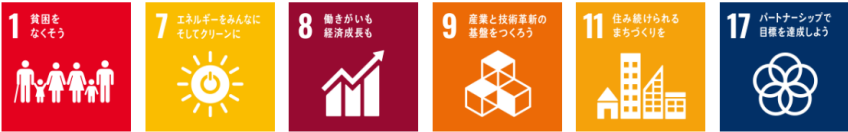


MOL Sustainability Plan FY2024 Results



Safety & Value

Provide added value through safe transportation and our social infrastructure business



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2024 Results	Main Initiatives for FY2024
Value through Our Core Business	Provide sustainable value through marine transport and social infrastructure business	Transport volume (million ton-mile)	-	1,041,119	Steadily implemented each strategy set forth in the BLUE ACTION 2035.
Safety Levels	Rigorously ensure safe operation and eliminate accidents	4 ZEROS	-	Not Achieved	<ul style="list-style-type: none">Promote the active participation of human capital to help ensure safety<ul style="list-style-type: none">Improved welfare for seafarers (Partnership agreements with external seafarer support groups, family meetings, etc.)Promotion of measures for stable supply of seafarer resources (Operation of merchant marine colleges overseas, establishment of a crews' boarding company, and commencing manning of Panamanian crews, etc.)Develop safety infrastructure centered on technology<ul style="list-style-type: none">Introduced new technologies such as an AI system for early detection of fire and enhanced shipboard cyber security.Preemptive management of risk and danger<ul style="list-style-type: none">Measures against geopolitical risks of conflict areas such as the Red Sea and pirates (continuous information gathering, implementation of security measures, etc.)Strengthen risk management for the maintenance and operation of new transport cargo, energy-saving equipment and engine dual fuel.Reform safety awareness through mutual enlightenment<ul style="list-style-type: none">Conducted a pulse survey to visualize the safety awareness of the entire Group.Implementation of a small scale, discussion style meeting to understand safe operation.Strengthen cooperation with group companies.Pursuit of the ideal organizational structure and business processes<ul style="list-style-type: none">"Safety Assurance Unit" was established as a new department responsible for maintaining and improving the safety quality of the Group through an independent inspection system.
		Number of serious marine incidents (cases)	0 (Annual)	0	
		Number of serious cargo damage (cases)	0 (Annual)	0	
		Number of oil pollution (cases)	0 (Annual)	0	
		Number of fatal accidents (cases)	0 (Annual)	1	
		Lost time injury frequency*1	0.50 or less (2025) 0.40 or less (2030) 0.30 or less (2035)	0.28	
		Average downtime (hours per shipper year)*2	24.00 or less (2025) 22.00 or less (2030) 20.00 or less (2035)	17.24	
Creation of New Added Value	Create services that meet social needs	Track record of new services that cater to society's sustainability-related needs	-	See right	<ul style="list-style-type: none">Global HR consulting business: Completed contracts with 99 people in Japan and 15 people in Japan. Aiming to expand business, we formed a capital alliance with NODE Co., Ltd., a foreign human resources company.Blue carbon project: Planted mangrove trees on an area of 135 hectares in Indonesia (total: 1,001.15 hectares).MOL PLUS: Invested in 6 startups and 1 VC.
		Number of projects commercialized through the MOL Incubation Bridge, system for employee-inspired proposals for new businesses (cases)	-	3	

*1 Number of lost time injuries occurring in a workplace per 1 million hours worked (MOL uses "on board time" as denominator). *2 The amount of downtime due to mechanical malfunctions or incidents per vessel per year.
*3 Our initiative to enhance safe operation and improve operational efficiency, using various big data gained from our operated vessels.



