



MOL Group

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# Human Capital Vision

## BLUE ACTION 2035 Phase 2

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April 2026



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# 1. Overall View

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## All on Board, Success through Growth

By empowering every individual to align toward a shared future and fulfilling our respective roles, the MOL Group will achieve sustainable growth for both individuals and the company, ultimately creating value for all stakeholders.

In a rapidly changing business environment, it is essential to fully leverage the strengths and expertise of our diverse people, promote collaboration across organizational boundaries, and continuously enhance engagement.

By developing such an environment and systems, the MOL Group aims to maximize the “capabilities of our people and organizations” in alignment with the group’s business strategy, and evolve into a strong and resilient corporate group that grows on a global scale.

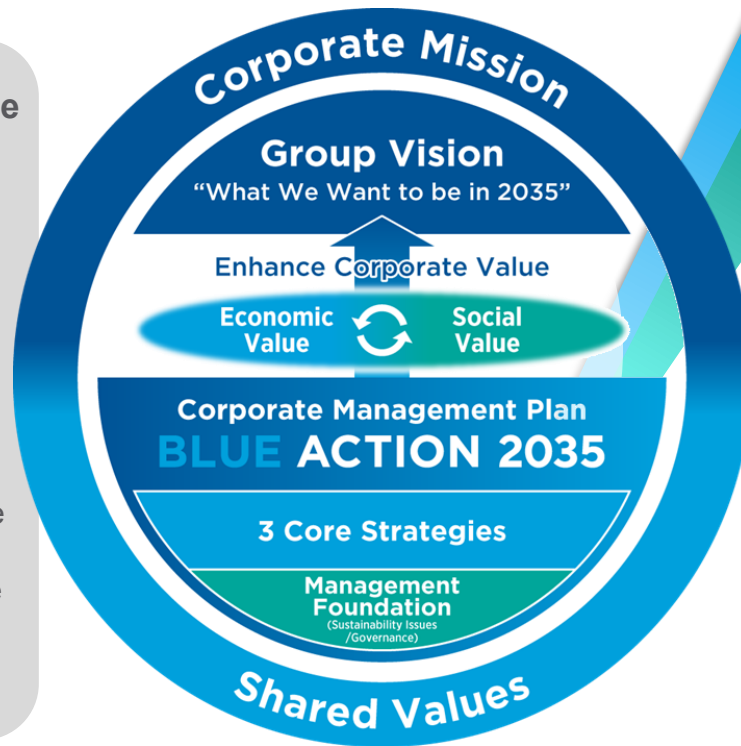
### **MOL Group Human Capital Vision**

# 1-1 Role of the HC 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 HC Vision serves as the basic policy linked to the Sustainability Issues of “Human Capital,” and the KPIs and actions to address this issue are established and promoted under the HC Vision and Action.

