

MOL Group

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# Safety Vision

## Safety Action 1.0

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January 2024





# Leading in Safety

## Protecting People, Property and the Environment

The MOL Group develops various social infrastructure businesses, primarily in the shipping business. We see safety as one of our fundamental missions and as the basis for taking on new challenges. Driven by this belief, we have established the “MOL Group Safety Vision” to serve as a blueprint for safety within the Group’s operations.

The MOL Group has set out five sustainability issues alongside the formulation of an action plan as part of the management plan “BLUE ACTION 2035.” The Safety Vision is used in support of “Safety & Value (sustainability issue)” and to reinforce the “S (Safety)” aspect in the “MOL CHARTS,” which sets out the values of the Group. To help realize the Safety Vision, we have formulated an action plan (Safety Action 1.0) as a major initiative and will continue to strengthen our safety foundations.

In order to ensure that the MOL Group can continue to protect precious people, property, and the environment, and be trusted, the Group shall continue to support people’s day-to-day fundamentals as part of its safety-focused operations as a responsible custodian of a social infrastructure business.



**Takeshi Hashimoto**  
President  
Representative Director



**Mitsuhsa Tanimoto**  
Managing Executive Officer  
Chief Safety & Quality Officer



# Contents

**Section 1 Formulating the Safety Vision**

**Section 2 Safety Vision Framework and Overview**

**Section 3 Safety Goals and What We Ought to Be**

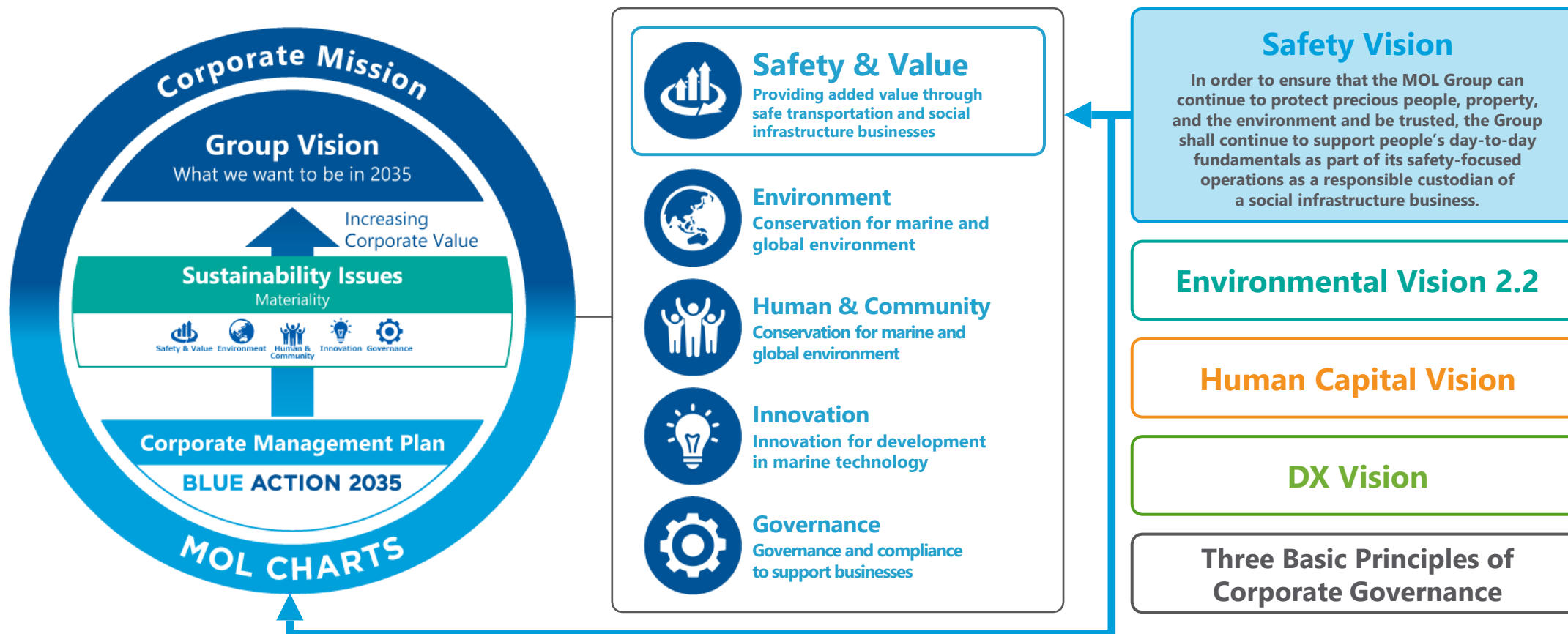
**Section 4 Action Plan**

**Section 5 KPI**

# Formulating the Safety Vision

Positioning of the "Safety Vision" in service of realizing sustainability management