Environment

Conservation for Marine and global environment



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2024 Results	Main Initiatives for FY2024
Climate Change Countermeasures	Achieve net zero GHG emissions for the entire Group by 2050	GHG emissions (tons)	Net Zero (2050)	Scope1 10,428,320 Scope2 18,857 Scope3 8,408,714	<ul style="list-style-type: none">Execution of Strategies under Environmental Vision 2.2<ul style="list-style-type: none">LNG-fueled ocean-going vessels are steadily increasing: 42 vessels decided, 15 already in operation as of FY2024-end. Five methanol-fueled vessels are also in operation.Energy-saving measures have improved operational efficiency, leading to a declining trend in both GHG emissions and emission intensity.*For details of technology-related initiatives, please refer to ‘Innovation –Innovation for development in marine technology.’”Updated disclosure with the latest information, including descriptions of stranding risks and the addition of examples of environmental vision initiatives.Nominated for outstanding TCFD disclosure by GPIF's domestic equity management agency for three consecutive years and ranked second in Japan.Strengthen cooperation with domestic Group companies with large GHG emissions and report emissions through GX-ETS led by the Ministry of Economy, Trade and Industry.
		GHG emissions reduction rate (%)	▲23 (2030)*1	▲13.2	
		GHG emissions ntensity (g/ton-mile)	—	10.95	
		GHG emissions intensity reduction rate (%) (% per year)	▲45 (2035) *1 ▲1.4 (Annual) *2	▲9.6*1 ▲1.9*2	
		Number of LNG/methanol-fueled ocean-going vessels (vessels)	90 (2030)	49 (20 of which are already in operation)	
		Number of LNG-fueled ocean-going vessels (vessels)	—	42 (15 of which are already in operation)	
		Number of methanol-fueled ocean-going vessels (vessels)	—	7 (5 of which are already in operation)	
		Ratio of power from renewable energy for Scope 2 (%)	100 (2030)	57.5	
		Fuel efficiency (energy consumption per ton-mile, %)	▲5.0 (2025)*1	▲8.9*1	
		Amount of removal type carbon credits used (cumulative, t-CO2)	2,200,000 (2030)	2,000	
Preservation of Marine Environments Protection of Biodiversity	Reduce negative impact on the marine environment and biodiversity	*Planning to set KPIs based on international guidelines, etc.	-	See right	<ul style="list-style-type: none">By the end of FY 2025, we will conduct analysis for information disclosure based on the Task Force on Natural Financial Disclosures (TNFD).*Disclosed in July 2025.
Prevention of Air Pollution	Reduce air pollutants emitted from vessels	SOx emissions (tons)	-	26,699	
		SOx emissions intensity (g/ton-mile)	-	0.0224	
		SOx emissions intensity reduction rate (%)	▲14 (2030)*5	+ 0.2	
		NOx emissions (tons)	-	221,545	
		NOx emissions intensity (g/ton-mile)	-	0.1900	

Detailed environmental data can be found [here](#).

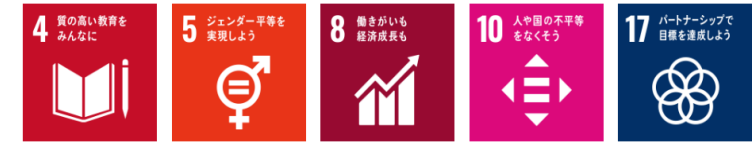
Taskforce on Nature-related Financial Disclosures (TNFD) can be found [here](#).

*1 Compared to 2019 *2 Average rate of reduction from 2019 to 2030 *3 Average rate of reduction from 2019 to 2023 *4 FY2023-25 in total *5 Compared to 2020



