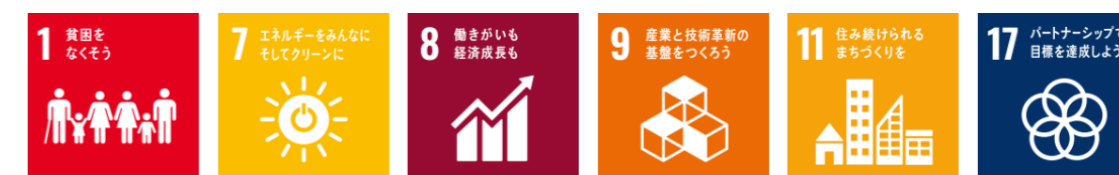


MOL Sustainability Plan FY2023 Results



Safety & Value

Provide added value through safe transportation and our social infrastructure business



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2023 Results	Main Initiatives for FY2023
Value through Our Core Business	Provide sustainable value through marine transport and social infrastructure business	Transport volume (million ton-mile)	-	985,599	Steadily implemented each strategy set forth in the BLUE ACTION 2035.
Safety Levels	Rigorously ensure safe operation and eliminate accidents	4 ZEROS	-	Not Achieved	<ul style="list-style-type: none"> Strengthened support for safe operation, including the use of information and communication technology (ICT). <ul style="list-style-type: none"> Developed and started operation of an information-sharing platform that helps improve seafarers' skills and increase their safety awareness. Promoted projects related to the computerization of onboard documents for improvement of onboard operational efficiency. Strengthened onshore support using FOCUS^{*3}. Promoted initiatives that lead to improved safety levels. <ul style="list-style-type: none"> Established MOL Group Safety Vision. Promoted improvements through visits to MOL-operated vessels, ship management companies, and shipowners. Held training programs to foster a safety culture (Safety Campaign, Safety Conference, beach cleanup at Kashima-Nada Beach, etc.).
		Number of serious marine incidents	0	0	
		Number of serious cargo damage	0	0	
		Number of oil pollution	0	0	
		Number of fatal accidents	0	1	
		Lost time injury frequency*1	Less than 0.50 (2025) Less than 0.40 (2030) Less than 0.30 (2035)	0.26	
Average downtime (hours per shipper year)*2	Less than 24.00 (2025) Less than 22.00 (2030) Less than 20.00 (2035)	24.46			
Downtime frequency rate (incident per ship per year)*3	Less than 1.00 (2025) Less than 0.80 (2030) Less than 0.60 (2035)	0.40			
Creation of New Added Value	Create services that meet social needs	Track record of new services that cater to society's sustainability-related needs	-	-	<ul style="list-style-type: none"> In the Global HR consulting business, concluded contracts for 94 foreign personnel who came to Japan from the Philippines and 17 personnel who are residents in Japan. In the blue carbon project, implemented mangrove planting in an area of 700 hectares in Indonesia. Invested in 7 startups and 2 venture capital firms through MOL PLUS.
		Number of projects commercialized through the MOL Incubation Bridge, system for employee-inspired proposals for new businesses	-	1	<ul style="list-style-type: none"> 27 group companies participated in the MOL Incubation Bridge. Held seminars to promote new business proposals throughout the year.

*1 Number of lost time injuries occurring in a workplace per 1 million hours worked (MOL uses "on board time" as denominator). *2 The amount of downtime due to mechanical malfunctions or incidents per vessel per year.

*3 The number of mechanical malfunctions or incidents that result in downtime per vessel per year. *4 Our initiative to enhance safe operation and improve operational efficiency, using various big data gained from our operated vessels.