## Economic Value and Social Value

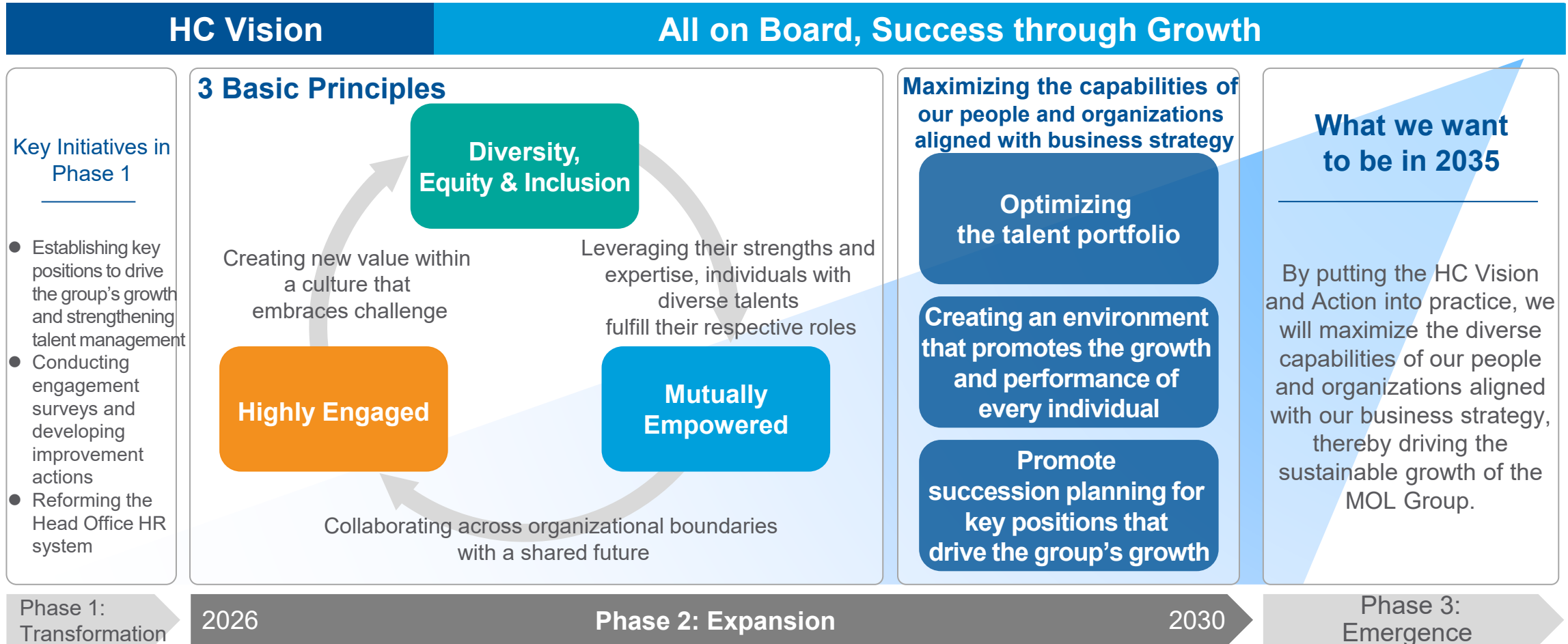
The MOL Group enhances corporate value by creating both economic and social value. By strengthening our core strategies and management foundations, we will sharpen our ability to generate profits while contributing—through our business activities—to “providing infrastructure that supports daily life 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



- In Phase 1, based on the three basic principles of the HC Vision, we promoted initiatives across group and reformed the Head Office HR system.
- In Phase 2, we will further drive HC Actions more closely integrated with our business strategy to maximize the group-wide capabilities of our people and organizations, thereby realizing what we want to be in 2035.



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## 2. HC Action

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In Phase 2, we have defined six HC actions to maximize the capabilities of our people and organizations in alignment with our business strategy.



