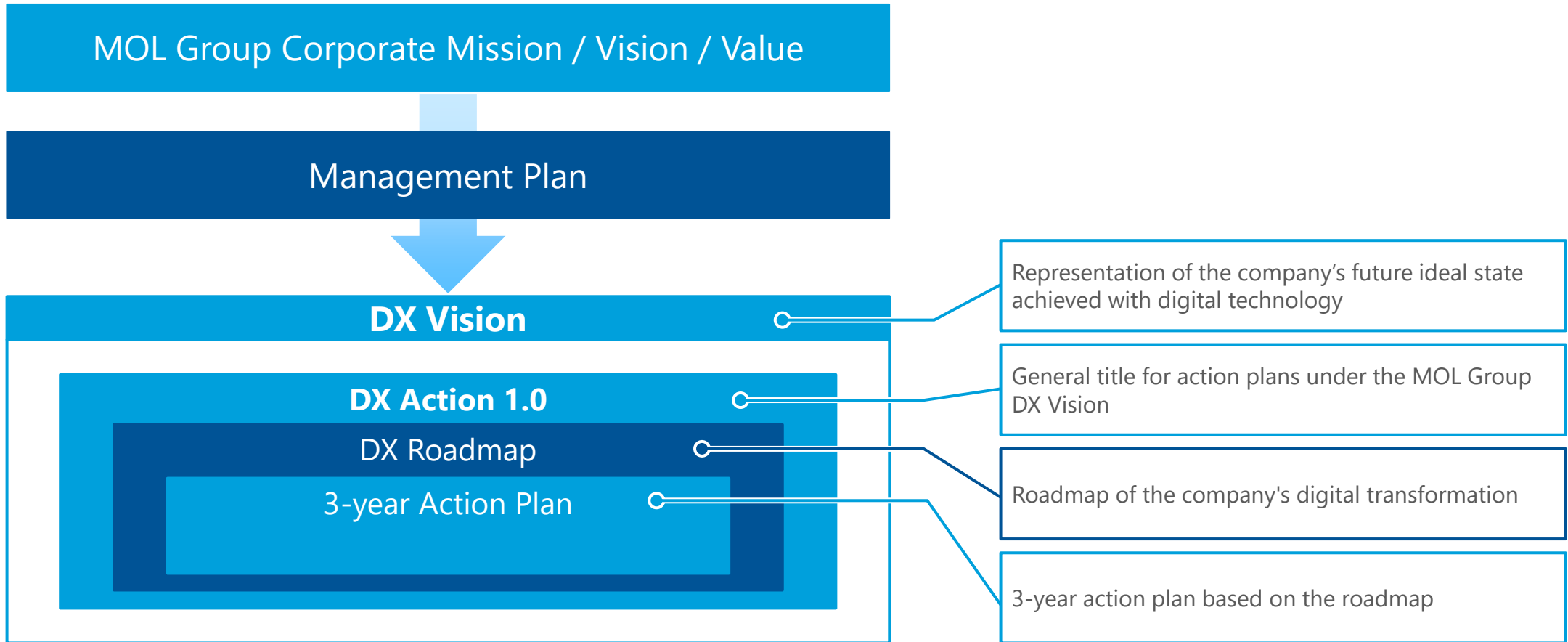MOL Group

DX Vision
DX Action 1.0

March 2023

MOL
Mitsui O.S.K. Lines

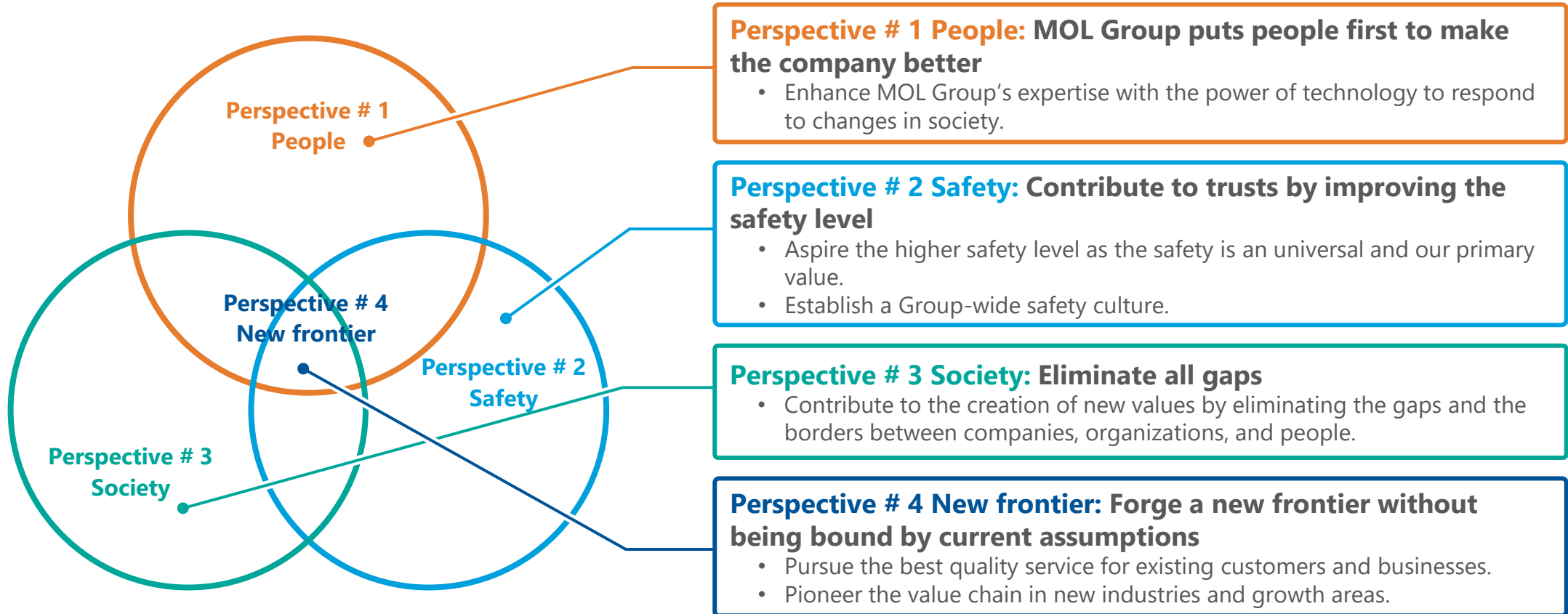# MOL Group's DX Vision and DX Action 1.0

MOL Group formulated the "DX Vision" as a representation of what the Group aspires to achieve with the power of digital technology. Based on the Vision, an action plan named "DX Action 1.0" was created.
This time we prepared a DX Roadmap and a 3-year Action Plan.

MOL Group Corporate Mission / Vision / Value

Management Plan

DX Vision — Representation of the company's future ideal state achieved with digital technology