Human & Community

Contributing to the growth and development of people and communities



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2024 Results	Main Initiatives for FY2024
Diversity, Equity & Inclusion	Realize a work environment in which a diverse range of human capital can succeed	Percentage of managerial positions filled by women (Non-consolidated, office workers, %)	15 (2025)	12.2	<ul style="list-style-type: none">Implementation of human capital acquisition and allocation<ul style="list-style-type: none">- Continue to expand personnel mainly at the head office.- Initiated the creation of a platform for the advancement of personnel planning for the entire Group.Achieving the right people in the right place<ul style="list-style-type: none">- Established an advisory committee to discuss the appointment of MGKP personnel to overseas group companies.Implementing talent management using technology<ul style="list-style-type: none">- Introduced a global talent management system.- Promote visualization of human resources by conducting self-assessments based on a cross-group skill matrix, with a focus on group managers.Autonomous career development support<ul style="list-style-type: none">- Reformed personnel system on a stand-alone basis- Conducted dialogue activities through town hall meetings and internal recruitment system.Improvement of employees' engagement<ul style="list-style-type: none">- Conducted a workshop for heads of organizations in each group organization following the engagement survey to support the development of action plans. We also provide individual support based on the situation of each company.Strengthening the capabilities of divisions managing human capital<ul style="list-style-type: none">- Strengthened cooperation by operating new Group training facilities and holding general meetings with Group personnel departments.Enhancement of attractiveness for Seafarers<ul style="list-style-type: none">- Implemented improvement of living quarters of existing ships and improvement of skills of seamen.
		Composition of people filling MGKP*1 - Percentage who are woman (%)	8 (2025)	6.3	
		Composition of people filling MGKP - Percentage who are not from headquarters (%)	30 (2025)	24.4	
		Composition of people filling MGKP - Percentage who are in their 40s or younger (%)	15 (2025)	11.9	
Mutually Empowered	Establish an environment for "Mutually Empowered" to maximize individual and group-wide organizational capabilities	Communication implementation rate aimed at achieving and practicing the Group Corporate Mission, Vision, Values (%)	100 (2025)	100	
		Number of transfers due to the open recruitment of positions Groupwide (cumulative, cases)*2	50 (2025)	13	
Highly Engaged	Realize a group in which employees can feel the significance and peace of mind of working for the company on a daily basis	Engagement Survey (ES) response rate (%)	90 or more (2025)	90.2	
		Percentage of organizations where the KPI score for "Engagement" improved in the ES (%)	70 or more (2025)	46.2	
Growing Together with Local Communities	Expand activities that contribute to the growth and development of people and communities involved in our business	Results of social contribution activities	-	See right	<ul style="list-style-type: none">Building relationships with NGOs and NPOs<ul style="list-style-type: none">- Conducted a marine plastic waste survey event with the NPO Team Kujira.- Newly made donations to UNICEF Japan, Peace Winds Japan, and WWF Japan.Strengthen cooperation with group companies and expand initiatives<ul style="list-style-type: none">- Policy for social contribution activities was revised in September 2024.- Implemented BLUE ACTION for ALL Campaign for the first time as a period to strengthen the Group's social contribution activitiesExpanding training and systems to raise employees' awareness of social issues<ul style="list-style-type: none">- Continued employee fundraising and matching donations for disaster donations.- Introduced the Table for Two system to the cafeteria in the head office.Strengthening activities that contribute to human resource development through ocean education<ul style="list-style-type: none">- Annual activities as MOL Student Ambassadors for elementary, junior high and high school students, sponsorship of the "Seaside Nature Restoration/High School Student Summit," and other career courses for junior high and high school students.
		Progress of activities benefiting local communities in Mauritius	-	See right	<ul style="list-style-type: none">Building relationships with NGOs, NPOs and academic institutions through two funds<ul style="list-style-type: none">- Granting of grants to projects selected by both charitable trust funds and MOL Charitable Trust (28 projects in total).Revitalization of local communities through networking among grant organizations<ul style="list-style-type: none">- Implementation of joint workshops and beach clean-up activities with fund-supported NGOs and local companies.- Strengthening the local network (Ecosystem conservation experts, local fishermen, local residents, etc.).Visualization of activity results through social impact assessment<ul style="list-style-type: none">- Compilation of Qualitative and Quantitative Outcomes (Positive Social Impacts) of Projects Supported by the Fund.

