

MOL Group

DX Vision

BLUE ACTION 2035 Phase 2

April 2026



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1. Overall View

Driving Innovation with Digital

Building on the IT and digital foundations we have developed, the MOL Group will harness advanced AI and data capabilities to create innovations that simultaneously address societal issues and drive the group's sustainable growth.

The efficiencies unlocked through digital transformation will be reinvested into new value creation, enabling us to accelerate business transformation and expand the value we deliver.

By making digital the driving force of innovation, we will evolve into a stronger, more resilient corporate group that continues to grow on a global scale.

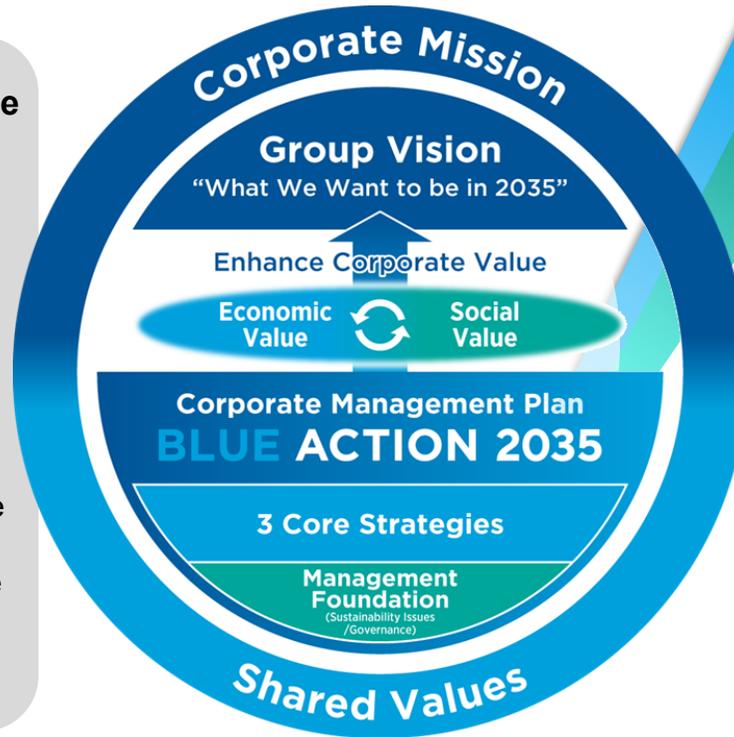
MOL Group DX Vision

1-1 Role of the DX Vision in the Management Plan

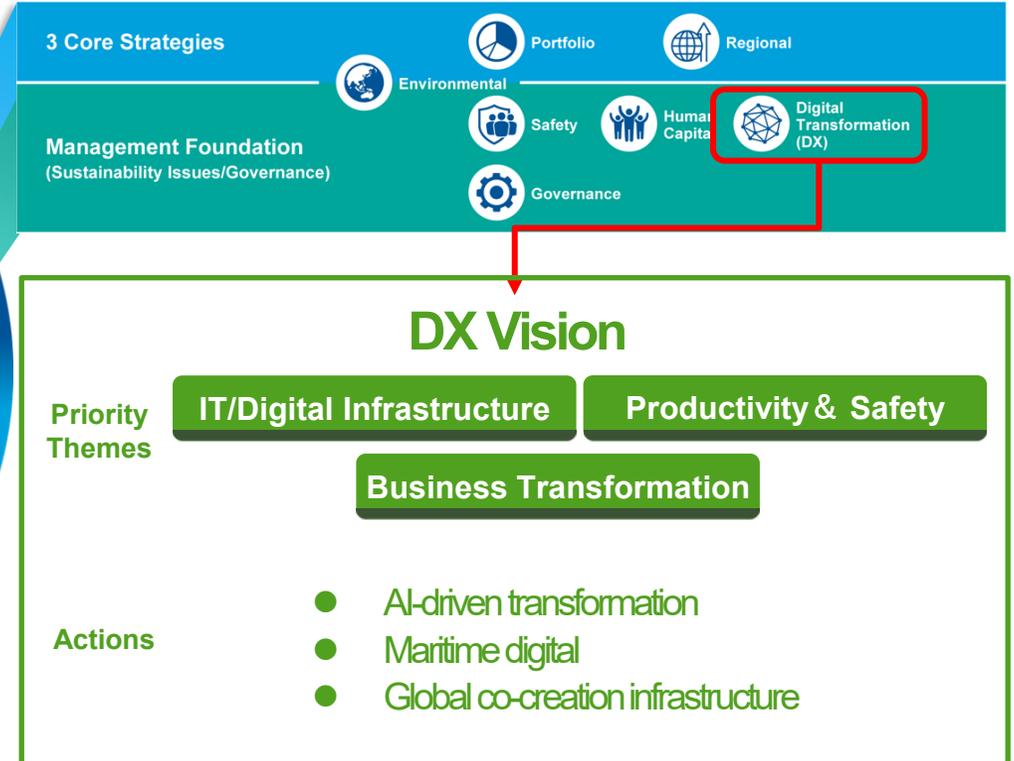
- Under Phase 2 of the management plan “BLUE ACTION 2035,” we have identified the Sustainability Issues (materiality) as “Environment,” “Safety,” “Human Capital,” and “Digital Transformation,” and positions them as key initiatives to strengthen its management foundation.
- The DX Vision serves as the basic policy linked to the Sustainability Issues of “DX,” and the KPIs and actions to address this issue are established and promoted under the DX Vision and Action.