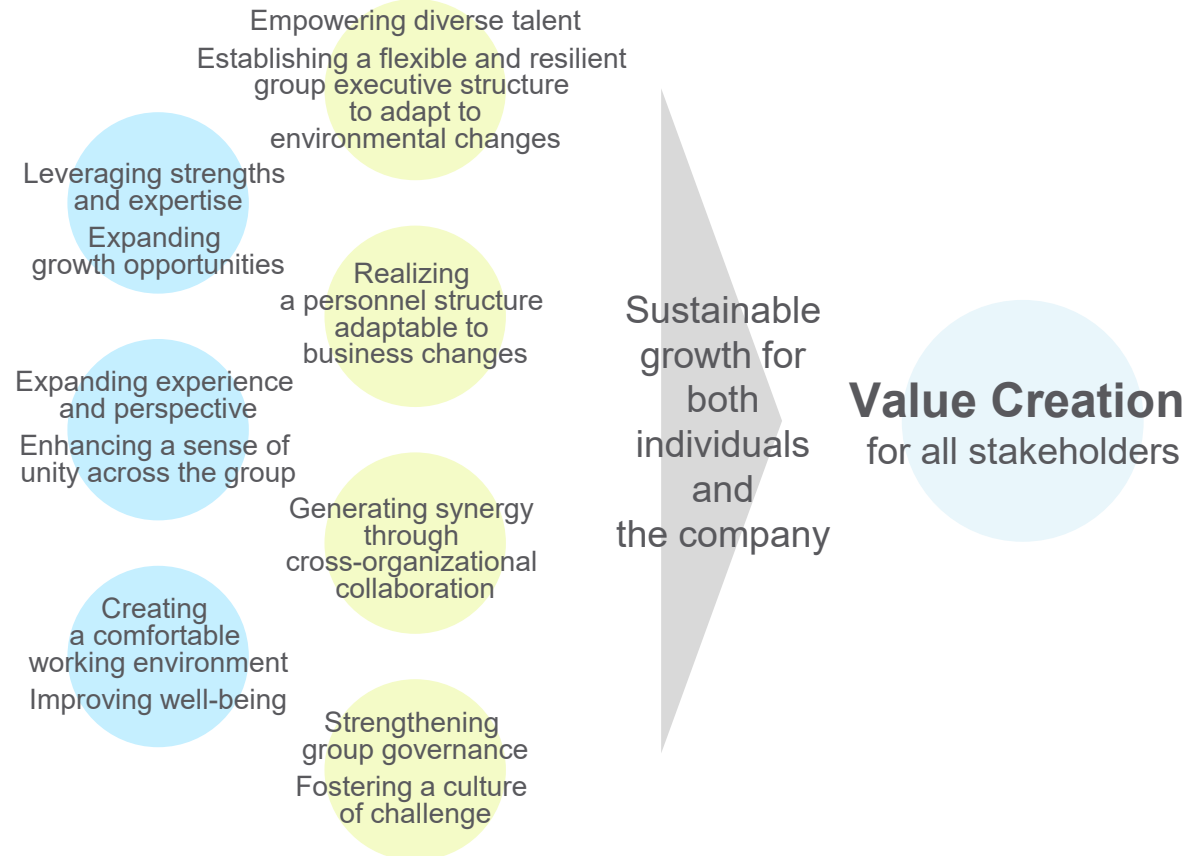
# Overview of Action Plans – Key Initiatives and the Process of Value Creation

We implement HC Actions to enable sustainable growth for both individuals and the company, and to create value for all stakeholders.

## Key Initiatives in HC Action

<b>Continuous Talent Development</b>	<ul style="list-style-type: none"> <li>● Establishing medium- to long-term succession plans for MGKP(*)</li> <li>● Building a framework to secure and develop MGKP candidates</li> </ul>
<b>Deepening the use of talent data</b>	<ul style="list-style-type: none"> <li>● Establishing a system to manage and monitor medium- to long-term personnel planning aligned with business operations</li> <li>● Visualizing expertise and competencies to business needs and applying these insights to assignment and development</li> </ul>
<b>Expanding opportunities for Maritime Experts</b>	<ul style="list-style-type: none"> <li>● Building a structure that addresses the business's medium- to long-term needs, while creating systems and environments that empower professionals to apply their expertise globally</li> </ul>
<b>Promoting cross-organizational communication and talent exchange</b>	<ul style="list-style-type: none"> <li>● Expanding cross-organizational communication and individual opportunities to drive collaboration and synergy across the group</li> </ul>
<b>Strengthening HR functions across group</b>	<ul style="list-style-type: none"> <li>● Establishing a structure for collaboration with business, regional, and corporate organizations in personnel strategy and talent development</li> </ul>
<b>Enhancing Engagement</b>	<ul style="list-style-type: none"> <li>● Promoting proactive improvement actions within each organization</li> <li>● Enhancing support across group</li> </ul>

## Maximizing the capabilities of people and organizations aligned with business strategy



(\*) MOL Group Key Positions: Key positions that support and accelerate the MOL Group's growth.

- In Phase 1, we achieved our KPIs related to promoting diverse talent and establishing engagement survey across group.
- In Phase 2, we will continue to pursue the realization of the HC Vision by updating the KPIs and aim to achieve them by the end of FY2030.