DX Action 1.0 — General title for action plans under the MOL Group DX Vision

DX Roadmap — Roadmap of the company's digital transformation

3-year Action Plan — 3-year action plan based on the roadmap
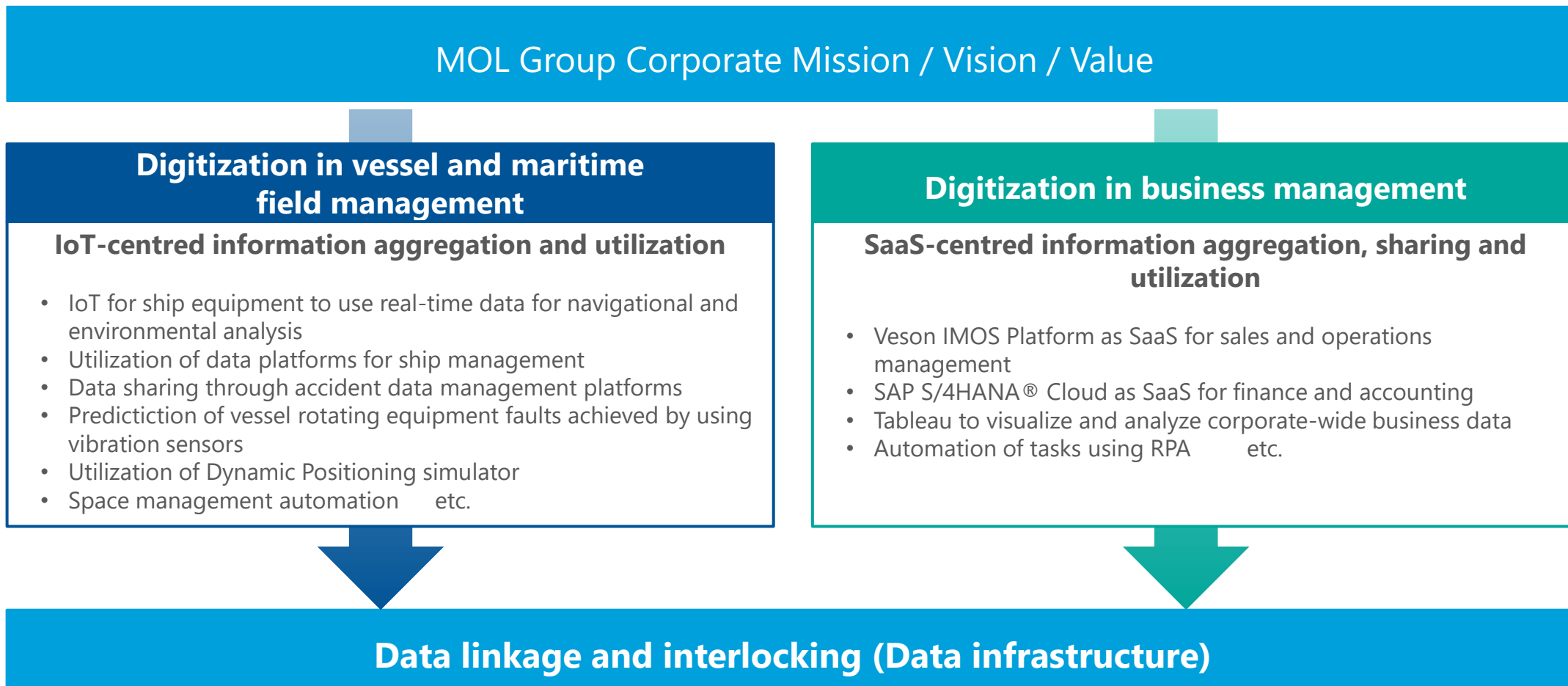
Thoughts behind the DX Vision

As the result of discussion with the board members, mid-level and young employees, we identified four key perspecitives of future challenges: "People," "Safety," "Society," and "New frontier".
We incorporate these perspecitives into the DX Vision that represents the Group's aspiration for the future.

Perspective # 1
People

Perspective # 4
New frontier

Perspective # 2
Safety

Perspective # 3
Society

Perspective # 1 People: MOL Group puts people first to make the company better
- Enhance MOL Group's expertise with the power of technology to respond to changes in society.

Perspective # 2 Safety: Contribute to trusts by improving the safety level
- Aspire the higher safety level as the safety is an universal and our primary value.
- Establish a Group-wide safety culture.

Perspective # 3 Society: Eliminate all gaps
- Contribute to the creation of new values by eliminating the gaps and the borders between companies, organizations, and people.