- The MOL Group has identified five "sustainability issues" and formulated a concrete action plan called the "MOL Sustainability Plan (MSP)" to help tackle these issues as part of the "BLUE ACTION 2035" management plan.
- The Safety Vision is used in support of "Safety & Value" (sustainability issue) and to reinforce the "S (Safety)" aspect in the "MOL CHARTS," which sets out our values.

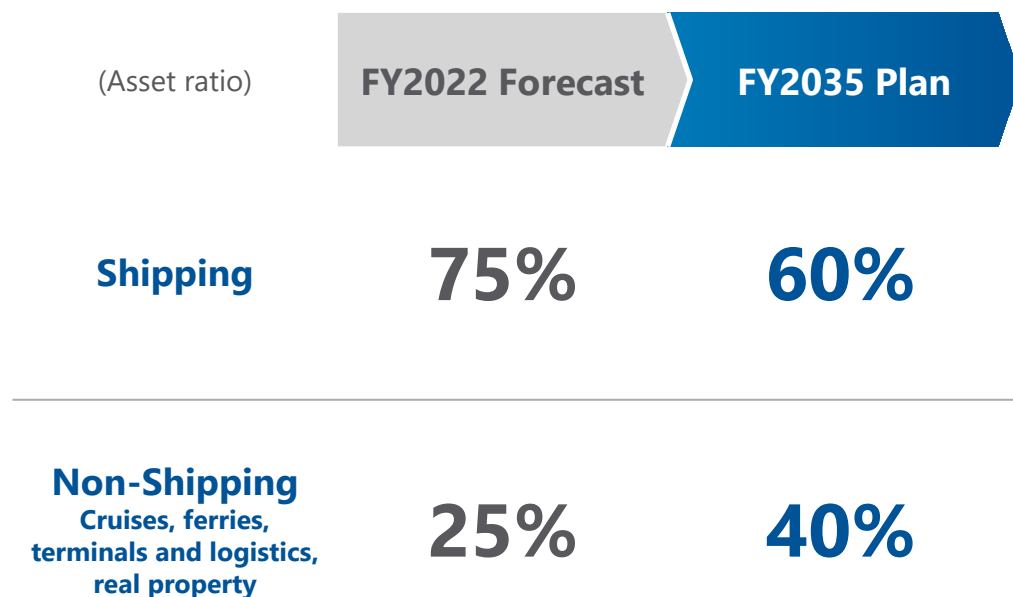


# Formulating the Safety Vision

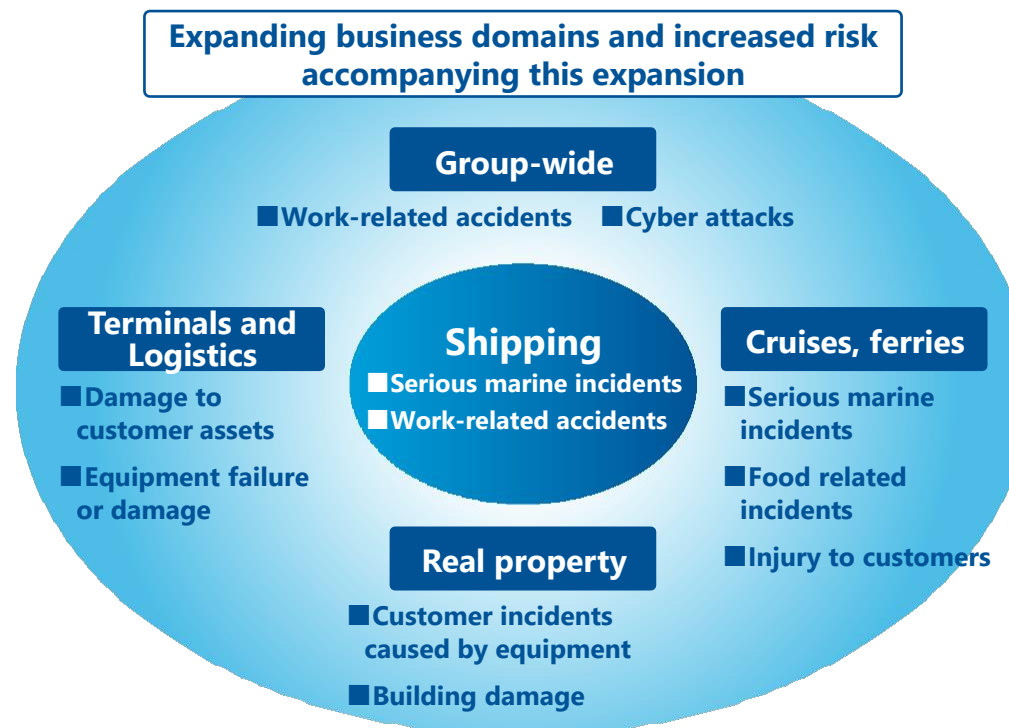
Expanding our business domains and strengthening our safety-related measures