*1 MOL Group Key Positions. General Managers in MOL head office (GMs), and positions in all the MOL GROUP companies, of which function and responsibility are designated to be equivalent to those of GM (irrespective of whether in Japan or overseas.) *2 FY2023-25 in total



Innovation

Innovation for development in marine technology



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2024 Results	Main Initiatives for FY2024
Groupwide Adoption of Clean Energy	Introduce and increase the use of clean alternative fuels for vessels	Number of net-zero GHG emission ocean-going vessels (cumulative, vessels)	Deploy commercial in the 2020s 130 (2035)	0	• Promotion of Related Technology Development - Decided to jointly own and charter nine ammonia-fueled ships. - Construction of the first methanol-fueled coastal ship in Japan, 'DAIICHI METAMARU' was completed.
		Percentage of zero-emission fuels used (%)	5 (2030)	1	
	Develop technologies that contribute to the spread of clean energy in society	Progress in developing next-generation clean energy carriers/bunkering vessels	-	See right	• The basic design of the large ammonia carrier J-FLEX is completed (acquisition of AiP with Namura Shipbuilding and Mitsubishi Shipbuilding). • Basic design of liquefied hydrogen carrier for Woodside completed (acquisition AiP with KSOE and HYUNDAI GLOVIS). • Joint study on sea transport of liquefied hydrogen started with Kansai Electric Power Co. • The basic design for the Petronas liquefied CO2 carrier was completed with the optimized hull form.
Increasing the Energy Efficiency of Vessels	Use natural energy and establish and promote energy-saving technologies that help improve propulsion performance	Number of vessels equipped with the Wind Challenger (cumulative, vessels)	25 (2030) 80 (2035)	11 (2 of which are already in operation)	• The second Wind Challenger, GREEN WINDS, was completed. Continued examination of design development, retrofit and mass production of large sails. • 200 type bulker "CAMELLIA DREAM" equipped with 2 rotor sails*1. • Continued promotion of introduction of PBCF and optimum trim system and propeller replacement. Additional measures were adopted to improve operational efficiency.
		Number of vessels adopting other energy-saving technologies	-	See right	
		Number of vessels equipped with upgraded PBCF (cumulative, vessels)*2	-	92	
		Number of vessels equipped with optimal trim system (cumulative, vessels)*3	-	160	
ICT Utilization for Safe, Efficient Operation	Upgrade, expand, and establish platforms using vessel-related big data (the FOCUS Project etc.)	Progress of FOCUS Project*4	-	See right	• In the FOCUS Project, we are expanding functions such as the visualization of the fuel rods effect for the DarWIN Project, and promoting functional development in collaboration with business divisions. • Fleet Guardian was installed on 13 vessels, including dual-fuel vessels, and its condition monitoring and predictive monitoring functions were verified.
		Progress of the Fleet Guardian Project*5	-	See right	
	Establish technologies for autonomous vessel navigation	Progress in developing technologies for autonomous vessel navigation	-	See right	• MEGURI2040, funded by the Nippon Foundation, formed a consortium with major shipping companies, shipyards, and navigation equipment manufacturers to continue preparations and studies for demonstration tests.
DX	Digitalize to improve company productivity and optimize processes	Conversion rate to work for value creation and safety (cumulative, %)*6	10 (2025) 20 (2030) 30 (2035)	8.8	• Promote improvement of operational efficiency by improving the data infrastructure of the Group in and and ship operations. • Ship operations are transferred to Group companies after standard operating procedures are established in the sales division, which is the pilot case. • Continued implementation of change leader training. More than 1,000 employees have completed the basic course, and the number of change leaders who can lead change within the organization has increased to 103.
		Number of change leaders (cumulative, persons)*7	-	103	

*1 Rotor Sail is an auxiliary device using wind power. *2 Propeller Boss Cap Fins. It improves propulsion efficiency by breaking up the hub vortex generated behind the rotating propeller of the vessel. *3 The optimum trim system quantitatively assesses MOL captains' extensive practical knowledge of vessel running attitudes through tank testing and tests aboard actual ships. This data is translated into graphs that make it easy for seafarers to use the system. *4 Our initiative to enhance safe operation and improve operational efficiency, using various big data gained from our operated vessels.