Economic Value and Social Value

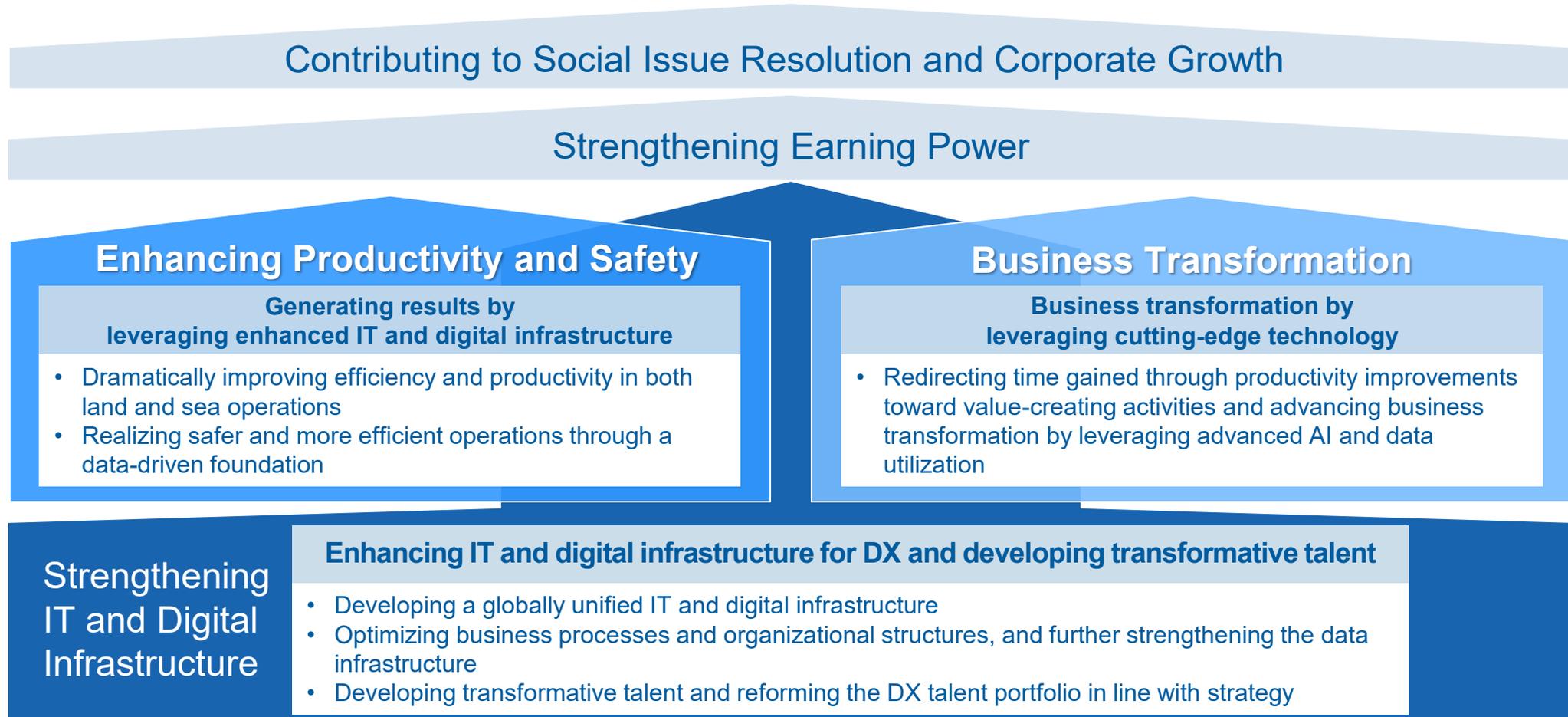
The MOL Group enhances corporate value by creating both economic and social value. By strengthening our core strategies and management foundations, we will sharpen our ability to generate profits while contributing—through our business activities—to “providing infrastructure that supports daily life and industry,” “realizing a sustainable marine and global environment,” and “enhancing well-being.” We aim to be the company of choice for all stakeholders.



