



MOL Group

Human Capital Vision

Human Capital Action 1.0

April 2023



Human Capital (HC) Message

**Having each individual board on a same ship and venture powerfully out into the ocean.
This is the start of our new voyage.**

What is the vision for each of us in the MOL Group as we head to 2035?
On this occasion, we have summarized this approach and announced it as the MOL Group Human Capital (HC) Vision.

In preparing this vision, we have positioned the **people** of the MOL Group as irreplaceable **Human Capital**, and established the three basic principles of **Diversity, Equity & Inclusion, Mutually Empowered** and **Highly Engaged**.

"All on Board, Success through Growth" This phrase headlines our HC Vision. This is the idea of each individual from a diverse range of backgrounds enhancing their respective abilities with a sense of will and utilizing them for mutual benefit, leading to the growth of the MOL Group. If this can be realized, it will lead to the next stage of our new future. That is the idea behind this vision.

To achieve the HC Vision, we have defined Phase 1 (FY2023 – 2025) of BLUE ACTION 2035 as a "period of change," and established an action plan (HC Action 1.0) specifying the action we will take over this period.

Through the realization of the HC Vision, the MOL Group will make great strides toward becoming a global social infrastructure company centered on the shipping industry.



Hiromichi Takezaki
Chief Human Resource Officer

Establishment of a Human Capital Plan to Achieve BLUE ACTION 2035

Accelerating the transformation of its business structure under the corporate management plan “BLUE ACTION 2035”, the MOL Group will seek to fundamentally transform its HC policies and measures, making every effort to achieve its management plan and reward each stakeholder.



Our Groupwide HC policies as requirements to achieve the Corporate Management Plan have been clearly stated in the **HC Vision**. Concrete measures to achieve the HC Vision are laid out in **HC Action 1.0**.

Establishment of the MOL Group Human Capital (HC) Vision

To promote Human Capital Plan integrated across MOL Group globally

Demonstrate our group's views on "people" (All the colleagues of our group across the world) to internal/external stakeholders, and demonstrate the value and attractiveness of working in our group.

HC Vision

All on Board, Success through Growth

Each individual who works in the MOL Group is essential for our sea-based social infrastructure business. Each individual will be given the opportunity to develop strengths and achieve their full potential to provide new value, thereby transforming our future. The MOL Group, backed by our continuously growing and improving Human Capital, is underway on the blue ocean; sailing toward an exciting and bright horizon.

Basic Principle 1

Diversity, Equity & Inclusion

We thoroughly respect human rights and comply with all laws and regulations. We accept and welcome a diverse range of colleagues, and create opportunities that encourage each and everyone of our people to play an active role in their own way.

Basic Principle 2

Mutually Empowered

We nurture an environment in which each and every one of our people becomes a professional with a strong sense of ownership. We collaborate with and mutually empower people inside and outside the company. We enhance the abilities of each and every one of our colleagues, transcending organizational and regional boundaries, while maximizing group-wide organizational capabilities.

