

MOL Sustainability Plan FY2025 Results



Safety & Value

Provide added value through safe transportation and our social infrastructure business



Initiative Focus	Targets	KPIs	Numerical Targets (achievement year)	FY2025 Results	Main Initiatives for FY2025
Value through Our Core Business	Provide sustainable value through marine transport and social infrastructure business	Transport volume (million ton-mile)	-	994,278	Steadily implemented each strategy set forth in the BLUE ACTION 2035.
Safety Levels	Rigorously ensure safe operation and eliminate accidents	4 ZEROS	-	Achieved	- Promote the active participation of human capital to help ensure safety - Improved welfare for seafarers (implementation of mental health care programs for seafarers and their families, etc.) - Promotion of measures for the stable supply of seafarer resources (operation of merchant marine colleges in the Philippines, development of a system to strengthen the seafarer evaluation system, etc.) - Introduced onboard labor management software that visualizes non-conformities in working-hour management in compliance with the regulations of each flag state - Develop safety infrastructure centered on technology - Commenced building a high-precision risk management platform utilizing advanced technologies and data at the Safety Operation Supporting Center - Introduced new technologies such as an AI system for the early detection of fire and enhanced shipboard cyber security - Preemptive management of risk and danger - Measures against geopolitical risks of conflict areas such as the Red Sea and pirates (continuous information gathering, implementation of security measures, etc.) - Strengthened risk management for the maintenance and operation of new transport cargo, energy-saving equipment, and dual-fuel engines - Reform safety awareness through mutual enlightenment - Conducted a pulse survey to visualize the safety awareness of the entire Group - Commenced cooperation on safety awareness activities with non-shipping group companies - Pursuit of the ideal organizational structure and business processes - Integrated in-house ship management companies and implemented organizational restructuring - Established a safety and quality data collection system for non-shipping group companies and commenced collection - Commenced designing a new evaluation system for ship and company inspections
		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)	0	
		Lost time injury frequency*1	0.25 or less (2025)	0.39	
		Average downtime (hours per shipper year)*2	24.00 or less (2025)	13.00	
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	- Global HR consulting business: Formed a capital alliance with MOL CAREER Inc. (formerly NODE Co., Ltd.) to expand the business (operations transferred to MOL CAREER, while MOL drives the business strategy). - Blue carbon project: Planted mangrove trees on an area of 28.42 hectares in Indonesia (total: 1,011 hectares). - MOL PLUS: Invested in 5 startups and 3 VCs.
		Number of projects commercialized through the MOL Incubation Bridge, system for employee-inspired proposals for new businesses (cases)	-	4	- In fiscal 2024, the system was revised (Year 1: cultivating a culture; Year 2: solicitation period). In fiscal 2025, idea proposals were solicited for the first time in two years, and 2 out of a record-high 23 applications were adopted. - Opened the "MOL Museum Funeshiru," a new business that originated from this system.

*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)	FY2025 Results	Main Initiatives for FY2025
Climate Change Countermeasures	Achieve net zero GHG emissions for the entire Group by 2050	GHG emissions (tons)	Net Zero (2050)	Scope1 10,148,350 Scope2 14,456 Scope3 14,823,542	- Execution of Strategies under Environmental Vision 2.2 - LNG-fueled ocean-going vessels are steadily increasing: 44 vessels decided and 25 already in operation as of FY2025-end. - Deepened fuel-saving initiatives accompanying the promotion and expansion of the DarWIN project led 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.' - Received the highest rating of “A” in the CDP Climate Change assessment for three consecutive years. Also received the highest rating of “A” in the CDP Supplier Engagement Assessment (SEA) and was selected as a “Supplier Engagement Leader.”
		GHG emissions reduction rate (%)	▲23 (2030)*1*2	▲15.6	
		GHG emissions intensity (g/ton-mile)	-	10.65	
		GHG emissions intensity reduction rate (%) (% per year)	▲45 (2035)*1 ▲1.4 (Annual)*2	▲12.1*1 ▲2.0*2	
		Number of LNG/methanol-fueled ocean-going vessels (vessels)	90 (2030)	51 (31 of which are already in operation)	
		Number of LNG-fueled ocean-going vessels (vessels)	-	44 (25 of which are already in operation)	
		Number of methanol-fueled ocean-going vessels (vessels)	-	7 (6 of which are already in operation)	
		Ratio of power from renewable energy for Scope 2 (%)	100 (2030)	65.7	
		Fuel efficiency (energy consumption per ton-mile, %)	▲5.0 (2025)*1	▲10.7*1	
		Amount of removal type carbon credits used (cumulative, t-CO2)	2,200,000 (2030)	4,761	
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	Conducted information disclosure based on the recommendations of the Taskforce on Nature-related Financial Disclosures (TNFD) for the first time.
Prevention of Air Pollution	Reduce air pollutants emitted from vessels	SOx emissions (tons)	-	25,225	
		SOx emissions intensity (g/ton-mile)	-	0.0214	
		SOx emissions intensity reduction rate (%)	▲14 (2030)*5	+1.2	
		NOx emissions (tons)	-	214,983	
		NOx emissions intensity (g/ton-mile)	-	0.19	