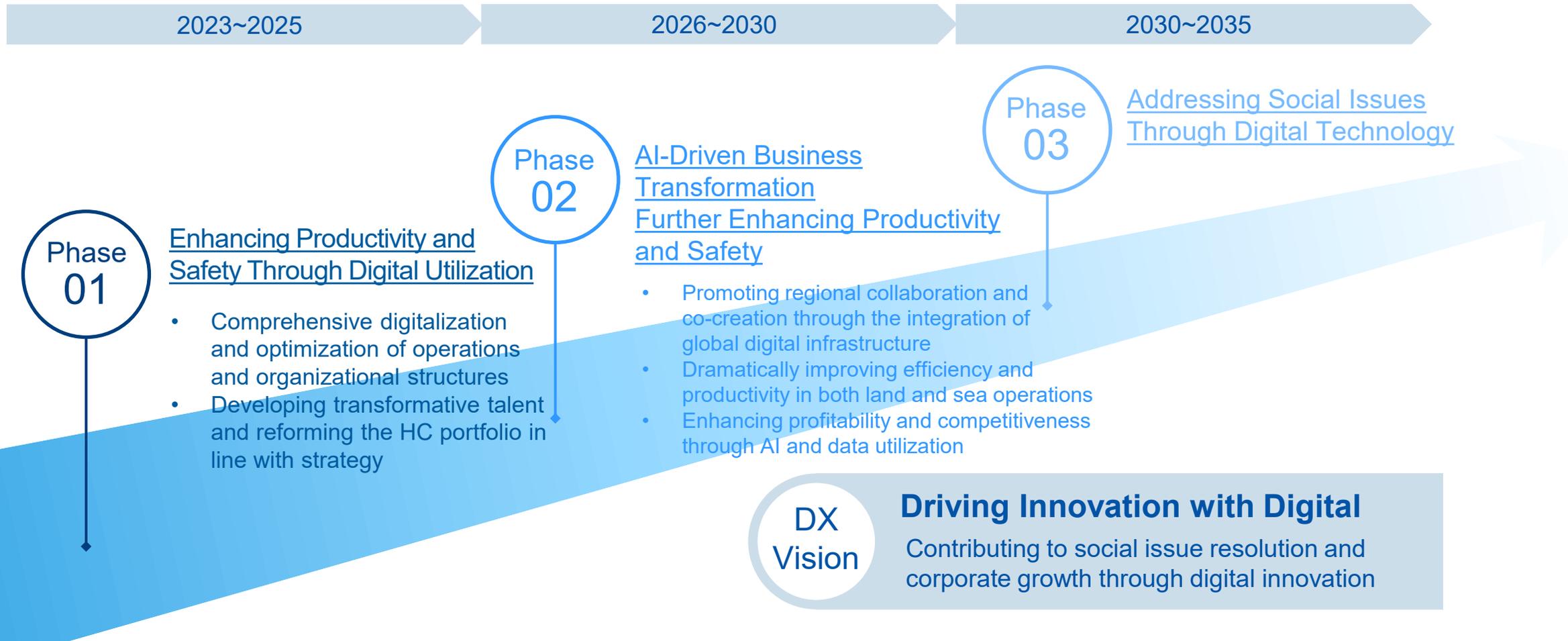
Management plan BLUE ACTION 2035



We will strengthen the IT and digital infrastructure that underpins DX and develop transformative talent. Leveraging this foundation, we will improve productivity and safety while accelerating business transformation through advanced AI and data utilization. Through these initiatives, we will reinforce our earning power and contribute to solving social issues.



