

MOL Group

Safety Vision

BLUE ACTION 2035 Phase 2

April 2026



Contents

1. Overall View

1-1. Role of the Safety Vision in the Management Plan

1-2. Safety Vision: Framework and KPIs

1-3. What Do We Mean by 'Safety'

2. Safety Action

2-1. Action Plan Framework

2-2. Roadmap

2-3. Case Study

1. Overall View

Leading in Safety

Through the steadfast pursuit of safe operations, the MOL Group remains committed to protecting human life, assets, and the natural environment—an endeavor that underpins the value we deliver to society and our stakeholders.

The safeguarding of all individuals involved in our operations, alongside the prevention of environmental pollution, constitutes a fundamental imperative for ensuring business continuity.

As a corporate group engaged in social infrastructure services, the assurance of safety in service provision forms the very foundation of our operations and serves as a core source of our competitive advantage.

Leveraging the expertise we have cultivated over time, we strive to create new value and evolve into a robust and resilient corporate group with a strong global presence.

MOL Group Safety Vision

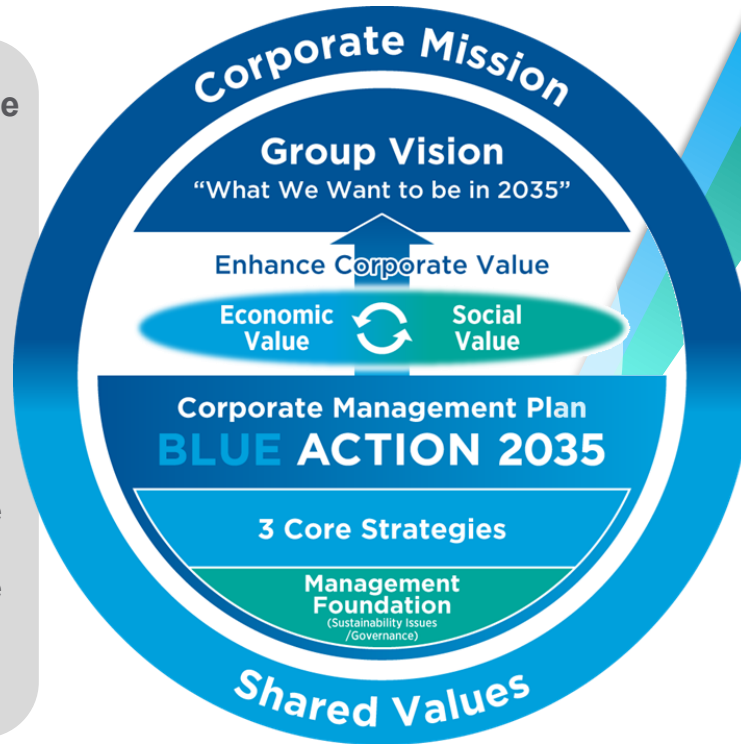
1-1 Role of the Safety Vision in the Management Plan

- 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 Safety Vision serves as the basic policy linked to the Sustainability Issues of “Safety,” and the KPIs and actions to address this issue are established and promoted under the Safety 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.