		FY2022 Results	FY2025 Initial Targets	Outlook for FY2025 (As of the end of FY2025 Q3)	Phase 2 FY2030	Phase 3 FY2035
MGKP(*) Composition	<b>Ratio of Women</b>	4.7%	8%	8.5%	<b>15%</b>	20%
	<b>Ratio of Group talents</b>	18.3%	30%	30.1%	<b>35%</b>	40%
	Ratio of 40s or younger	9.5%	15%	25.0%	Discontinued (Ph2)	
	Candidate readiness rate	Added (Ph2)			<b>100%</b>	150%
Engagement survey	Response rate	81.2%	90%	91.5%	Discontinued (Ph2)	
	<b>Ratio of Organizations with improved engagement score</b>	N/A	70%	50.4%	<b>80%(***)</b>	80%(***)
Office workers	Ratio of Women in managerial positions (Head Office)	9.2%	15%	15.9%	<b>20%</b>	30%
Maritime Experts	Ratio of Women (Head Office)	Added (Ph2)			<b>8%</b>	To be reconfigured by end Ph2
Seafarer	Ratio of Women(**) (global)	Added (Ph2)			<b>4%</b>	To be reconfigured by end Ph2
Communication implementation rate		N/A	100%	100%	Discontinued (Ph2)	
Number of transfers via open recruitment		N/A	50 (cumulative)	55 (cumulative)	<b>50 (annual)</b>	To be reconfigured by end Ph2

(Core KPIs in BLUE ACTION 2035 Phase 2)

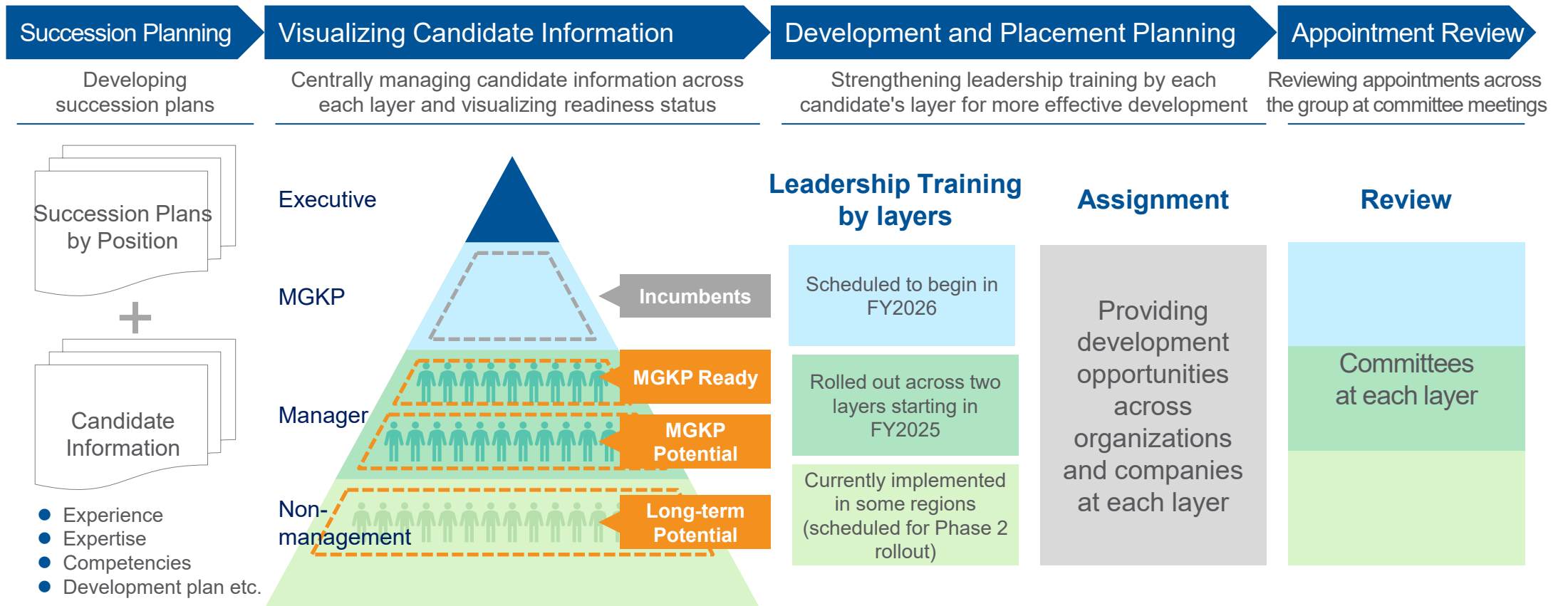
(\*) MOL Group Key Positions: Key positions that support and accelerate the MOL Group's growth.