We aim to achieve the goals of our management plan while addressing social issues by building and leveraging a digital infrastructure that enhances productivity and safety, drives business transformation, and contributes to addressing our key material issues.



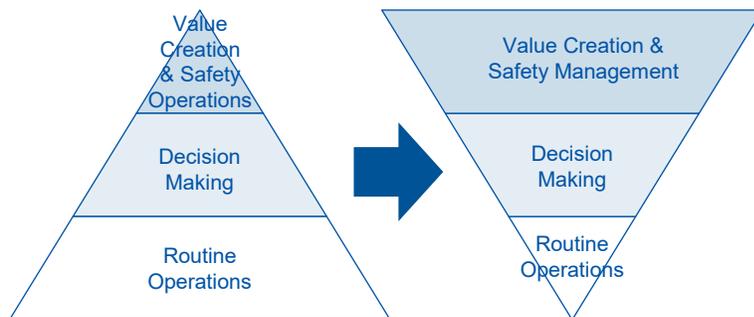
Roadmap: From Efficiency to Business Transformation

Phase 1: We focused on establishing the foundation for transformation and developing ways to leverage it to enhance efficiency and safety.

Phase 2: We will expand this foundation globally and, with AI × management/business processes × data at its core, drive “AI-driven business transformation” that goes beyond efficiency to strengthen earning power and competitiveness.

Phase 1

Enhancing Productivity and Safety Through Digital Utilization

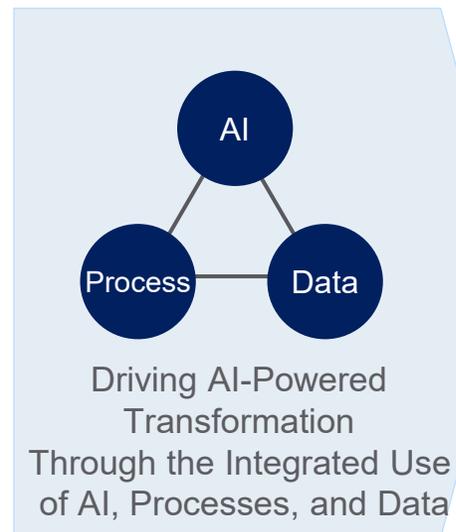


By enhancing productivity, we will shift routine operations toward value-creating and safety operations

Promoting comprehensive digitalization, optimizing operations and organizational structures

Phase 2

AI-Driven Business Transformation
Further Enhancing Productivity and Safety



**Maximizing AI utilization in management and business operations
Strengthening maritime digital and global co-creation**

Driving AI-Powered Transformation Through the Integrated Use of AI, Processes, and Data



- ✓ Strengthening profitability through AI- and data-driven market analysis, decision support, and operational optimization
- ✓ Maximizing global network value through data-enabled co-creation spanning headquarters and regional offices
- ✓ Strategic workforce redeployment through human–AI synergy
- ...

2. DX Action

Overview of Action Plans

In Phase 2, we will aim to enhance our “earning power” and “competitiveness” through three key strategic measures to realize our management plan.