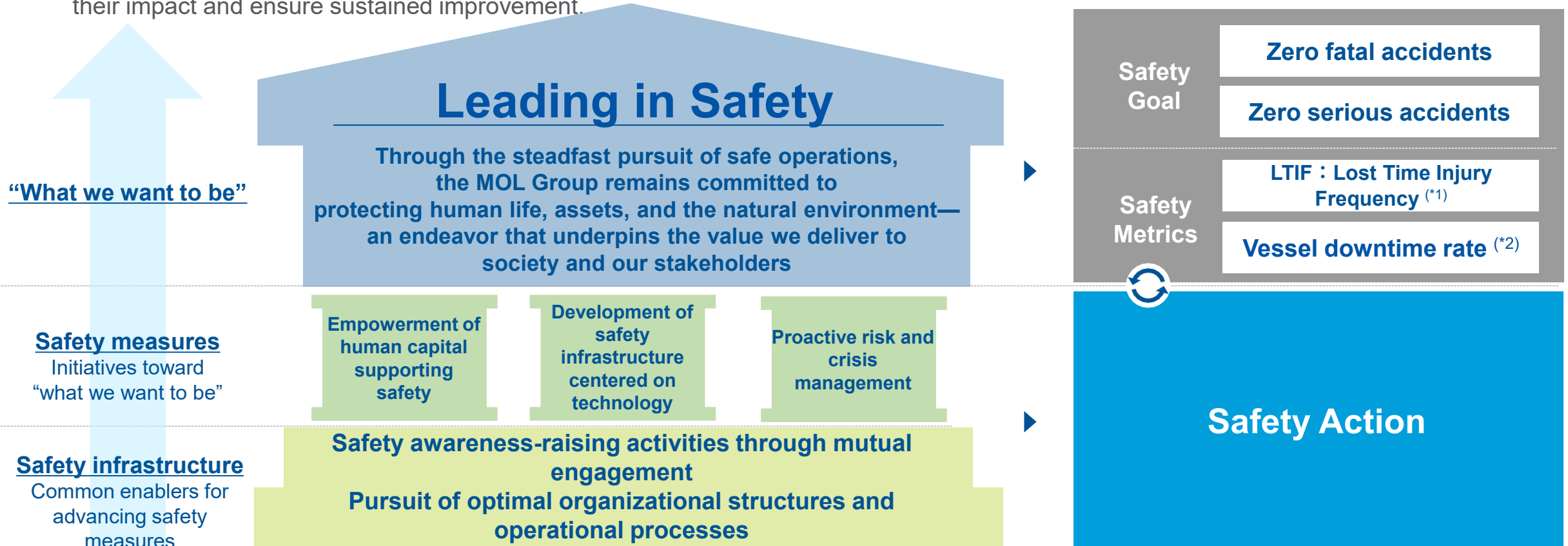


Management plan BLUE ACTION 2035



1-2 Safety Vision: Framework and KPIs

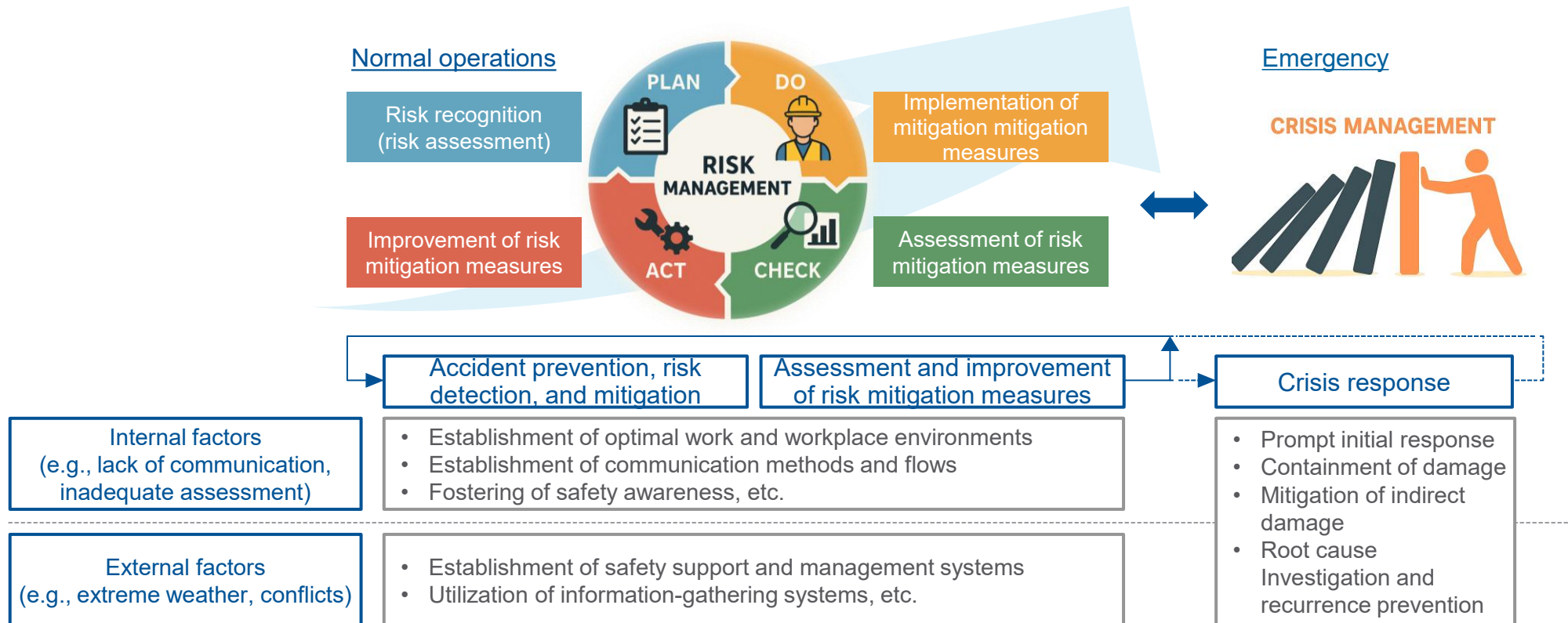
- The Safety Vision is structured with a “roof” representing our desired future state and guiding pillars that embody what we aim to become. Beneath this, the “foundation” outlines the specific safety initiatives designed to bring this vision to life
- To assess the effectiveness of these safety actions, we monitor key safety metrics such as Lost Time Injury Frequency (LTIF) and the vessel downtime rate. By continuously reviewing and refining our safety initiatives in response to internal and external changes, we strive to maximize their impact and ensure sustained improvement.