Basic Principle 3

Highly Engaged

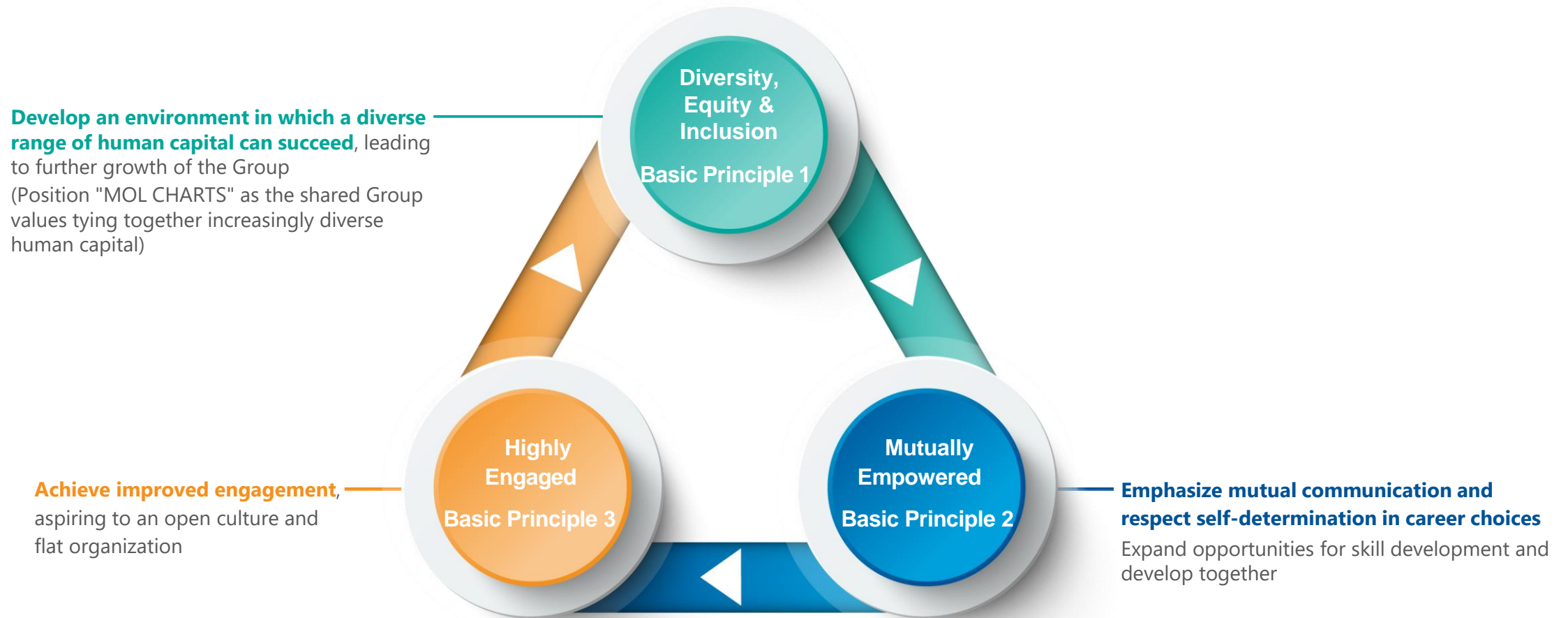
We continue to create a group in which each individual can perform their best, feeling proud, secure, healthy and energetic in belonging to the group. We will create a basis for them to challenge themselves, thereby providing new value to the organization.

Establishment of the MOL Group Human Capital (HC) Vision

Three Basic Principles Serving as a Foundation

Based on three basic principles that serve as the foundation of the MOL Group's HC Vision, we aim to generate a positive cycle and achieve the Corporate Management Plan.

For the status of initiatives under each principle, we will set achievement targets and disclose them externally.



