

January 30, 2026

MOL Announces Restructuring Measures and Renaming of Position Title

TOKYO—Mitsui O.S.K. Lines, Ltd. (MOL; President & CEO: Takeshi Hashimoto) today announced that it will implement a series of restructuring measures and renaming position title effective April 1st.

1. Restructuring and renaming of Corporate Organization

Corporate Organization will be restructured and renamed as follows. The underlined parts are the changes associated with this restructuring and renaming, and the details of each individual change are described below.

Corporate Organization
<ul style="list-style-type: none"> (To be established) Investor Relations Division
(Renaming) [Headquarters of Safety & Quality Enhancement] <ul style="list-style-type: none"> Safety Assurance Unit <div> (Restructuring) <u>Marine & Marine Technical Group:</u> <ul style="list-style-type: none"> (Restructuring/Renaming) <u>Marine Unit</u> (Restructuring/Renaming) <u>Marine Technical Unit</u> (Restructuring/Renaming) <u>Business Coordination Unit</u> </div> <ul style="list-style-type: none"> (Restructuring) <u>MOL Global Ship Management Pte. Ltd.</u> Global Maritime Resources Division MOL Maritex Co., Ltd.
[Headquarters of Technological & Digital Transformation] <ul style="list-style-type: none"> Technology & Digital Integration Unit (Renaming) <u>IT & Digital Strategy Unit</u> Maritime DX Co-Creation Unit MOL Information Systems Ltd. MOL Information Technology India Pvt. Ltd. Ship Technical Unit MOL Maritex Co., Ltd.

(1) Establishment of Investor Relations Division

The "Investor Relations Division" will be newly established and be responsible for all investor relations activities.

(2) Restructuring and renaming of Headquarters of Safety & Quality Enhancement

- The "Headquarters of Safety Operations" will be renamed to the "Headquarters of Safety & Quality Enhancement" which will serve as the organization responsible for ensuring safety and improving quality across the MOL Group.
- The "Marine Safety Division," the "Ship Management Strategy and Supervising Division (Dry Cargo)," and the "Ship Management Strategy and Supervising Division (Energy)" will be restructured under the "Marine & Marine Technical Group." "The Marine & Marine Technical Group" will be formed of the "Marine Unit," responsible for risk management and formulation of strategy for ensuring safety and improving quality across the MOL Group, primarily related to MOL-operated vessels; the "Marine Technical Unit," responsible for supporting business activities through diverse marine transport expertise; and the "Business Coordination Unit," responsible for all shipowner-related operations.

- MOL Global Ship Management Pte. Ltd., responsible for the MOL Group's ship management functions, will be newly added to this headquarters.

(3) Restructuring of Headquarters of Technological & Digital Transformation

- The IT governance promotion responsibilities will be transferred to the "DX Co-Creation Unit," responsible for formulation of the MOL Group's digital transformation strategy, and the "DX Co-Creation Unit" will be renamed to the "IT & Digital Strategy Unit."
- The "Liquefied Gas Technical Unit" and the "Offshore Technical Unit," under the "Headquarters of Technological & Digital Transformation," will be transferred to the "Headquarters of Energy Business, LNG & Ethane Business Group" and the "Headquarters of Energy Business, Wind Power and Offshore Business Group" respectively.

2. Restructuring and renaming of Business Organization

Business Organization will be restructured and renamed as follows. The underlined parts are the changes associated with this restructuring and renaming, and the details of each individual change are described below.

Business Organization	
[Headquarters of Dry Bulk Business]	
<ul style="list-style-type: none"> • Dry Bulk Business Strategy Division 	
(Restructuring) <u>Bulk Resources Business Group:</u>	
<ul style="list-style-type: none"> • (Renaming) <u>Iron and Steel Unit</u> • (Renaming) <u>Steaming Coal Unit</u> • MOL Ocean Bulk Pte. Ltd. 	
<ul style="list-style-type: none"> • MOL Drybulk Ltd. 	
[Headquarters of Energy Business]	
<ul style="list-style-type: none"> • Energy Business Strategy Division • Marine Fuel GX Division 	
Carbon Solution Business Group:	
<ul style="list-style-type: none"> • Carbon Solution Development Unit • (Restructuring/Renaming) <u>Tanker Unit</u> 	
LNG & Ethane Business Group:	
<ul style="list-style-type: none"> • LNG & Ethane Unit 1 • LNG & Ethane Unit 2 • LNG & Ethane Unit 3 • (Restructuring) <u>Liquefied Gas Technical Unit</u> 	
Wind Power and Offshore Business Group:	
<ul style="list-style-type: none"> • Wind Power Unit • Offshore Unit • (Restructuring) <u>Offshore Technical Unit</u> 	
(To be established) [Headquarters of Chemical Logistics Business]	
<ul style="list-style-type: none"> • (To be established) <u>Chemical Logistics Business Strategy Division</u> • (Restructuring) <u>MOL Chemical Tankers Pte. Ltd.</u> 	

(1) Restructuring and renaming of Headquarters of Dry Bulk Business

The "Iron and Steel Business Division," the "Steaming Coal Business Division," and MOL Ocean Bulk Pte. Ltd. will be restructured under the "Bulk Resources Business Group." The "Iron and Steel Business Division" will be renamed to the "Iron and Steel Unit," and the "Steaming Coal Business Division" will be renamed to the "Steaming Coal Unit."

(2) Restructuring of Headquarters of Energy Business

The "Carbon Solution Business Group, Tanker Unit 1" and "Carbon Solution Business Group, Tanker Unit 2" will be restructured as the "Carbon Solution Business Group, Tanker Unit."

(3) Establishment of Headquarters of Chemical Logistics Business

- The "Headquarters of Chemical Logistics Business" will be newly established and be responsible for formulation of strategy for tank terminal business and tank container business, as well as strategy management for chemical tanker business, methanol carrier business, and product tanker business.
- The newly established "Chemical Logistics Business Strategy Division" and MOL Chemical Tankers Pte. Ltd. will be added under this headquarters.

3. Changes in Group Companies Belonging to the Head Office Organization

- In addition to Group Companies with Group Executive Officers, Group Companies placed under direct supervision of Executive Officer will be added to the "Group Companies Belonging to the Head Office Organization."
- MOL Global Ship Management Pte. Ltd., MOL Information Systems Ltd., MOL Information Technology India Pvt. Ltd., and MOL Ocean Bulk Pte. Ltd. will be added to the "Group Companies Belonging to the Head Office Organization."

[Group Companies Belonging to the Head Office Organization]

Group Companies with Group Executive Officers

- MOL Global Ship Management Pte. Ltd.
- MOL Maritex Co., Ltd.
- MOL Drybulk Ltd.
- MOL Chemical Tankers Pte. Ltd.
- Utoc Corporation
- DAIBIRU CORPORATION
- MOL Sunflower Ltd.
- MOL Cruises, Ltd.

Group Companies placed under direct supervision of Executive Officers

- MOL Information Systems Ltd.
- MOL Information Technology India Pvt. Ltd.
- MOL Ocean Bulk Pte. Ltd.
- MOL Logistics Co., Ltd.

4. Renaming of Position Title (Chief Safety & Quality Officer)

The "Chief Safety & Quality Officer" will be renamed to the "Chief Safety Assurance Officer."

