

Ahead with Expertise



The colorful patterns under the letters of the word “Expertise” are international code flags. This year’s annual report looks at MOL’s specialist knowledge and technologies—its expertise—in its marine transport business and how it is leveraging this expertise to surmount constant change in the business environment. This expertise, the pride of MOL, is expressed by the international code flags, which are used universally across the world by vessels to communicate with one another.

MOL Group Corporate Principles

1

As a multi-modal transport group, we will actively seize opportunities that contribute to global economic growth and development by meeting and responding to our customers’ needs and to this new era.

2

We will strive to maximize corporate value by always being creative, continually pursuing higher operating efficiency and promoting an open and visible management style that is guided by the highest ethical and social standards.

3

We will promote and protect our environment by maintaining strict, safe operation and navigation standards.

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Fiscal 2010, the year ended March 31, 2011, was the first year of our “GEAR UP! MOL” midterm management plan. MOL made a solid start as a whole, overcoming the challenges posed by the yen’s appreciation and higher bunker prices. However, divisional results were mixed. In this interview, president Koichi Muto looks back over fiscal 2010 and talks about MOL’s growth strategy going forward.



page 22 Special Feature

This section discusses how MOL intends to grow. You will see case examples of accelerating business development in growing markets and enhancing safe operation, two strategies in our midterm management plan as the driving force for our growth.

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Car Carriers— Cross Trade

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Forward-Looking Statements

This annual report contains forward-looking statements concerning MOL’s future plans, strategies and performance. These statements represent assumptions and beliefs based on information currently available and are not historical facts. Furthermore, forward-looking statements are subject to a number of risks and uncertainties that include, but are not limited to, economic conditions, worldwide competition in the shipping industry, customer demand, foreign currency exchange rates, price of bunker, tax laws and other regulations. MOL therefore cautions readers that actual results may differ materially from these predictions.