Establishment of the MOL Group Human Capital (HC) Action 1.0

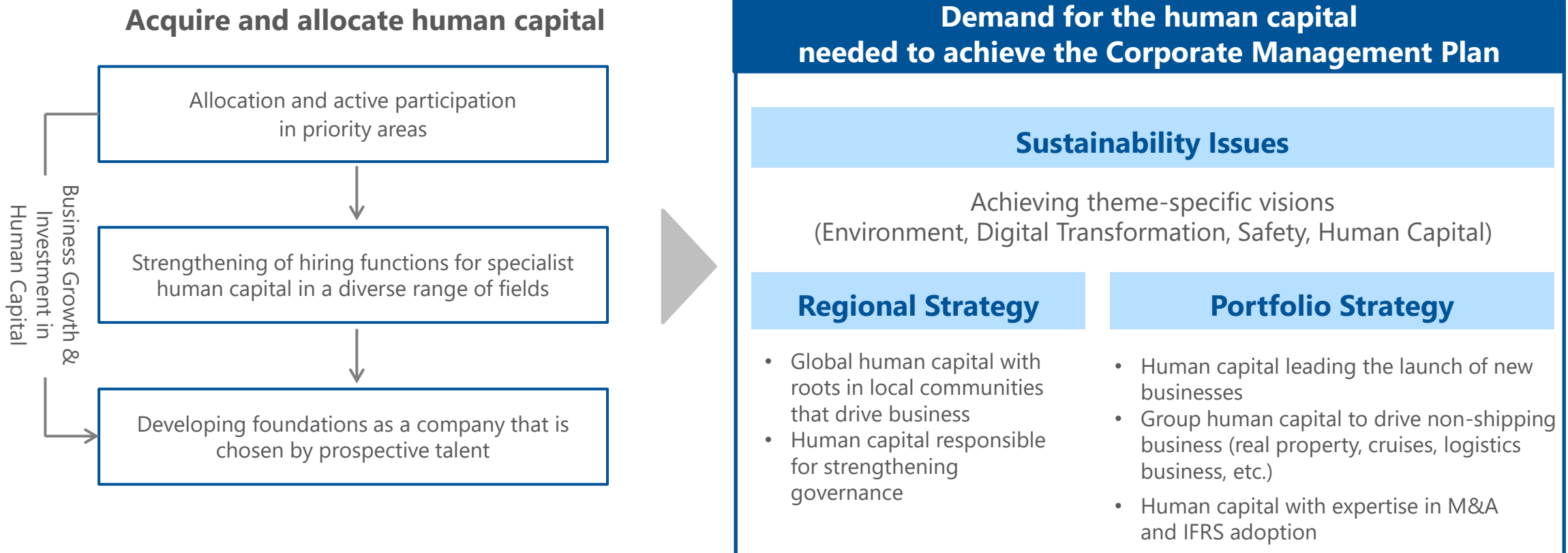
To realize HC Vision, we have defined Phase 1 (FY2023 – 2025) of BLUE ACTION 2035 as a "period of change," and established the MOL Group HC Action 1.0 which is a series of measures that the entire MOL Group will focus on during this period.

MOL Group HC Action 1.0	DE&I	Mutually Empowered	Highly Engaged
1. Implementation of human capital acquisition and allocation	○	○	○
2. Achieving the right people in the right place	○	○	○
3. Implementing talent management using technology	○	○	○
4. Autonomous career development support		○	○
5. Improvement of employees' engagement			○
6. Strengthening the capabilities of divisions managing human capital	○	○	○
7. Enhancement of attractiveness for Seafarers	○	○	○

MOL Group Human Capital (HC) Action 1.0

(1) Implementation of human capital acquisition and allocation

We will systematically assign human resources to the priority areas identified in the Corporate Management Plan. To achieve this, we will strengthen our ability to hire human resources Groupwide and pursue the introduction of human resource systems based on skill models. In addition, we will strive to hire and retain the necessary human resources with attractive compensation packages.



MOL Group Human Capital (HC) Action 1.0

(2) Achieving the right people in the right place & (3) Implementing talent management using technology

We will clearly define requirements such as the skills and experience needed for each position, visualize skill information and other attributes of applicable and candidate human capital, and allocate the right people possessing suitable expertise to the right places, beyond specific organizations or regions. In FY2023, we start this measure from setting MOL Group Key Positions (“MGKP,” hereafter) as important positions driving the growth of the MOL Group and thereafter we will gradually expand the target. These measures will enhance the diversity and specialization of our human capitals, and enable the entire Group to respond to a business environment that is rapidly changing.

MOL Group Key Positions (MGKP)

Important positions across the Group are designated as MGKP. The job descriptions and requirements for human capital are clarified.