*5 A predictive diagnostic system to prevent problems and breakdowns in the main engine, based on the information from various sensors monitoring the onboard main engine, etc.

*6 Ratio of man-hours spent by employees on routine work to man-hours spent on new value creation and safety operations through digital applications and optimization of operations and organization.

*7 Change leaders are defined as "A person promoting changes in business models, business processes, corporate culture, etc." and "A person who understands business and process issues, is able to envision the ideal state and lead the change". The number of employees receiving training to develop them as change leaders.



Governance

Governance and compliance to support businesses



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2024 Results	Main Initiatives for FY2024
Management Transparency	• Achieve management system for global growth by leveraging the collective strength of the group • Establish a highly effective corporate governance system • Enhance disclosure to encourage dialogue with stakeholders	Results of effectiveness evaluations of the Board of Directors	-	See right	• The Corporate Governance Council meets five times to discuss ways to strengthen the effectiveness of the Board of Directors. • To further improve the effectiveness of the Board of Directors, an independent third-party evaluation is conducted. See Corporate Governance Report *1 for details. • Board success discussions were held at the Nomination Advisory Committee. • The Board of Directors regularly reports on emerging risks and business execution risks, regularly monitors the progress of management plans, and reports on the progress of regional strategies. • Board of Directors started discussions on sustainability.
		Progress of deliberation of the Corporate Governance Council	-	See right	
Information Security	Zero serious ICT incidents	Number of serious ICT incidents (cases)	0 (Annual)	0	• Expansion of CSIRT structure to overseas group companies. Security monitoring started 24 hours a day, 365 days a year. • Established an IT asset management system to collect and centrally manage IT asset data for the entire Group. • Conduct assessments to build a global SOC (Security Operation Center) system. • Surveyed the status of security measures for the entire Group and provided feedback and guidance for improvement to each division.
Responsible Procurement Respect for Human Rights	Identify and reduce risks related to the environment, safety, and human rights throughout value chains	Progress of value chain management	-	See right	• Implement activities to disseminate supplier procurement guidelines to important suppliers • Conducted an ESG survey of major chartered shipowners, shipyards, and ship recycling yards. - Chartered shipowners: Provided feedback on the results of the written survey to 67 companies. - Shipyards: Conducted feedback on the written survey results to 19 companies. - Ship Recycling Yards: 42 yards meeting the requirements of our company standards were surveyed and periodically renewed. Worksite monitoring confirmed that no accidents, environmental pollution, or human rights violations were detected and that dismantling was completed. • Conducted human rights due diligence for oceangoing crew and logistics business - Seafarers: A council was established to reduce working hours. Conducted harassment prevention training for seafarers. - Logistics business: Identified critical human rights areas through desk analysis and interviews with employees. • Continued implementation of human rights training for new employees, regular employees, and managers, harassment prevention training for managers and regular employees, and human rights training for personnel staff who are candidates for job interviewers.
		Participation rate of e-learning related human rights (%)	-	96.2	
		Number of participants in harassment prevention training (persons)	-	214	
Fair Trade Bribery Prevention	Zero compliance violations	Number of compliance violations (cases)*2	0 (Annual)	0	• Conduct operational audits of domestic and overseas Group companies. In particular, we increased the number of audits of overseas group companies. • Conduct thematic audits that contribute to solving the Sustainability Issues (materiality). • Implement improvement measures for issues pointed out by internal audits. • Conducted training and e-learning on internal control and compliance (Anti-Corruption, Antimonopoly Law, etc.).
		Number of consultations received by compliance advisory service desk (cases)	-	115	
		Participation rate of antitrust-related e-learning (%)	-	97.4	
		Participation rate of bribery-related e-learning (%)	-	96.5	

*1 Refer to the Corporate Governance Report (p6) for the results of the evaluation of the effectiveness of the Board of Directors.

*2 Serious violations related to fair trade and bribery.