*1 Define and set for each business segment in the MOL Group *2 Land-based business metrics will be established during Phase 2.

1-3 What Do We Mean by 'Safety' (Definition)

- A “safe state” does not refer to outcomes such as “success” or “failure,” but rather to “a condition in which anticipated risks are being managed throughout the process.”
- Since all actions and measures inherently involve some degree of risk, achieving zero risk is impossible.
- To maintain a safe state, risks must be mitigated to an acceptable level through effective risk management.
- In the event of an incident, crisis management measures must be taken to prevent secondary damage. Once the immediate crisis is under control, the focus must return to risk management to reestablish and maintain the safe state.



1-3 ‘Safety’ (Breakdown of ‘What We Want to Be’)

- “Safe” operations refer to a state in which the “Plan-Do-Check-Action (PDCA)” cycle of risk management is functioning effectively.
- By breaking down the company’s components—people, work, and organization—we translate our vision of “what we want to be” into tangible conditions required for daily operations.

“What we want to be”

Through the steadfast pursuit of safe operations, the MOL Group remains committed to protecting human life, assets, and the natural environment—an endeavor that underpins the value we deliver to society and our stakeholders

Breakdown

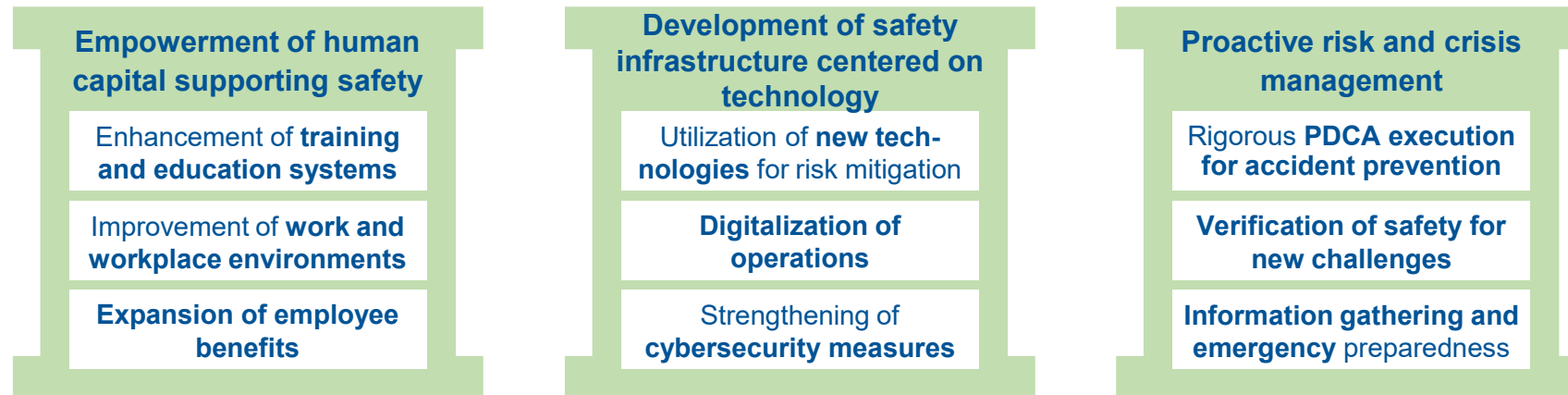


2. Safety Action

Action Plan Framework

- The action plan to achieve “what we want to be” consists of two foundations (safety infrastructure) and three pillars (safety measures).
- Safety infrastructure: Common enablers that support the advancement of safety measures and ensure a solid base for all initiatives.
- Safety measures: Individual initiatives that strengthen “people, work, and organization,” serving as the three pillars that support the realization of “what we want to be.”

Safety Measures Initiatives toward “what we want to be”



Safety Infrastructure Common enablers for advancing safety measures



2-2 Roadmap

- Phase 1: We focused on implementing and rolling out action plans to strengthen the safety foundation across the group.
- Phase 2: We will continuously update our safety actions in response to changes in the internal and external environment, as well as insights gained from monitoring safety metrics.



Case Study – Pursuing the Organizational Structure and Business Processes Aligned with ‘What We Want to Be’

- Phase 1: We restructured the Headquarters of Safety Operations into a function-based organization. Alongside this, we promoted the integration of our in-house vessel management company.
- Phase 2: We will strengthen our contribution to safety, quality, and business promotion by leveraging the consolidated functions of each organization.