(\*\*) Captains, Chief Engineers, and First to Third Officers/Engineer

(\*\*\*) From Phase 2 onward, this indicator represents the percentage of organizations scoring 70 or above or showing year-on-year improvement.

# 2-3 Details of Action Plan - Continuous Talent Development

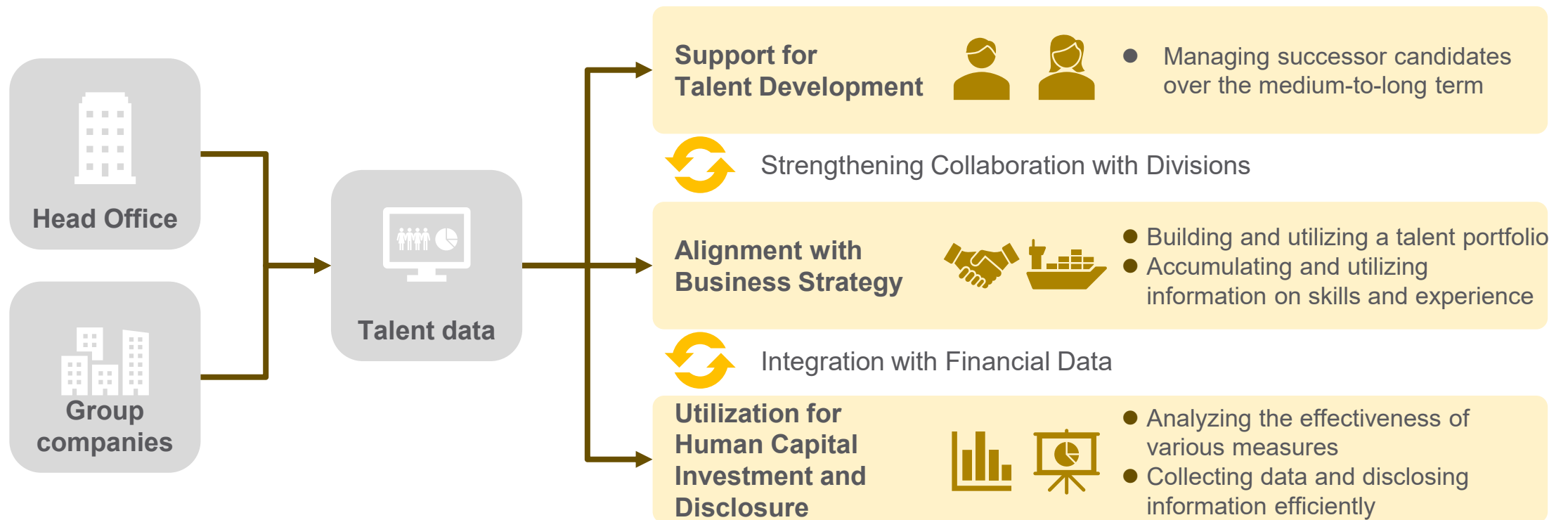
- In Phase 1, we began implementing cross-group talent management.
- In Phase 2, we will develop succession plans by layers for key expert and management positions that drive the group's growth, and deepen our efforts to secure, develop, and manage a diverse talent pool across the group.



## 2-3 Details of Action Plan - Deepening the Use of Talent Data

- In Phase 1, we established talent data that serves as the foundation for talent development.
- In Phase 2, we will further enrich this foundation by integrating and analyzing talent and financial data, thereby strengthening the alignment between our business strategy and personnel planning. In addition, we will assess the effectiveness of human capital investments based on various data and disclose the results effectively to both internal and external stakeholders.