- We will develop various social infrastructure businesses, primarily in the shipping business, and expand our business domains, with the aim of ensuring stable provision of services and delivering new growth. Safety will remain at the core of what we do.
- This Vision sets out the blueprint for safety in the MOL Group, under which we will undertake efforts to further reinforce our safety-related initiatives.

## 1. Expanding non-shipping business domains through business portfolio reform



## 2. Strengthening and integrating risk management in response to expanding business domains



\*Excerpt from MOL Group Management Plan "BLUE ACTION 2035"

# Safety Vision Framework and Big-Picture View

## Overview and Safety Action 1.0

- The Safety Vision consists of a roof section that sets out our safety goals and what we ought to be, underpinned by support pillars and foundations based on which we take action.







## Unwavering ultimate goals



### Leading in Safety

#### Protecting People, Property and the Environment

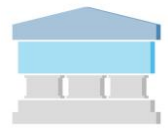
To the MOL Group, safety means protecting all people, property, and environments involved in the Group's social infrastructure businesses, and continuing to be trusted. We see safety as one of our fundamental missions.

#### The thought behind Leading in Safety

"Leading in Safety" embodies our commitment to driving forward safety levels across all industries by having each company within the MOL Group strive to ensure the world's highest level of safety and quality in their respective business fields.

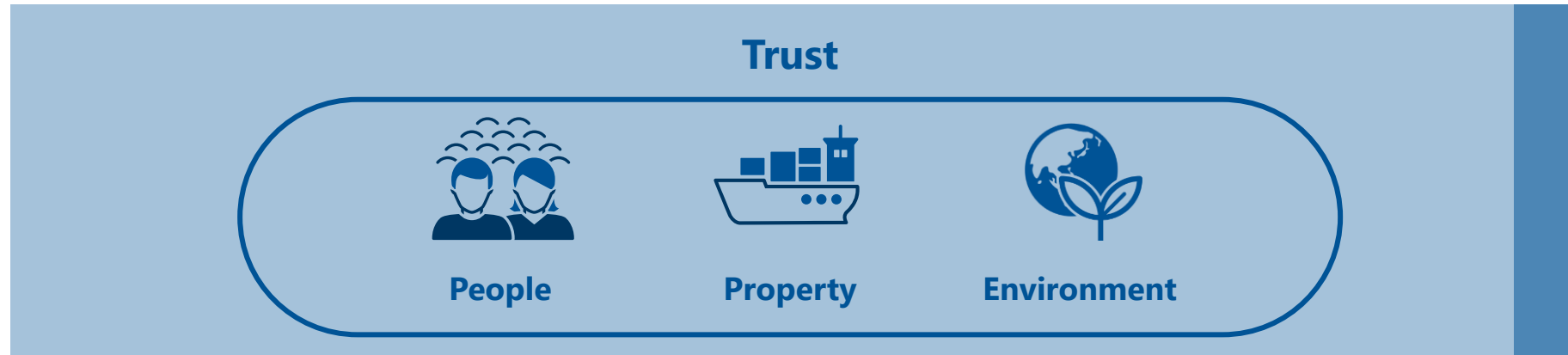
# Safety Goals and What We Ought to Be

Four aspects that should be protected and what we should do

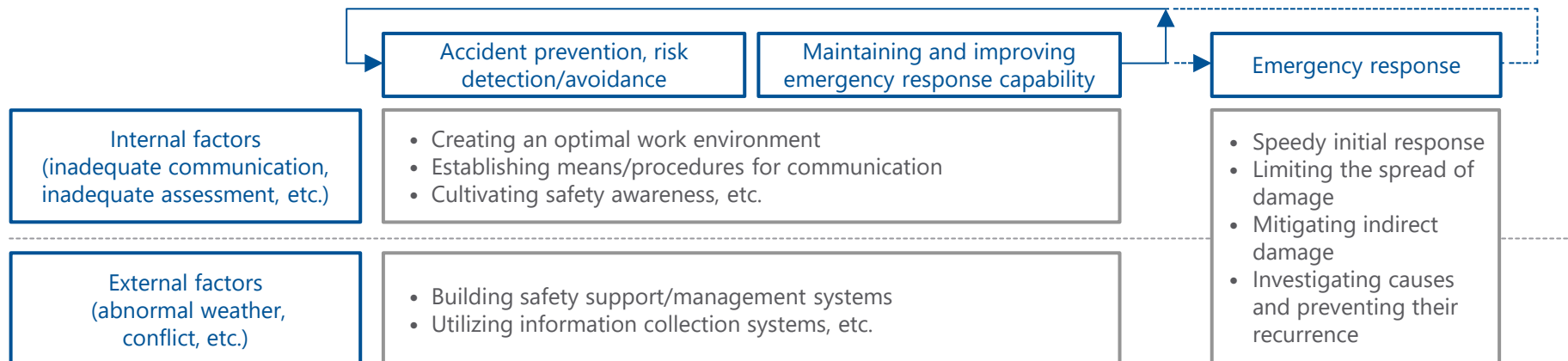


- We aim to protect people, property, and the environment and to continue to be trusted by preventing accidents and preemptively identifying and avoiding risk. In the unlikely event of an accident or other such serious event, we will implement an emergency response that encompasses a speedy initial response, measures to mitigate indirect damage, and measures to help prevent its reoccurrence.