Headquarters

General Managers

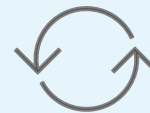
Group Companies in Japan

President and some high-level officers

Major Posts outside Japan

- Head of Corporate Functions & Head of Marketing in each region
- Presidents
- New posts associated with business expansion

Optimum Groupwide allocation of human resources is achieved



Human Capital Database



- Information of human capital is collected from Group companies globally and centrally managed
- Candidates for Group managers are selected and systematically cultivated at an early stage
- Skill and position information is defined

MOL Group Human Capital (HC) Action 1.0

(4) Autonomous career development support

We will accelerate initiatives Groupwide, including headquarters, so that we can find opportunities for employees to have success beyond specific organizations and regions.

Present

- Company-led human resource allocations
- Model focused on cultivating generalists
- Formulate the implement human capital policies for each organization and region

Future

- Strengthen two-way career-related communication and promote career autonomy
- Enhance the specialized nature of skills
- Strengthen cooperation across different organizations and regions



To promote career autonomy

- Implement activities to instill awareness of the HC Vision and Action
- Introduce an open job application system
- Select junior employees bound for management positions at an early stage



To enhance the specialized nature of skills

- Review training systems
- Clarify definitions of positions and skills
- Support self-directed learning
- Improve investment in human capital aimed at strengthening their development



To strengthen cooperation across different organizations and regions

- Coordinate with Human Capital Partner Offices (human capital personnel) at each site outside Japan and the HR departments of Group companies in Japan

MOL Group Human Capital (HC) Action 1.0

(5) Improvement of employees' engagement

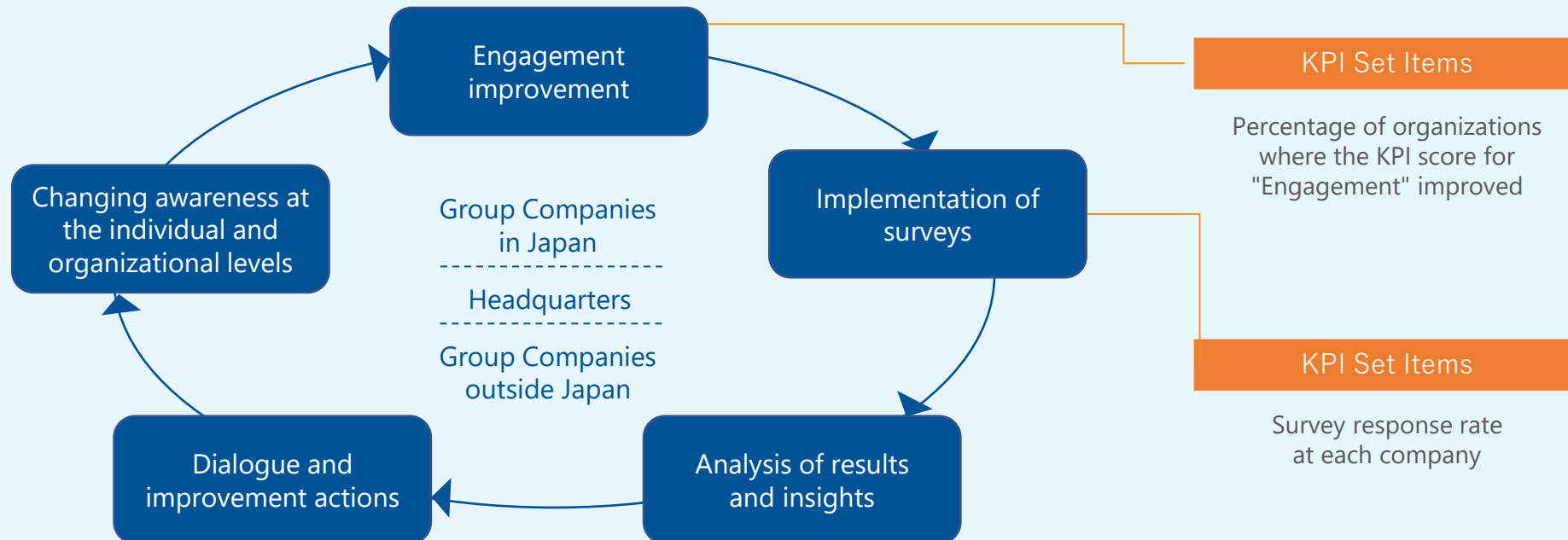
The engagement surveys introduced at MOL HQ and Group companies in Japan in FY2022 will be expanded to Group companies outside Japan (FY2023). We will establish a cycle for improving engagement Groupwide.

