

## MOL GROUP CORPORATE PRINCIPLES

As a multi-modal transport group, we will:

1

Actively contribute to global economic growth and development, anticipating the needs of our customers and the challenges of this new era

2

Strive to maximize corporate value through creativity, operating efficiency, and promotion of ethical and transparent management

3

Nurture and protect the natural environment by maintaining the highest standards of operational safety and navigation



## MOL CHART

MOL CHART represents the values that are to be shared by all members of the MOL Group worldwide. These values shall be common guidelines to pursue the best course of action for the highest quality of output for our stakeholders and to achieve MOL's corporate goal.

**Challenge**

Innovate through insight

**Honesty**

Do the right thing

**Accountability**

Commit to acting with a sense of ownership

**Reliability**

Gain the trust of customers

**Teamwork**

Build a strong team

## Contents

### Our Foundation

- 2 MOL's History: "Spirit of Challenge and Innovation"
- 4 Value Creation Model

### For Our Sustainable Growth

- 6 Message from the CEO
- 12 Overview of the Management Plan "Rolling Plan 2019"
- 18 Message from the CFO
- 20 Special Feature  
MOL Opens Up a New Sea Route for LNG Trade  
—Joining the Yamal LNG Project
- 26 Addressing Sustainability Issues
  - 26 Overview of MOL's Sustainability Issues (Materiality)
  - 28 Value-Added Transport Services
  - 32 Marine and Global Environmental Conservation
  - 36 Innovation for Development in Marine Technology
  - 38 Human Resource Cultivation and Community Development
- 42 Dialogue between the Outside Directors
- 46 Board of Directors, Audit & Supervisory Board Members, and Executive Officers
- 49 Corporate Governance



Underlined words in this report are explained in the Glossary on page 78.

### Business Strategy & Review

- 54 At a Glance
- 56 Market Position (Fleet Size)
- 57 Market Data
- 58 Overview of Operations by Segment

### Data Section

- 70 Financial and Non-Financial Highlights
- 72 Key Indicators
- 74 The MOL Group
- 76 The MOL Group's Global Network
- 77 Information Disclosure and External Recognition
- 78 Glossary
- 79 Shareholder Information

### MOL's Communication Tools

MOL produces the following publications as a means of promoting communication with stakeholders. The latest versions of all reports can be found on our website.

<https://www.mol.co.jp/en/ir/>



MOL Report



Investor Guidebook



Market Data

### Forward-Looking Statements

This 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.

\* As of June 30, 2019 unless otherwise specified