Four aspects  
to protect



Main focus  
of initiatives







## State of goal achievement

**We shall continue to support people's day-to-day fundamentals as part of our safety-focused operations as a responsible custodian of our social infrastructure businesses**

### Hurdles to overcome in aiming to ensure the world's highest level of safety and quality

- Variance in **safety awareness** between individuals
- **Work environments** with room for improvement with regard to reducing physical and mental stress (e.g., on-board environment)

- High numbers of analog measures and **safety measures** requiring active use of technology
- **Assessment activities** for which the risk mitigation effects are saturated

- Separate **safety and risk management** by company and business
- **Accident investigation** that requires further digging to uncover the root causes
- **Emergency management/response** is growing in importance as abnormal weather events and geopolitical risk become more acute

### State of goal achievement

**People**  
Executives,  
employees

**Aware of risk,  
act safely**

- All executives and employees feel a sense of responsibility with regard to safety and are able to take the initiative
- A plan for improving work environments has been formulated and is being rolled out

**Work**  
Working  
environment,  
processes

**Risk is properly  
controlled**

- Key advanced technologies have been introduced to reduce residual risk
- The impact of planned work (conclusion of new projects, etc.) on safety is clarified and understood

**Organization**  
Systems,  
functions

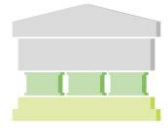
**Able to anticipate  
and flexibly  
respond to risk  
and danger**

- Inter-business safety management systems have been built
- A system for investigating accidents has been put in place, and an accident prevention cycle that includes planning work has been implemented
- Response scenarios for major risks have been prepared, a system for evaluating our response to emergency situations has been established

