July 22, 2025

MOL Integrates Group Ship Management Companies, Consolidating Functions into MOL Global Ship Management

~ Combining Expertise across Ship Types to achieve the Goal of "Leading in Safety" ~

TOKYO—Mitsui O.S.K. Lines, Ltd. (MOL; President & CEO: Takeshi Hashimoto) today announced that with the aim of integrating the MOL Group's ship management functions and enhancing safety operations, MOL has renamed its wholly owned subsidiary ^(Note 1) to MOL Global Ship Management Pte. Ltd. (MOLGSM) on July 22, 2025. Moving forward, MOLGSM plans to manage more than 200 vessels, including LNG carriers, dry bulkers, and tankers, serving fields where MOL Group has built up decades of experience and know-how.

Name	MOL Global Ship Management Pte. Ltd.
Location	5 Shenton Way #14-06 UIC Building Singapore 068808
Company TEL	+65-6420-4495
Representative	Chikara Shimokawa
Shareholder	Mitsui O.S.K. Lines, Ltd.: 100%
Business	Ship management
No. of employees	70
No. of managed vessels	42
Logo	MOL MOL Global Ship Management

[Outline of MOL Global Ship Management] As of July 22, 2025

By integrating in-house ship management companies that have been divided by ship type, MOLGSM will be able to share best practices across different ship types and strengthening capabilities in adopting new technologies, such as environmentally friendly ship management. This initiative will contribute to the optimization of group-wide operations and improve overall competitiveness. In addition, by integrating the IT systems, MOLGSM will standardize operations and improve operational quality. The company will also enhance employee engagement by flexibly assigning personnel to growth areas and offering diverse career paths. MOLGSM will address various common challenges across different ship types, such as the management of environmentally friendly ships, as a unified organization.

This integration will further accelerate initiatives to achieve the goal of "Leading in Safety", as set forth in the "<u>MOL Group</u> <u>Safety Vision</u>" (Note 2) established and announced by MOL in January 2024.

(Note 1) MOL LNG Ship Management Pte. Ltd.

(Note 2) MOL implemented this integration as one of the measures in "Safety infrastructure: Pursuit of the ideal organizational structure and business processes" of the Safety Vision. MOL identified "Safety & Value (provide added value through safe transportation and social infrastructure business)" as one of its sustainability issues (materiality), and "safety" is one of the key issues in the MOL Group Management Plan, "<u>BLUE ACTION 2035</u>". The Safety Vision consists of a roof section that sets out its safety goals and what we ought to be, underpinned by support pillars and foundations based on "Safety measures" and "Safety infrastructure" (collectively referred to as Safety Action 1.0 = Action Plan). MOL will achieve the "Safety goals" and "What we ought to be," by moving ahead with the Action Plan.

MOL Group 5 Sustainability Issues

MOL Group identifies "Sustainability Issues" (Materiality) as our key issues for sustainable growth with society through realization of the Group Vision.



Inquiries regarding this matter

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