Contributing to the realization of the Group Vision and the execution of the management plan

DX Vision “Driving Innovation with Digital”

IT/Digital Infrastructure

Productivity & Safety

Business Transformation



Contributing to profitability enhancement while advancing the dual goals of social issue resolution and corporate growth

DX Action — Phase 2 — Maximizing AI Utilization in Management and Business Operations, Strengthening Maritime Digital Capabilities and Global Co-creation

AI-Driven Transformation

✓ Enhancing earning power and competitiveness by rethinking everything from management decisions to daily operations through AI—going beyond efficiency alone

Maritime Digital

✓ Making onboard operations “visible” and “connected” to enhance operational efficiency, safety, stable operations, and environmental value—establishing a new source of competitiveness

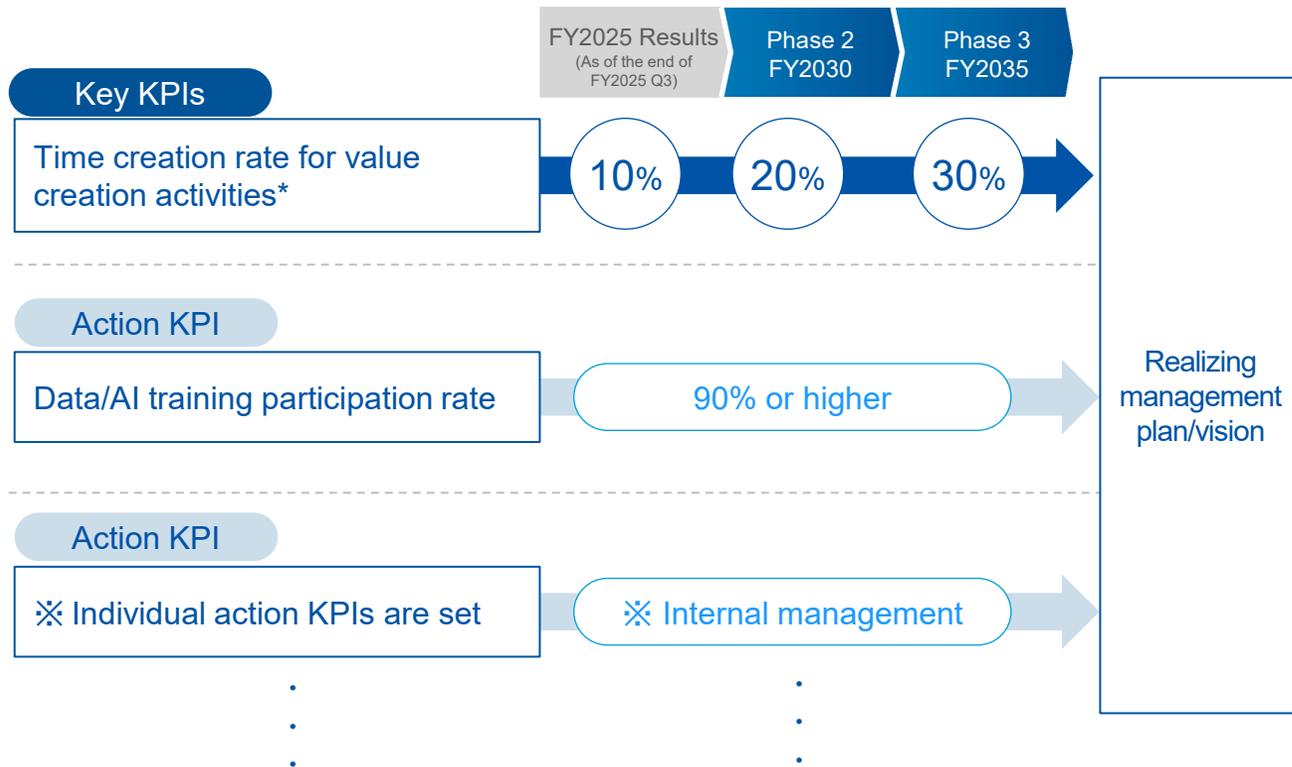
Global Co-Creation Infrastructure

✓ Using unified data and systems on a global scale to promote agile management and co-creation across different regions and businesses

We have established KPIs to drive continuous transformation toward achieving our management plan and strategic visions.

For each measure, we identify the DX value-creation domains, then set action KPIs to advance co-creation with business divisions.