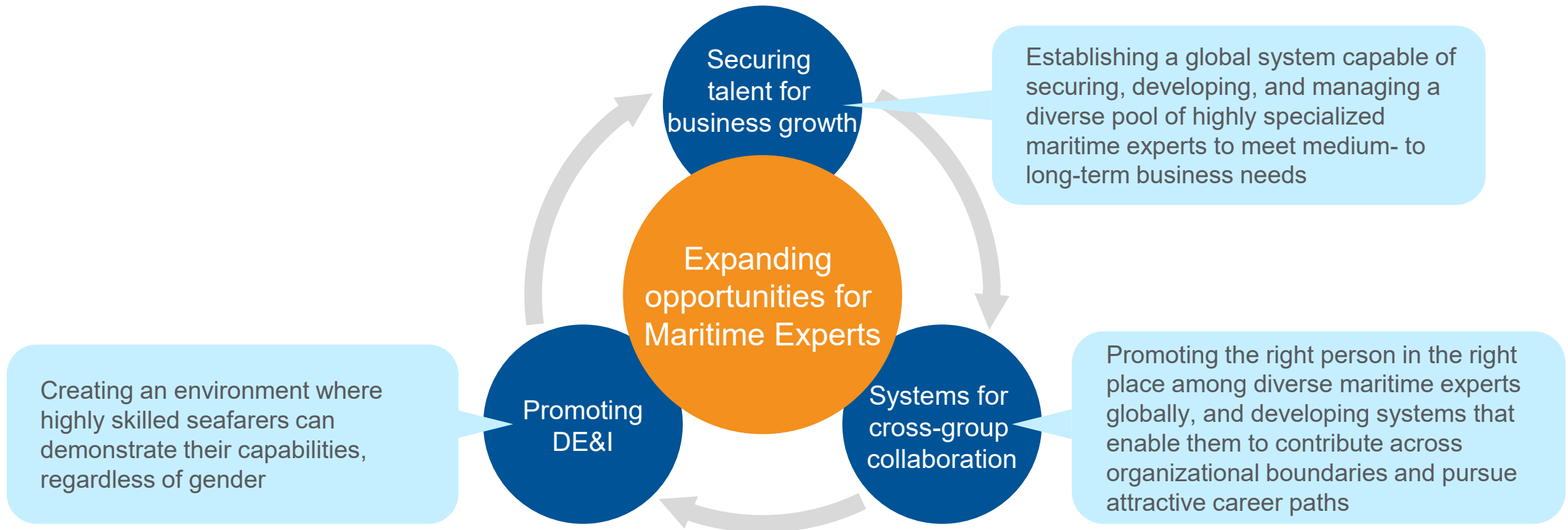
### Deepening the use of talent data → Maximizing the diverse capabilities of people and organizations aligned with business strategy



## Details of Action Plan - Expanding Opportunities for Maritime Experts

- In Phase 1, we advanced initiatives to secure talent for business growth and promote DE&I.
- In Phase 2, we will continue to secure diverse maritime experts with a high level of expertise in line with business needs, while developing systems and environments that enable them to perform at their best. By encouraging global careers both at sea and on shore, we will achieve continuous improvement in safety and service quality.

### Continuous Improvement in Safety and Service Quality



- Building on the expansion of the Group's business scale in Phase 1, we will deepen communication and talent exchange across organizational boundaries in Phase 2.
- By fostering mutual understanding among group companies and expanding opportunities for individual growth, we will support collaboration and drive synergy.

### Objectives



### Example Initiatives

#### ● Strengthening mutual information sharing

Increasing initiatives for information sharing and mutual dialogue through town hall meetings, in-house magazines, and other channels

#### ● Increasing opportunities for cross-group interaction in training programs at all levels

**Executive** Executive seminars, group management meetings

**Managerial** MOL Global Management College, Management School

**Non-Managerial** Leadership training in each region, Training for new graduates

#### ● Further promoting transfers through open recruitment

Continuing from Phase 1, we will promote transfers through open recruitment to strengthen collaboration within the group and support autonomous career development