Perspective # 4 New frontier: Forge a new frontier without being bound by current assumptions
- Pursue the best quality service for existing customers and businesses.
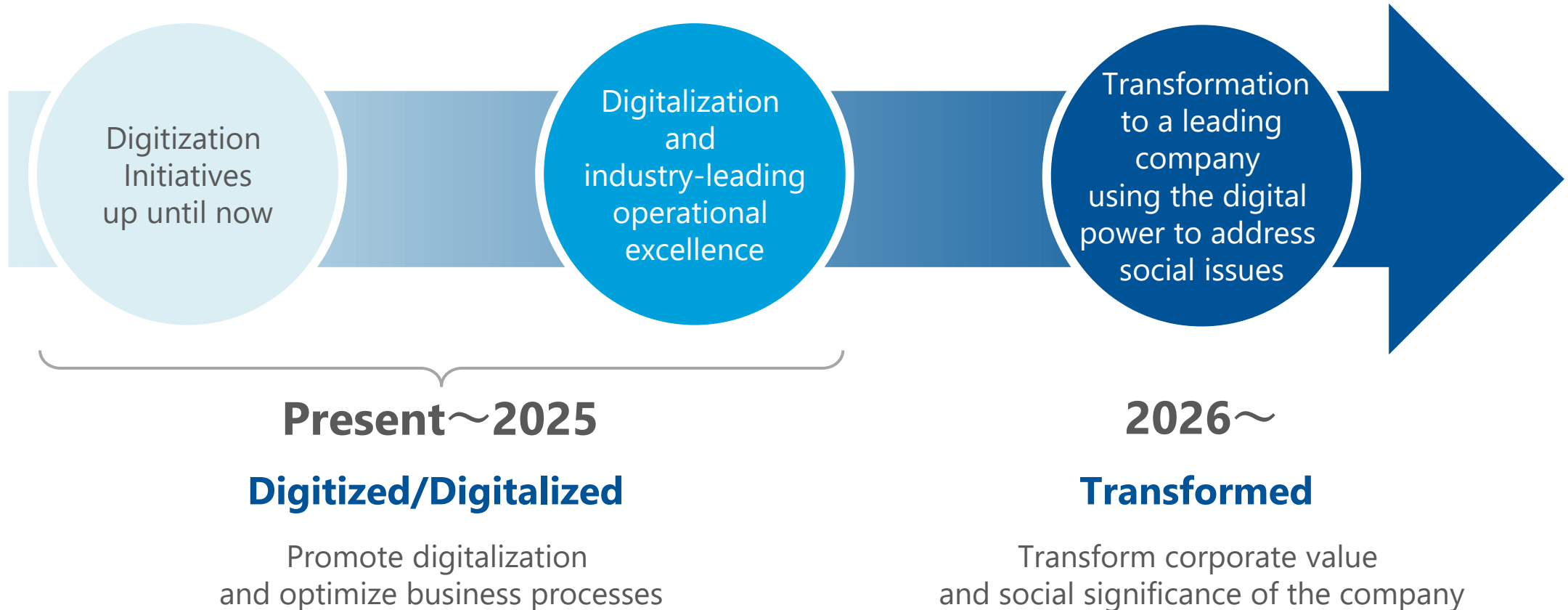- Pioneer the value chain in new industries and growth areas.

MOL Group Digitization up until now

MOL has promoted digitization in the areas of "Vessel and maritime field management" and "Business management". We are planning to proceed with digitalization, as well as with data coordination in these two areas.

MOL Group Corporate Mission / Vision / Value

Digitization in vessel and maritime field management

IoT-centred information aggregation and utilization

- IoT for ship equipment to use real-time data for navigational and environmental analysis
- Utilization of data platforms for ship management
- Data sharing through accident data management platforms
- Predictiction of vessel rotating equipment faults achieved by using vibration sensors
- Utilization of Dynamic Positioning simulator
- Space management automation   etc.

Digitization in business management

SaaS-centred information aggregation, sharing and utilization

- Veson IMOS Platform as SaaS for sales and operations management
- SAP S/4HANA® Cloud as SaaS for finance and accounting
- Tableau to visualize and analyze corporate-wide business data
- Automation of tasks using RPA   etc.

Data linkage and interlocking (Data infrastructure)
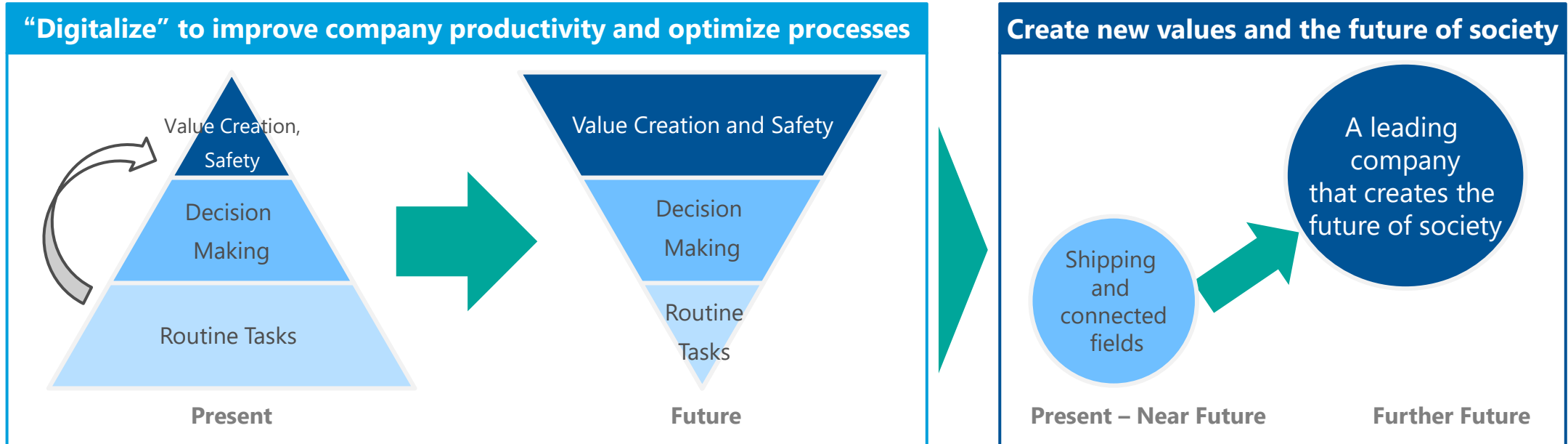
DX Roadmap