DX-Related KPIs



Key Actions

AI-Driven Transformation	Maritime Digital	Global Co-Creation Infrastructure
◎	◎	
		◎
◎	◎	◎

* Work-hour reduction rate compared to 2022, the base year when key KPIs were established

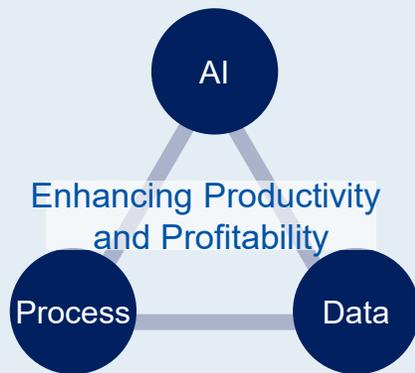
2-3 Details of Action Plan — AI-Driven Transformation —

By deepening business process standardization and data utilization, shifting to swift and highly accurate AI-enabled management and business decision-making, and redesigning operations and human capital utilization, we will achieve AI-driven transformation across all business domains.

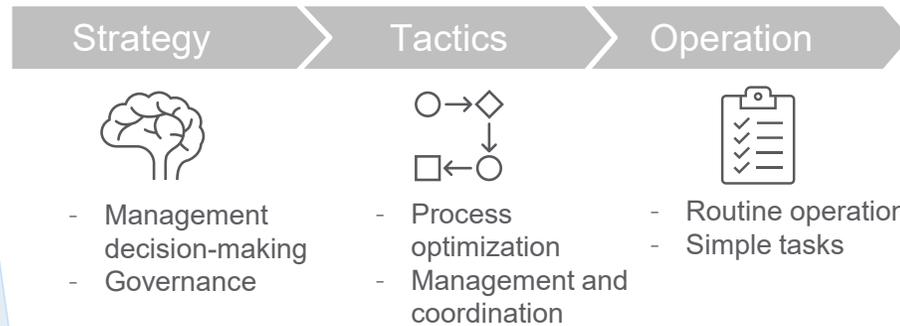
AI-Driven Transformation: “What We Want to Be”

Basic policy

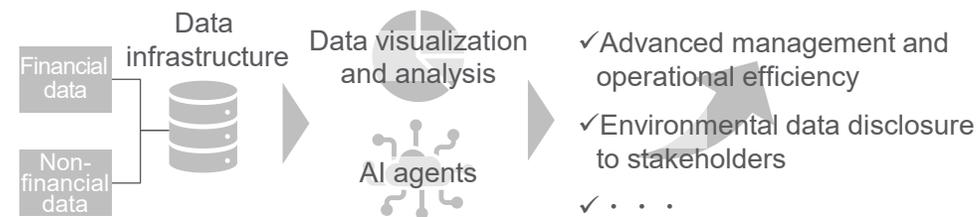
Driving AI-Powered Transformation Through the Integrated Use of AI, Processes, and Data



AI-native business transformation across all operational domains



AI-ready data platform supporting transformation



✓ Strengthening the drivers of our transformation through data readiness and utilization

Action Plan

Enhancing management decision-making with AI and redesigning operations and talent utilization

- ✓ Advanced management and business decision-making
- ✓ Redesign of cross-divisional processes
- ✓ Automation of common and standardized operations