Environment

Conservation for Marine and global environment



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2023 Results	Main Initiatives for FY2023
Climate Change Countermeasures	Achieve net zero GHG emissions for the entire Group by 2050	GHG emissions and emission intensity (tons)	Net Zero (2050)	13,985,723	<ul style="list-style-type: none"> Steady implemented the transition to Environmental Vision 2.2 and each specific strategy. Enhanced disclosure content based on the latest TCFD disclosure framework, and selected as "excellent TCFD disclosure" by GPIF's asset management institutions entrusted with domestic equity investment. Participated in the GX-ETS led by Japan's Ministry of Economy, Trade and Industry in cooperation with domestic high GHG emissions group companies.
		GHG emission intensity (g/ton-mile)	▲45% (2035)*1 ▲1.4%/year*2	11.25 ▲7.2%*1 ▲1.8%/year*3	
		Number of LNG/methanol-fueled ocean-going vessels	90	6	
		Ratio of power from renewable energy for Scope 2	100% (2030)	55.8%	
		Fuel efficiency (energy consumption per ton-mile)	▲5.0% (2025)*1	▲6.9%*1	
		Amount of removal type carbon credits used (cumulative, million t-CO2)	2.2 (2030)	0	
		Amount of environmental investment in climate change countermeasures (billions of yen)	650.0*4	259.5	
Preservation of Marine Environments Protection of Biodiversity	Reduce negative impact on the marine environment and biodiversity	*Planning to set KPIs based on international guidelines, etc.	-	-	<ul style="list-style-type: none"> Registered as a TNFD Early Adopter. Conducted surveys and studies to disclose nature-related financial information for FY2024 (during FY2025).
Prevention of Air Pollution	Reduce air pollutants emitted from vessels	SOx emissions (tons)	-	26,937	
		SOx emissions intensity (g/ton-mile)	▲14% (2030)*5	0.02 +5.4%*5	
		NOx emissions (tons)	-	214,527	
		NOx emissions intensity (g/ton-mile)	-	0.20	

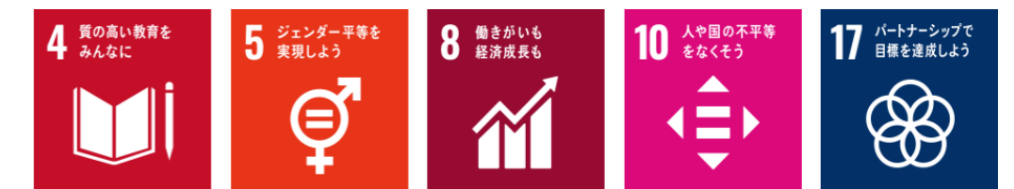
Detailed environmental data can be found [here](#).

*1 Compared to 2019 *2 Average rate of reduction from 2019 to 2030 *3 Average rate of reduction from 2019 to 2023 *4 FY2023-25 in total *5 Compared to 2020



Human & Community

Contributing to the growth and development of people and communities



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2023 Results	Main Initiatives for FY2023
Diversity, Equity & Inclusion	Realize a work environment in which a diverse range of human capital can succeed	Percentage of managerial positions filled by women (Non-consolidated, office workers)	15% (2025)	11.3%	<ul style="list-style-type: none"> Continued to increase the number of personnel, mainly at the Head Office. Strengthened the human resource base to promote the management plan. Implemented MGKP personnel management and job requirements for MGKP across the group, with a keen awareness of the need to achieve numerical targets. Created a cross-group skills matrix and conducted self-assessments for group employees in managerial positions. In addition, promoted the introduction of a global talent management system that will serve as the foundation for the system. Conducted dialogue activities such as town hall meetings and trial of the open job application system to promote self-reliant career development (6 transfers were approved through open recruitment). Conducted an employee engagement survey, including overseas organizations, and began action planning based on the results. Strengthened the capabilities of divisions managing human capital, including collaboration with regional organizations. Launched a committee to achieve the goal of having "the right person in the right position." Strengthened recruitment of Japanese seafarers. In a first for a major Japanese shipping company, a female seafarer is serving as the captain of a vessel.
		Composition of people filling MGKP*1 - Percentage who are woman	8% (2025)	5.5%	
		Composition of people filling MGKP - Percentage who are not from headquarters	30% (2025)	20.1%	
		Composition of people filling MGKP - Percentage who are in their 40s or younger	15% (2025)	14.8%	
Mutually Empowered	Establish an environment for "Mutually Empowered" to maximize individual and group-wide organizational capabilities	Communication implementation rate aimed at achieving and practicing the Group Corporate Mission, Vision, Values	100% (2025)	100%	
		Number of transfers due to the open recruitment of positions Groupwide (cumulative)*2	50 (2025)	6	
Highly Engaged	Realize a group in which employees can feel the significance and peace of mind of working for the company on a daily basis	Engagement Survey (ES) response rate	More than 90% (2025)	90.7%	
		Percentage of organizations where the KPI score for "Engagement" improved in the ES	More than 70% (2025)	64.7%	
Growing Together with Local Communities	Expand activities that contribute to the growth and development of people and communities involved in our business	Results of corporate citizenship activities	-	-	<ul style="list-style-type: none"> Cultivated deeper relationships with NGOs and NPOs and established new networks. Expanded social contribution activities in cooperation with group companies and branches. Established policies such as employee fund-raising for disaster relief donations to raise employee awareness of social issues; introduced the "Table For Two" system in the employee canteen, and implemented on-site training programs in Mauritius. Conducted career courses for junior and senior high school students, and held an event for elementary and junior high school student ambassadors and families of MOL employees, featuring experts from Shizuoka University at its coral aquarium.
		Progress of activities benefiting local communities in Mauritius	-	-	<ul style="list-style-type: none"> Subsidized grants for a total of 29 projects, along with two other funds. In addition, held the first public debriefing session to report on the results of grant recipients' activities. Promoted understanding of environmental protection among local residents and revitalization of local communities through community-based activities such as networking events and beach cleanups by NGO groups supported by the fund. Published a report on the fund's activities to promote awareness of its social impact.