With the MOL Group DX Vision and the results of previous digitalization efforts, MOL Group aims to achieve thorough digitalization and industry-leading operational excellence by 2025.

Digitization Initiatives up until now
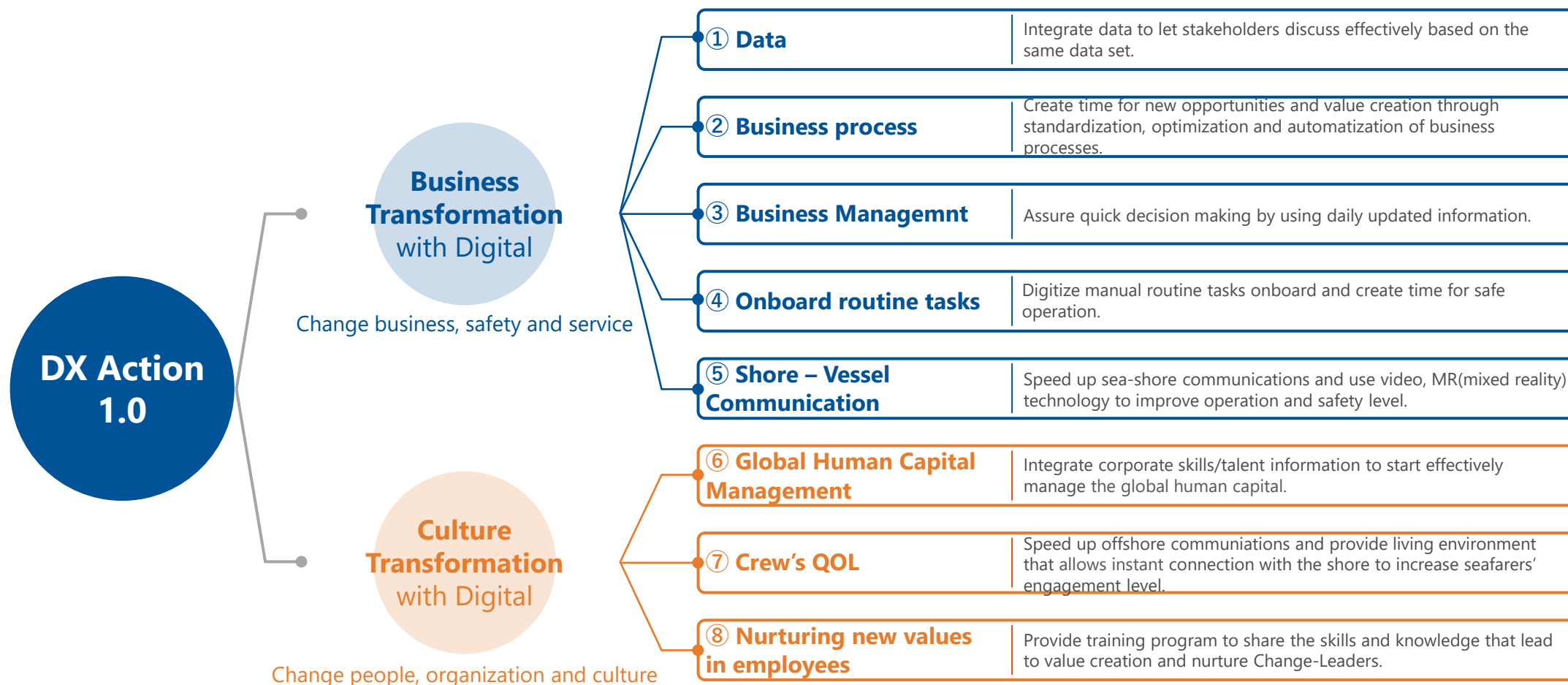
Digitalization and industry-leading operational excellence