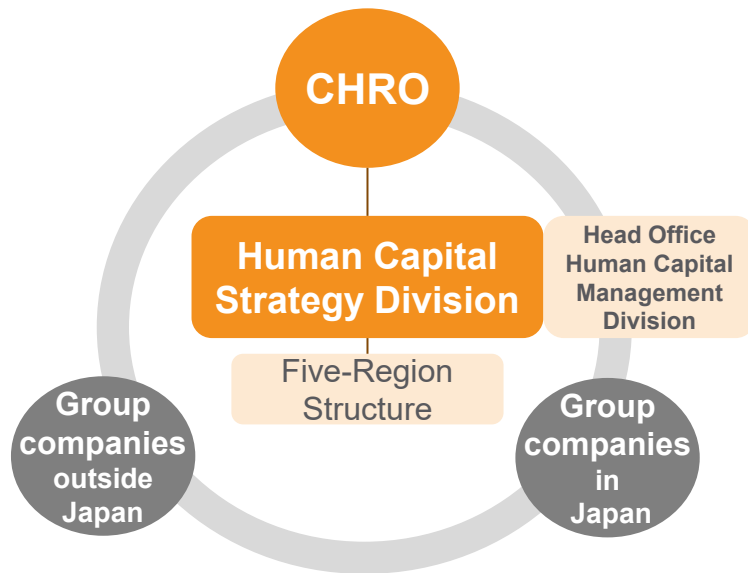
#### ● Supporting talent exchange (secondments and training) across domestic and overseas group companies

Promoting exchange secondments, joint training, and long-term business trips to deepen business insight and strengthen relationships within the group, particularly among companies in similar business domains

## Details of Action Plan - Strengthening HR functions across group

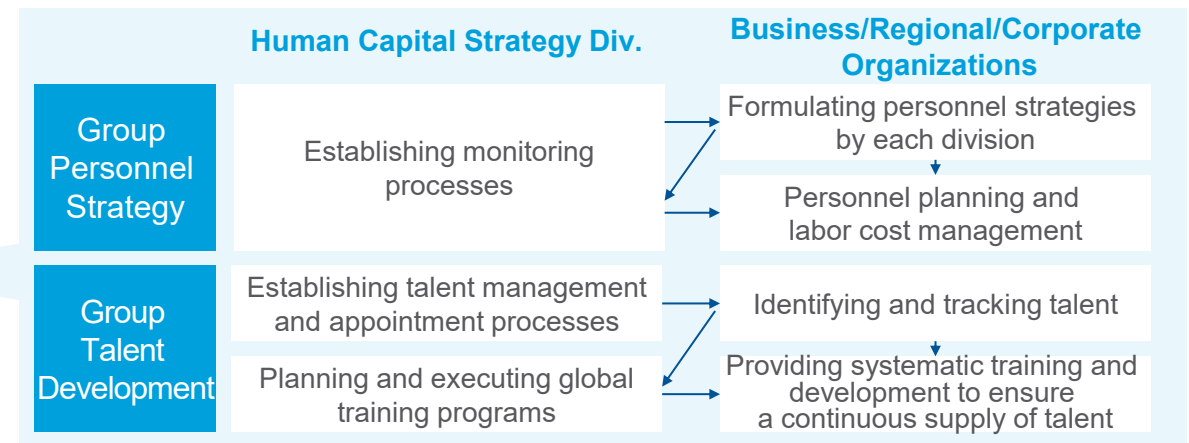
- In Phase 1, we established a cross-group HR functional structure and promoted the HC Vision and Action across the group.
- In Phase 2, we will establish a framework to drive personnel strategy and talent development, with the aim of further aligning the Group Human Capital strategy with business strategy.

### Cross-group HR Functional Structure



- Formulating the group Human Capital strategy
- **Establishing group-wide talent development and utilization policies and systems**
- Rolling out and implementing initiatives through cross-group networks
- Expanding cross-group shared services

### Strengthening the Alignment Between Human Capital Strategy and Business Strategy



## 2-3 Details of Action Plan - Enhancing Engagement

- Through Phase 1, the process of conducting engagement surveys and formulating improvement actions became firmly established across the group.
- In Phase 2, in addition to encouraging proactive improvement actions by each organizational manager, we will strengthen cross-group support to drive group-wide engagement improvement.