*1 MOL Group Key Positions. General Managers in MOL head office (GMs), and positions in all the MOL GROUP companies, of which function and responsibility are designated to be equivalent to those of GM (irrespective of whether in Japan or overseas.) *2 FY2023-25 in total



Innovation

Innovation for development in marine technology



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2023 Results	Main Initiatives for FY2023
Groupwide Adoption of Clean Energy	Introduce and increase the use of clean alternative fuels for vessels	Number of net-zero GHG emission ocean-going vessels (cumulative)	Deploy commercial in the 2020s 130 (2035)	0	<ul style="list-style-type: none"> Delivered Japan's 1st hydrogen and bio fuel hybrid passenger ship 'HANARIA'. Signed charter contracts for several methanol dual fuel carriers.
		Percentage of zero-emission fuels used		5%	
	Develop technologies that contribute to the spread of clean energy in society	Progress in developing next-generation clean energy carriers/bunkering vessels	-	-	<ul style="list-style-type: none"> Promoted the design of a large ammonia carrier, including the hull and cargo tanks. AiP (Obtained approval in principle) for the design of a CO2 carrier for Petronas to narrow down the hull form, and proceeded to the basic design stage. Started development of designs tailored to the characteristics of different hulls for other projects. In the Wind Hunter project, achieved hydrogen production, storage, and utilization using MCH (methylcyclohexane) on a demonstration test vessel, and promoted the study of specifications for large vessels.
Increasing the Energy Efficiency of Vessels	Use natural energy and establish and promote energy-saving technologies that help improve propulsion performance	Number of vessels equipped with the Wind Challenger (cumulative)	25 (2030) 80 (2035)	1	<ul style="list-style-type: none"> Completed assembly of small sails for the second bulk carrier, Green Winds, to be equipped with the Wind Challenger (completed in July 2024). The first ship, the Matsukaze Maru, achieved fuel savings of up to 17% per day. Promoted installation of rotor sails*1 on iron ore carriers. Implemented a project to improve fuel efficiency, in addition to promoting the introduction of PBCFs. Expanded the scale of various other measures, such as optimal trim systems, maintenance optimization, and propeller conversion, while verifying the effectiveness of the measures for each type of ship.
		Number of vessels adopting other energy-saving technologies	-	-	
		Number of vessels equipped with upgraded PBCF (cumulative)*2	-	50	
		Number of vessels equipped with optimal trim system (cumulative)*3	-	89	
ICT Utilization for Safe, Efficient Operation	Upgrade, expand, and establish platforms using vessel-related big data (the FOCUS Project etc.)	Progress of FOCUS Project	-	-	<ul style="list-style-type: none"> In the FOCUS project, began modifications to system specifications for each individual project, such as efficient operation and LNG fuel compatibility. Conducted user interface trials of Fleet Guardian and began modeling the system onboard new vessels.
		Progress of the Fleet Guardian Project*4	-	-	
	Establish technologies for autonomous vessel navigation	Progress in developing technologies for autonomous vessel navigation	-	-	<ul style="list-style-type: none"> In MEGURI2040, funded by the Nippon Foundation, continued study by forming a consortium with major shipping companies, shipyards, and nautical equipment manufacturers.
DX	Digitalize to improve company productivity and optimize processes	Conversion rate to work for value creation and safety (cumulative)*5	10% (2025) 20% (2030) 30% (2035)	5.0%	<ul style="list-style-type: none"> Promoted the group's data infrastructure development in both onshore and onboard operations to improve operational efficiency. Continued to implement a "change leader" program, with more than 1,000 participants completing the basic content, and 37 change leaders capable of leading reforms within the organization.
		Number of change leaders (cumulative)*6	-	37	