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

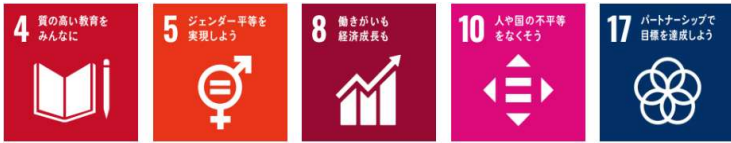
Taskforce on Nature-related Financial Disclosures (TNFD) can be found [here](#).

*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)	FY2025 Results	Main Initiatives for FY2025
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)	15.9	- Implementation of human capital acquisition and allocation - Commenced formulating a medium- to long-term personnel structure plan as part of developing the Phase 2 business plan of the management plan "BLUE ACTION 2035." - Achieving the right people in the right place - Promoted the appointment of women and Group personnel to MGKP positions by clarifying the definition of MGKP and visualizing and discussing candidate personnel. - Implementing talent management using technology - Set medium-term utilization goals and examined utilization scenarios to advance talent management. - Autonomous career development support - Started operation of a new personnel evaluation system (non-consolidated). - Improvement of employees' engagement - Continued to conduct the engagement survey and formulated action plans to address each issue. - Continued to provide individual support based on the situation of each company. - Strengthening the capabilities of divisions managing human capital - Conducted activities to instill Group personnel measures among the management of Group companies. - Enhancement of attractiveness for Seafarers - Organized issues and needs for expanding the global activities of seafarers and reflected them in the Human Capital (HC) vision and actions.
		Composition of people filling MGKP*1 - Percentage who are woman (%)	8 (2025)	8.5	
		Composition of people filling MGKP - Percentage who are not from headquarters (%)	30 (2025)	30.1	
		Composition of people filling MGKP - Percentage who are in their 40s or younger (%)	15 (2025)	25	
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 or more (2025)	55	
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)	91.5	
		Percentage of organizations where the KPI score for "Engagement" improved in the ES (%)	70 or more (2025)	50.4	
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	- Promotion of specific initiatives based on the Social Contribution Activities Policy - Developed activity policies tailored to the countries and regions where we operate, based on the priority areas of the Social Contribution Activities Policy. - Strengthen cooperation with group companies and expand initiatives - Continued the "BLUE ACTION for ALL Campaign" to strengthen the Group's social contribution activities. - Cultivating awareness among officers and employees toward solving social issues - Continued employee fundraising and matching donations for disaster donations. - Building relationships with NGOs and NPOs - Newly made a donation to the "Noto Entrepreneurship Challenge Support Project" in Ishikawa Prefecture through the shareholder benefit program.
		Progress of activities benefiting local communities in Mauritius	-	See right	- Building relationships with NGOs, NPOs and academic institutions through two funds - Granting of grants to projects selected by both charitable trust funds and MOL Charitable Trust (13 projects in total). - Revitalization of local communities through networking among grant organizations - Held workshops and other activities in collaboration with fund-supported NGOs, local residents and local companies. - Visualization of activity results through social impact assessment - Held the third online activity results briefing under the charitable trust. Continued information disclosure through the dedicated website and newsletters.