Present

- Conduct audits of organizational culture to ascertain current conditions across the organization.

Future

- Conduct Groupwide engagement surveys to ascertain the relationships between companies and their employees. Work to improve engagement based on those results.



MOL Group Human Capital (HC) Action 1.0

(6) Strengthening the capabilities of divisions managing human capital

The Human Capital Strategy Division was newly established in January 2023 as a dedicated organization responsible for formulating HC Action 1.0 plans and overseeing their implementation. Going forward, we will work to strengthen governance systems in terms of Groupwide human capital, improve the ability to respond to new issues such as M&A actions, and work with human resources departments at each group company to strengthen the functions of divisions managing human capital.



Goro Yamashita

General Manager,
Human Capital Strategy Division

The word "Human Capital" was adopted to express the idea that each member of the MOL Group is a leader delivering new value as declared in the Group Vision. To achieve this, the division has been given the role of building the foundations enabling employees to work with enthusiasm.

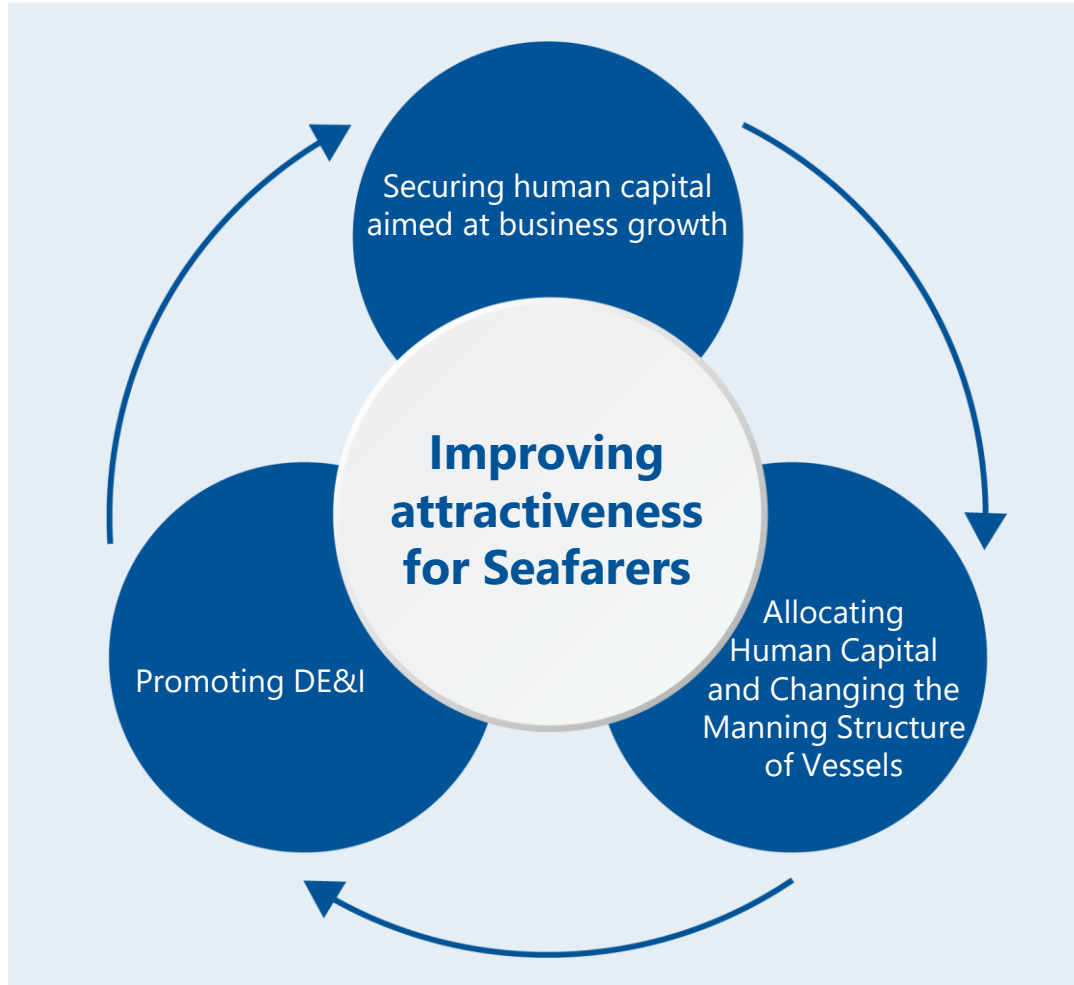
We want to create an organization in which people can receive support based on whatever pace they adopt, whether running hurried or unhurried, ensuring that everyone can continue to move forward.

