

# MOL at a Glance

## Sales Breakdown by Segments

# 51%

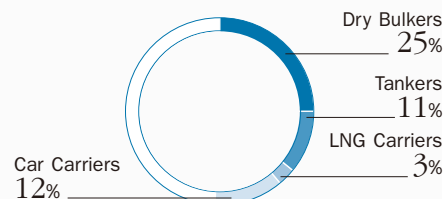
### Bulkships (Dry Bulkers, Tankers, LNG Carriers and Car Carriers)

#### BUSINESS DESCRIPTION

MOL operates a world-class fleet of dry bulkers, tankers, LNG carriers and car carriers, including one of the world's largest fleets of dry bulkers, with 374 ships. Many of these are specialized vessels built specifically to suit a type of cargo; 133 (109 Capesize and 24 Panamax) supply iron ore and coal to the steel industry, 36 are specialized steaming coal carriers, 54 supply wood chips to the paper industry, and 8 are heavy lifters. Another 143 are general cargo bulkers which transport all manner of bulk cargoes in a sector where volume is increasing by around 5% per annum, ranging from grain to industrial goods.

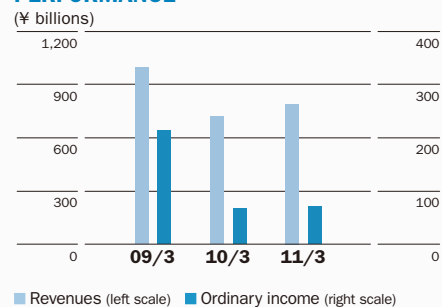
MOL's fleet of 206 tankers, which is one of the world's largest, is diversified to carry a wide range of liquefied products—48 are crude oil tankers, 60 are product tankers, 35 carry LPG and methanol, and 63 carry chemicals. MOL also has 72 LNG carriers, many assigned to specific projects, giving it the world's number-one share of this market. MOL operates a world-class fleet of 114 car carriers which offer high-quality service to transport finished vehicles to market. MOL has earned a reputation for reliability from its customers.

#### SALES BREAKDOWN



\* Fiscal 2010 results. Please see page 94 for revenues figures.

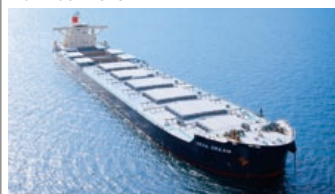
#### PERFORMANCE



## MOL Fleet Composition FY2010

### DRY BULKERS

#### Bulk carriers



Vessels	2010	316	2011	312
Thousand deadweight tons	2010	31,057	2011	30,873

#### Wood chip carriers



Vessels	2010	52	2011	54
Thousand deadweight tons	2010	2,583	2011	2,719

#### Heavy lifters



Vessels	2010	7	2011	8
Thousand deadweight tons	2010	88	2011	135

### LNG CARRIERS



Vessels	2010	76	2011	72
Thousand deadweight tons	2010	5,785	2011	5,520

### TANKERS

#### Crude oil carriers



Vessels	2010	46	2011	48
Thousand deadweight tons	2010	12,331	2011	13,095

#### Chemical/Product tankers



Vessels	2010	136	2011	145
Thousand deadweight tons	2010	5,173	2011	5,725

#### LPG tankers



Vessels	2010	13	2011	13
Thousand deadweight tons	2010	623	2011	614

### CAR CARRIERS



Vessels	2010	109	2011	114
Thousand deadweight tons	2010	1,652	2011	1,747

Note: Figures are as of March 31 of their respective year, including spot-chartered ships and those owned by joint ventures.

# TOTAL FLEET

Vessels

2010 905 2011

917

Thousand deadweight tons

2010 64,337 2011 65,920

38%

3%

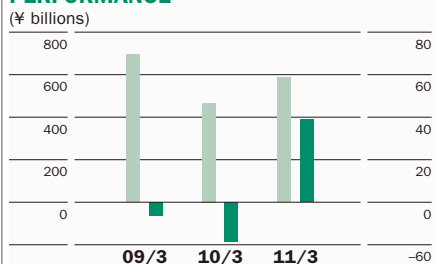
7%

## Containerships

### BUSINESS DESCRIPTION

MOL operates a very diverse fleet of 104 containerships, both large and small, in all regions of the world. In addition to the key east-west routes linking Asia to North America and Asia to Europe, MOL also serves North-South or Intra-Asia routes, providing a balanced network that covers the entire globe and serves the diverse transport needs of global clients. This segment also includes MOL's container terminal operations in Japan, the U.S., and Southeast Asia. In June 2009, the logistics business was integrated into containerships to capture greater synergies. MOL continues to provide optimal solutions matched to customer needs and a variety of services, including an ocean consolidation business (MOL Consolidation Service (MCS)) which can provide procurement and distribution services for various consumer products.

### PERFORMANCE



■ Revenues (left scale) ■ Ordinary income (loss) (right scale)  
Including the former logistics business from fiscal 2009.

### CONTAINERSHIPS



Vessels

2010 101 2011 104

Thousand deadweight tons

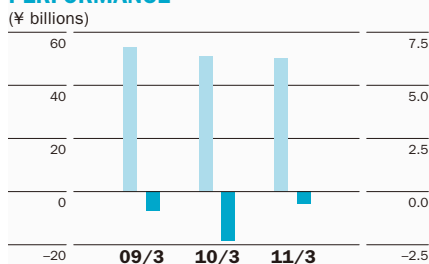
2010 4,856 2011 5,308

## Ferry and Domestic Transport

### BUSINESS DESCRIPTION

MOL has established an extensive service network which offers diversified and high-quality transportation services throughout Japan. As part of its efforts to address environmental concerns, the government is promoting a "modal shift" in transport, which emphasizes ferry transportation over trucking. The MOL Group serves as a model for this policy, with the most extensive domestic network of ferries and an aggressive program to tap latent demand for cargo shipping. This segment also includes domestic transport of bulk cargoes such as coal, steel, cement and salt.

### PERFORMANCE



■ Revenues (left scale) ■ Ordinary income (loss) (right scale)

### FERRIES AND DOMESTIC CARRIERS



Vessels

2010 44 2011 42

Thousand deadweight tons

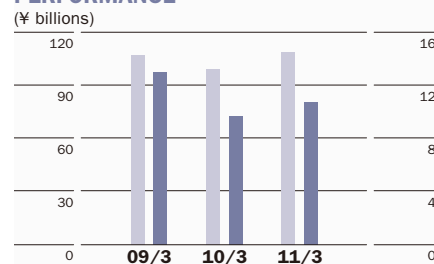
2010 161 2011 155

## Associated Businesses

### BUSINESS DESCRIPTION

This segment is centered on the office and residential building leasing operations of Daibiru Corporation, as well as one of Japan's largest tugboat operations. Other activities include marine consulting, maritime engineering, trading, and temporary staffing, most of which have some relationship to MOL's core ocean transportation business. The segment also covers the cruise ship operations of the *Nippon Maru*, which was fully renovated in 2010, and other cruise liners.

### PERFORMANCE



■ Revenues (left scale) ■ Ordinary income (right scale)

### CRUISESHIPS AND OTHERS



Vessels

2010 5 2011 5

Thousand deadweight tons

2010 28 2011 28