Transformative talent and organizational restructuring

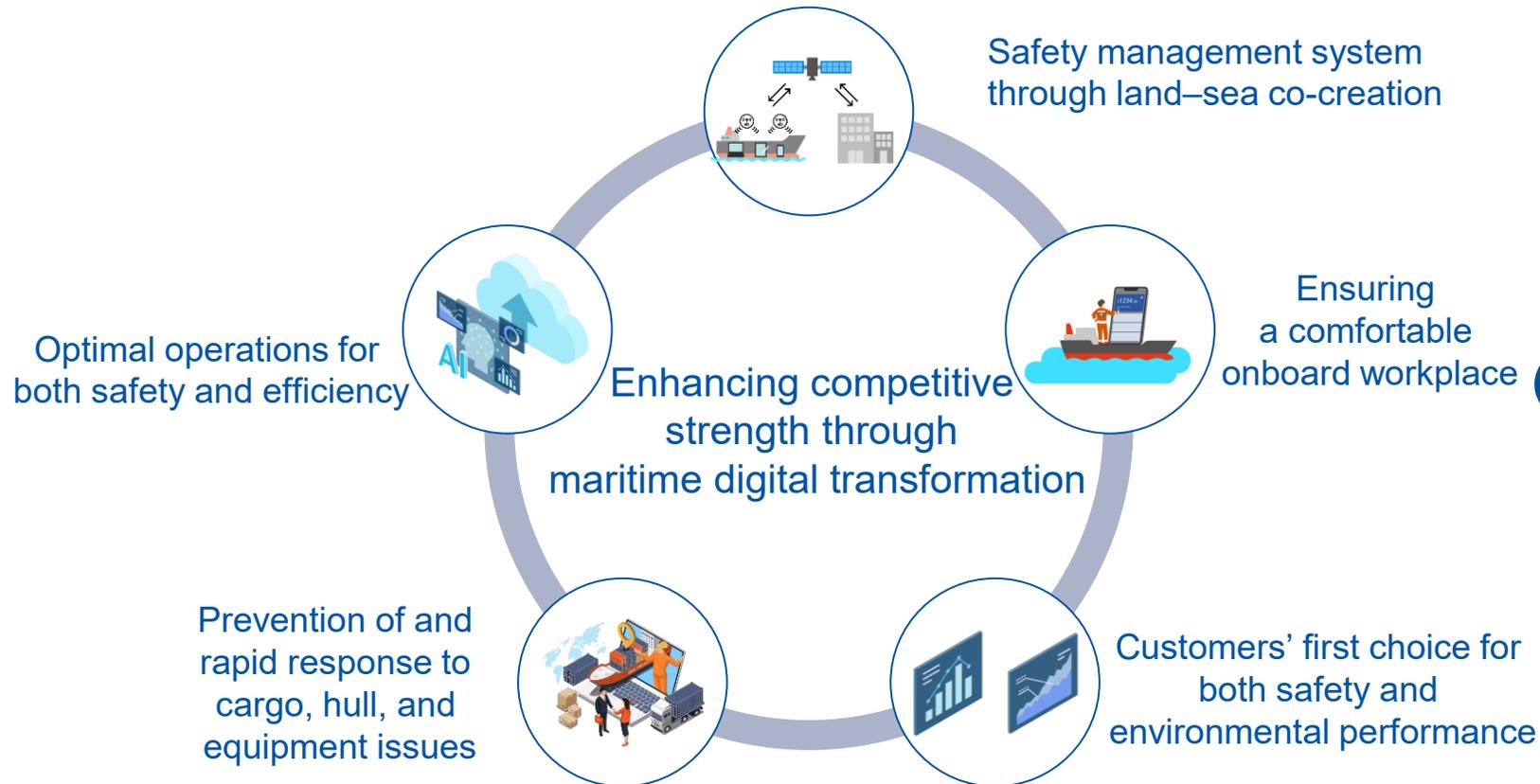
- ✓ Developing transformative talent and strengthening talent placement and co-creation within business divisions

Deepening data utilization

- ✓ Data infrastructure development and utilization
- ✓ Data quality management and governance

We will continue to enhance our DX-enabling IT infrastructure—such as dramatically improving marine communication environments through low-orbit satellite adoption—while accelerating the digitalization and DX of our marine operations through more effective utilization of AI and data.

Maritime Digital: “What We Want to Be”



Action Plan

Standardization and stabilization of IT environments supporting onboard operations

Improved decision-making accuracy in operations and maintenance

Creating new value through the utilization of maritime data

We will strengthen collaboration, productivity, governance, and security through the global integration of business and IT infrastructure. At the same time, we will strategically advance the development of IT and digital talent while optimizing their global deployment. By leveraging both our IT infrastructure and human capital, we will enhance global co-creation and our DX advancement capabilities.

Global Co-Creation Infrastructure: “What We Want to Be”

Action Plan



Establishment of a globally unified operational and IT infrastructure

Strengthening company-wide control over IT investment and decision-making

Building operational processes and frameworks in pursuit of higher value-added services, and co-creating with business divisions

Strategic development and deployment of world-class IT and digital talent on a global scale

Global Digital Platform

Collaboration Productivity

As One MOL Group

Governance Cybersecurity

Global IT environment integration and governance enhancement

IT and digital talent development aligned with HC actions

Visualization of IT and digital talent

Development of IT and digital talent

Optimal global deployment

Strengthening DX advancement capabilities through human capital development and optimal deployment