We aim to enhance the power of **people** across the Group.

MOL Group Human Capital (HC) Action 1.0

(7) Enhancement of attractiveness for Seafarers

In addition to the measures described above, we will advance measures specific to Seafarers, the unique human capital that represent one of the MOL Group's strengths.



Mitsuhsa Tanimoto
Chief Safety & Quality Officer

At the MOL Group, a social infrastructure company with its origins in the sea, expanding the opportunities for seafarers who have accumulated knowledge and experience to be successful worldwide is a key to growth. Under BLUE ACTION 2035, we will expand our LNG carrier fleet based on our environmental strategy and take on the challenge of expanding non-shipping transportation businesses such as offshore business and cruises.

In taking on these challenges, above all else it will be important make the MOL Group an attractive and energetic place to work to a diverse range of seafarers from around the world.

Going forward, under HC Action 1.0, we will seek to further strengthen initiatives such as the presentation of career models that apply to sea or land, Japan or outside Japan, and the provision of support for working styles that respect the lifestyles of individual people.

MOL Group Human Capital (HC) Action 1.0

(Topic) Lead the performance of Variety of Seafarers

We will continue to implement initiatives related to MOL Group's utilization of various Maritime Experts, under the HC Vision. The initiatives will be updated through MOL Group's "Safety Vision" and its action plans, during FY 2023.

Worldwide recruitment & development of Seafarer

We possess a world-wide seafarer recruitment channel, including MMMA (see the column). Having that as the foundation, we develop seafarers with advanced competency, who can achieve the world's highest level of safe operations.

Expansion of career opportunities and Contribution to business expansion

In addition to onboard job opportunities, the functional areas such as onshore management and sales support has been expanded. We will secure human capitals that can contribute to MOL Group's business expansion.

Division to lead the performance of Seafarer

Global Maritime Resources Division (GMRD) was established at the head office, to achieve utilization of various human capitals including non-Japanese Maritime Experts.

Column

1st batch of MMMA Cadets



In 2018, MOL Magsaysay Maritime Academy (MMMA) was founded in Philippines as our private Maritime Academy.

MMMA is expected to produce Maritime Experts who can play a key role globally. The first batch Cadets who entered MMMA in 2018 are undergoing one-year onboard training. Among the first batch Cadets, there are two women Cadets ; which can be a good example of our diversity initiatives.

MOL Group Human Capital (HC) Action 1.0

Targets to be reached by the End of FY2025

To achieve the HC Vision, we will set the targets to be achieved as of the end of FY2025 for the three basic principles.