# Action Plan (Safety Action 1.0)

Safety measures and safety infrastructure

Safety measures  
and safety  
infrastructure

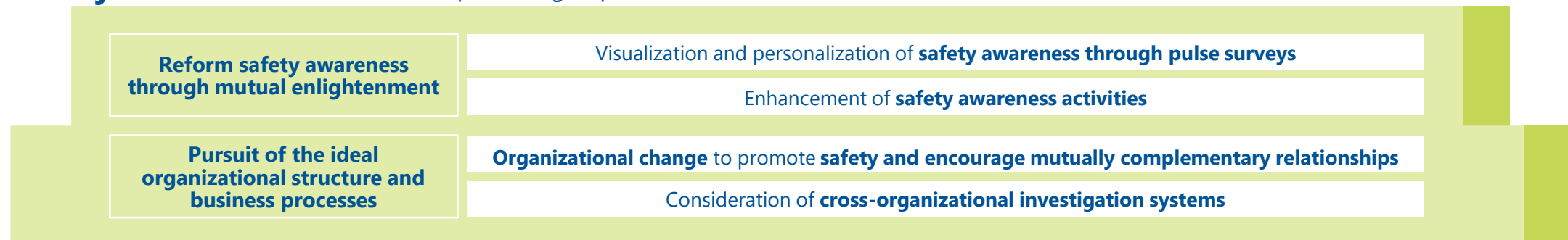


## Primary action plan up to 2025

**Safety measures** Initiatives to make ourselves what we ought to be

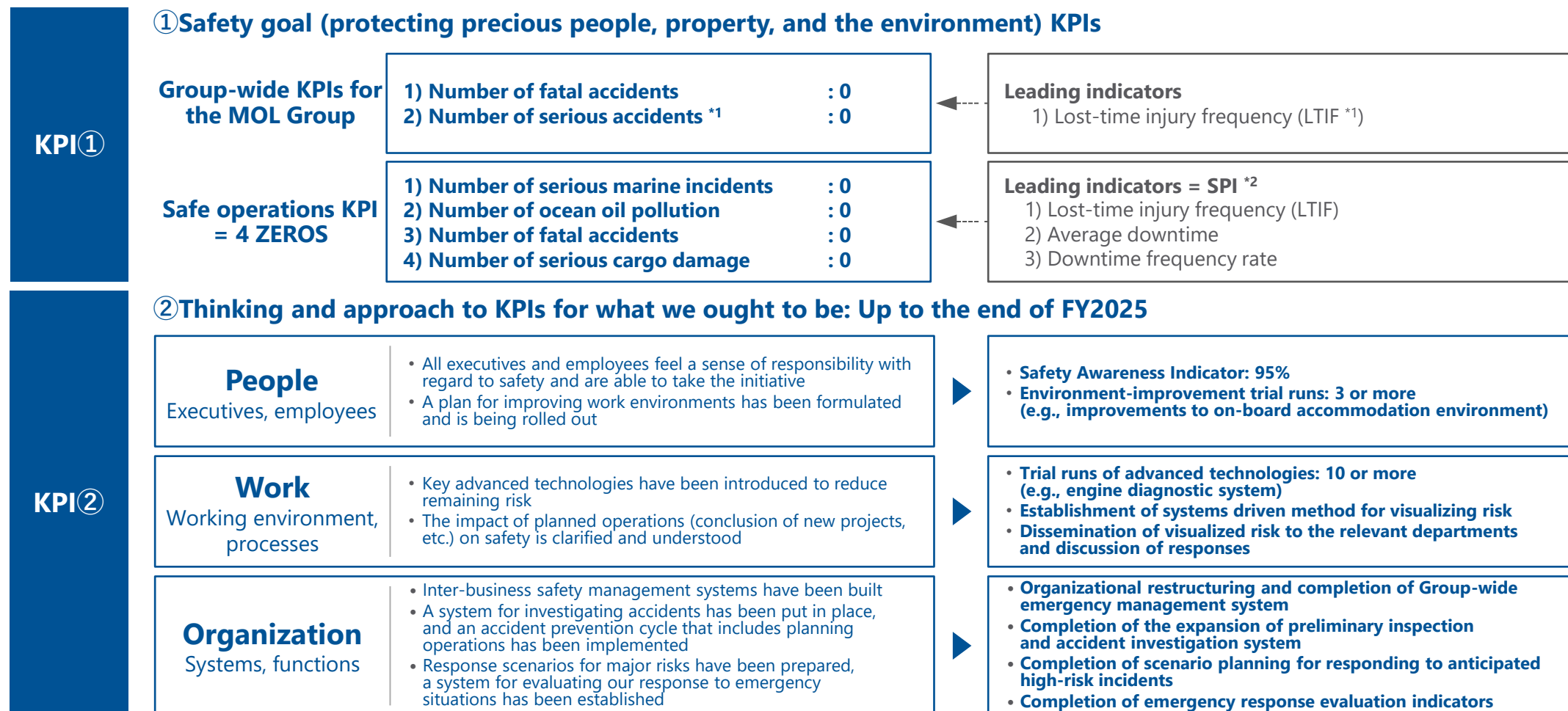


**Safety infrastructure** Efforts to promote group-wide measures





- To measure the results of the action plan, we have set KPIs for safety goals and KPIs for what we ought to be, in addition to the already established 4 ZEROS (safe operations KPI).



\*1 Define and set for each business segment in the MOL Group \*2 Safety Performance Indicator. The current targets (FY2025, FY2030, FY2035) are as follows: 1) 0.5 or less/0.4 or less/0.3 or less; 2) 24 or less/22 or less/20 or less; 3) 1.0 or less/0.8 or less/0.6 or less.