*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)	FY2025 Results	Main Initiatives for FY2025
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 strategic procurement of clean alternative fuels and the establishment of a reliable supply system - Promotion of Related Technology Development - Started construction of ammonia-fueled ships, with delivery scheduled for FY2026. - Advanced initiatives toward the demonstration of ammonia fuel supply.
		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	- Jointly developed the basic design of an LNG carrier equipped with SOFC (Solid Oxide Fuel Cell) with Samsung Heavy Industries (SHI) (obtained approval in principle (AiP) from Lloyd's Register (LR)). - Jointly developed an LNG carrier equipped with four Wind Challenger units with HD Hyundai Heavy Industries (HHI) and SHI (obtained AiP from LR). - Obtained AiP for the large ammonia carrier J-FLEX jointly with Namura Shipbuilding and Mitsubishi Shipbuilding. - Received an order for two newly built liquefied CO2 carriers for the Northern Lights project. - Obtained AiP from ClassNK for the design development of a methanol / liquefied CO2 dual-purpose carrier.
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 (3 of which are already in operation)	- The third Wind Challenger-equipped vessel, KUROTAKISAN MARU Ⅲ - the world's first retrofit installation on an in-service vessel - was put into service. Continued examination of mass production and cost reduction. - For rotor sails*1, examined the impact on visibility when multiple rotors are installed. - Adoption of propulsion-performance improvement items such as propeller replacement has largely run its course. Contributed to improved fuel efficiency through progress in the adoption of other measures.
		Number of vessels adopting other energy-saving technologies	-	See right	
		Number of vessels equipped with upgraded PBCF (cumulative, vessels)*2	-	-	
		Number of vessels equipped with optimal trim system (cumulative, vessels)*3	-	-	
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, promoted the development of functions for efficient vessel operation, as well as the strengthening of the operational management structure. - Conducted comparison and evaluation of main engine condition monitoring system functions (Fleet Guardian and those of various engine manufacturers and vendors).
		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	Under the Fully Autonomous Ship Project "MEGURI2040," funded by The Nippon Foundation, MOL's participating working group had the in-service coastal containership "MIKAGE," owned by Imoto Lines, pass the inspection as an "autonomous ship."
DX	Digitalize to improve company productivity and optimize processes	Conversion rate to work for value creation and safety (cumulative, %)*6	10 (2025)	10.8	- Promoted improvement of operational efficiency by completing the integration of key data into the unified data infrastructure for both shore-based and shipboard operations. - Expanded the scope of standard operating procedures for ship operation tasks in the sales division. This initiative received the Encouragement Award at the Business Analyst Awards hosted by the IIBA Japan Chapter. - Continued change leader training, with more than 1,000 employees completing the basic course. The number of change leaders capable of leading change within the organization increased to 148.
		Number of change leaders (cumulative, persons)*7	-	148	

*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)	FY2025 Results	Main Initiatives for FY2025
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 was held five times to discuss ways to strengthen the effectiveness of the Board of Directors. • The effectiveness of the Board of Directors was evaluated through a questionnaire to all Directors and Audit & Supervisory Board Members, confirming that effectiveness is ensured. See the Corporate Governance Report *1 for details. • Board succession discussions were held at the Nomination Advisory Committee. Based on the President succession plan, the Committee submitted a recommendation to the Board of Directors regarding the appointment of the next President. • The Board of Directors regularly reported on business execution risks and regularly monitored the progress of management plans.
		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	• Conducted CSIRT operations 24 hours a day, 365 days a year across the entire Group, including overseas group companies. • Established an IT asset management system and began lifecycle management of IT asset data for the entire Group. • Built a Global SOC (Security Operation Center) and started its operation. • Continued to survey the status of security measures across the entire Group and provide feedback and improvement guidance 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	• Conducted surveys on ESG initiatives at major ship recycling yards. Surveyed 59 certified and non-certified yards in India and Bangladesh based on our SSS (Superior Shiprecycling Standards). Worksite monitoring detected no cases of accidents, environmental pollution, or human rights violations. • Conducted human rights due diligence for oceangoing seafarers and the logistics business. - Seafarers: Established a council to reduce working hours and conducted harassment prevention training for seafarers. - Logistics business: Identified and implemented corrective measures for human rights issues at MOL Logistics, and conducted a desk analysis at the UTOC Group. • 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 HR personnel who are candidates for job interviewers.
		Participation rate of e-learning related human rights (%)	-	95.5	
		Number of participants in harassment prevention training (persons)	-	265	
Fair Trade Bribery Prevention	Zero serious compliance violations	Number of serious compliance violations (cases)*2	0 (Annual)	0	• Conducted operational audits of domestic and overseas Group companies. Through the audit organization established in the overseas regional divisions, further expanded the number of audits of overseas Group companies. • Conducted thematic audits that contribute to solving the Sustainability Issues (materiality). • Implemented 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)	-	196	
		Participation rate of antitrust-related e-learning (%)	-	94.9	
		Participation rate of bribery-related e-learning (%)	-	96.2	

*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.