Transformation to a leading company using the digital power to address social issues

Present～2025

Digitized/Digitalized

Promote digitalization and optimize business processes

2026～

Transformed

Transform corporate value and social significance of the company

MOL Group Transformation concept

The Transformation to achieve is based on the three following concepts.

"Digitalize" to improve company productivity and optimize processes

Value Creation, Safety

Decision Making

Routine Tasks

Present

Value Creation and Safety

Decision Making

Routine Tasks

Future

Create new values and the future of society

Shipping and connected fields

A leading company that creates the future of society

Present – Near Future   **Further Future**

1 Shift from allocating employees' working time for routine tasks, to allocating it to profits improvement, deepening relationships with customers, work for safety and creating new value

2 Build up an integrated data infrastructure to allow real-time business condition analysis

3 Provide training program for all employees to nurture Change Leaders for the future business transformation

Areas of change under the 3-year Action Plan

DX Action 1.0 will focus on changes in two areas: "Business Transformtaion" and "Culture Transformation".
The 3-year Action Plan will promote initiatives in eight areas listed below.

DX Action 1.0

Business Transformation with Digital
Change business, safety and service

① **Data**	Integrate data to let stakeholders discuss effectively based on the same data set.
② **Business process**	Create time for new opportunities and value creation through standardization, optimization and automatization of business processes.
③ **Business Managemnt**	Assure quick decision making by using daily updated information.
④ **Onboard routine tasks**	Digitize manual routine tasks onboard and create time for safe operation.
⑤ **Shore – Vessel Communication**	Speed up sea-shore communications and use video, MR(mixed reality) technology to improve operation and safety level.

Culture Transformation with Digital
Change people, organization and culture

⑥ **Global Human Capital Management**	Integrate corporate skills/talent information to start effectively manage the global human capital.
⑦ **Crew's QOL**	Speed up offshore communiations and provide living environment that allows instant connection with the shore to increase seafarers' engagement level.
⑧ **Nurturing new values in employees**	Provide training program to share the skills and knowledge that lead to value creation and nurture Change-Leaders.

Human Capital (Change Leaders) Development

DX Action 1.0 includes training programs for all employees, with the aim that all employees become Change Leaders. We have defined the term "Change Leader" and three levels of its proficiency. There will be also a program for nurturing DX Specialists.

Change Leader

A person promoting changes in business models, business processes, corporate culture, etc.
A person who understands business and process issues, is able to envision the ideal state and lead the change

Level 1
Entry

Level 2
Foundation

Level 3
Experienced

DX Specialist

Acquired a basic knowledge

Able to promote changes with the support of higher-ups

Able to lead changes in his/her own division

Able to apply advanced digital skills and methodologies

Training program for Change Leaders nurturing

Training for Change Leaders nurturing includes a total of 11 categories of Core and Functional Capabilities, with 33 classes at three different levels. Learning paths have also been set up for each category and level.

Core Capability		Functional Capability									
		For Change Leaders			For DX Specialists						
Strategy planning	Leadership & Relationship	Digital solutions knowledge	Issue solving	Business process management	Project management	System development	Data engineering	Statistics & Data analysis	Advanced technology knowledge	UI/UX Design	
Level 3 Experienced											
Level 2 Foundation											
Level 1 Entry											

MOL Group DX Vision

Intelligence and technologies unlock the potential of the sea.

Inspiring the diverse talents, we co-create new values.

Expertise and borderless creativity lead us towards the future.

The blue ocean is new frontier.

Towards the blue ocean,

we will move ahead together with digital technology.

Towards the Blue Ocean,
We Transform