*1 Rotor Sail is an auxiliary device using wind power. *2 Propeller Boss Cap Fins. It improves propulsion efficiency by breaking up the hub vortex generated behind the rotating propeller of the vessel. *3 The optimum trim system quantitatively assesses MOL captains' extensive practical knowledge of vessel running attitudes through tank testing and tests aboard actual ships. This data is translated into graphs that make it easy for seafarers to use the system. *4 A predictive diagnostic system to prevent problems and breakdowns in the main engine, based on the information from various sensors monitoring the onboard main engine, etc. *5 Ratio of man-hours spent by employees on routine work to man-hours spent on new value creation and safety operations through digital applications and optimization of operations and organization.

*6 Change leaders are defined as "A person promoting changes in business models, business processes, corporate culture, etc." and "A person who understands business and process issues, is able to envision the ideal state and lead the change". The number of employees receiving training to develop them as change leaders.



Governance

Governance and compliance to support businesses



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2023 Results	Main Initiatives for FY2023
Management Transparency	<ul style="list-style-type: none"> Achieve management system for global growth by leveraging the collective strength of the group Establish a highly effective corporate governance system Enhance disclosure to encourage dialogue with stakeholders 	Results of effectiveness evaluations of the Board of Directors	-	-	<ul style="list-style-type: none"> For results of the effectiveness evaluation of the Board of Directors, see the Corporate Governance Report*1. Held 7 meetings of the Corporate Governance Council to discuss the status and direction of corporate governance and verification of the effectiveness of the Board of Directors. Held Board Succession discussions at the Nomination Advisory Committee. Regularly reported emerging risks and business execution risks at the Board of Directors. Continually monitored the progress of the management plan and reestablished action plans for initiatives on portfolio strategy, regional strategy, and Sustainability Issues.
		Progress of deliberation of the Corporate Governance Council	-	-	
Information Security	Zero serious ICT incidents	Number of serious ICT incidents	0	0	<ul style="list-style-type: none"> Strengthened ransomware countermeasures by introducing a vulnerability detection system and establishing guidelines. Expanded the scope of the ICT incident detection and reporting system to a global 24/7/365 system. Began considering the establishment of a Head Office information asset management system and a group-wide information asset management policy. Introduced technology to detect and prevent operations that could be a precursor to virus infection or other problems.
Responsible Procurement Respect for Human Rights	Identify and reduce risks related to the environment, safety, and human rights throughout value chains	Progress of value chain management	-	-	<ul style="list-style-type: none"> Disseminated the MOL Group Supplier Procurement Guidelines among main suppliers. Conducted surveys on ESG initiatives of major shipowners, shipyards, and ship recycling yards. Conducted human rights due diligence on the group's oceangoing seafarers and logistics businesses. Presented e-learning on "Business and Human Rights" and built full awareness of the group's human rights policy among all executives and employees in Japan and overseas. Conducted human rights training for new employees, general employees, and managerial positions, and harassment prevention training for managerial positions and general employees.
		Participation rate of e-learning related human rights	-	94.2%	
		Number of participants in harassment prevention training	-	240	
Fair Trade Bribery Prevention	Zero compliance violations	Number of compliance violations*2	0	0	<ul style="list-style-type: none"> Conducted business operation audits and thematic audits related to group companies' Sustainability Issues. Promoted the establishment of an internal audit division in overseas regional organizations. Conducted training and e-learning on anti-corruption, antitrust, compliance, and internal control issues.
		Number of consultations received by compliance advisory service desk	-	111	
		Participation rate of antitrust-related e-learning	-	96.7%	
		Participation rate of bribery-related e-learning	-	97.1%	

*1 Refer to the Corporate Governance Report (p6) for the results of the evaluation of the effectiveness of the Board of Directors.

*2 Serious violations related to fair trade and bribery.