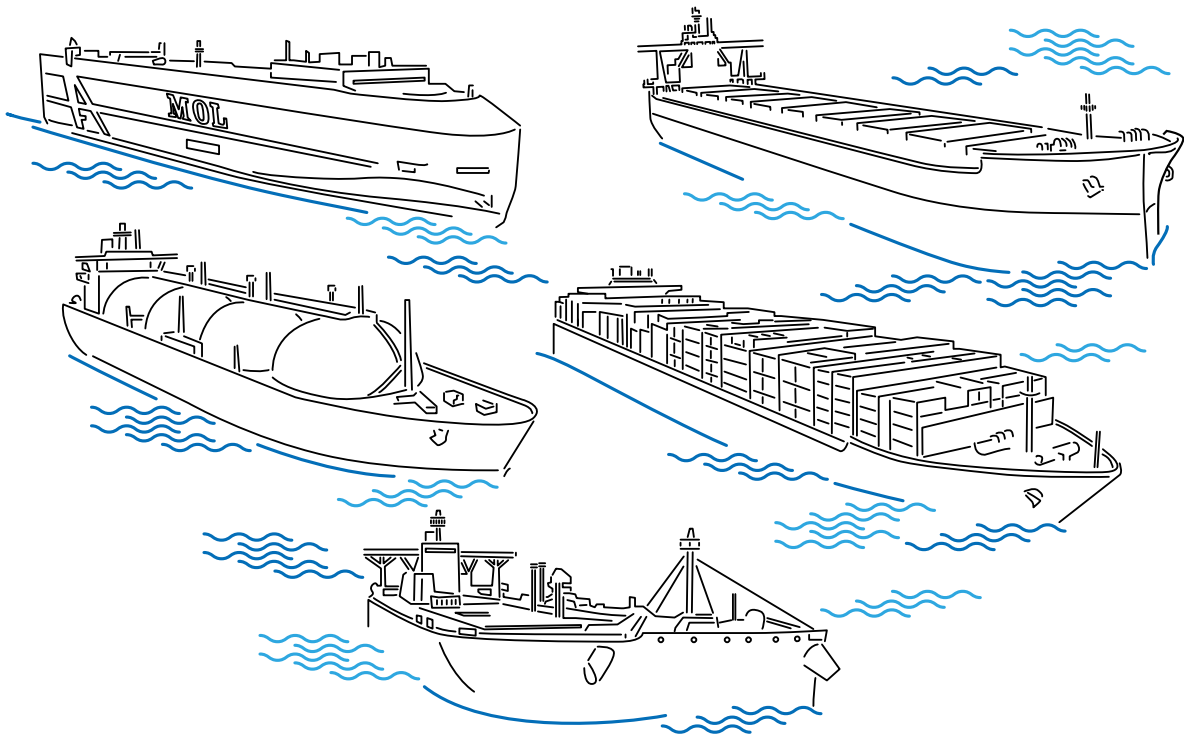


INVESTOR GUIDEBOOK 2019



Five things to know about MOL

①

**Full-line
marine
transport
company**

→ P5

②

**Total 830
operating
vessels**

→ P6

③

**Resilient
business model
with controlled
market exposure**

→ P7

④

**Accumulated
stable profits of
56.0 billion yen**

→ P9

⑤

**Offshore
business as
a focused
investment area**

→ P10

MOL Group Corporate Principles

As a multi-modal transport group, we will:

- actively contribute to global economic growth and development, anticipating the needs of our customers and the challenges of this new era
- strive to maximize corporate value through creativity, operating efficiency and promotion of ethical and transparent management
- nurture and protect the natural environment by maintaining the highest standards of operational safety and navigation

Long-term Vision

To develop the MOL Group into an excellent and resilient organization that leads the world shipping industry

Sustainability Issues (Materiality)

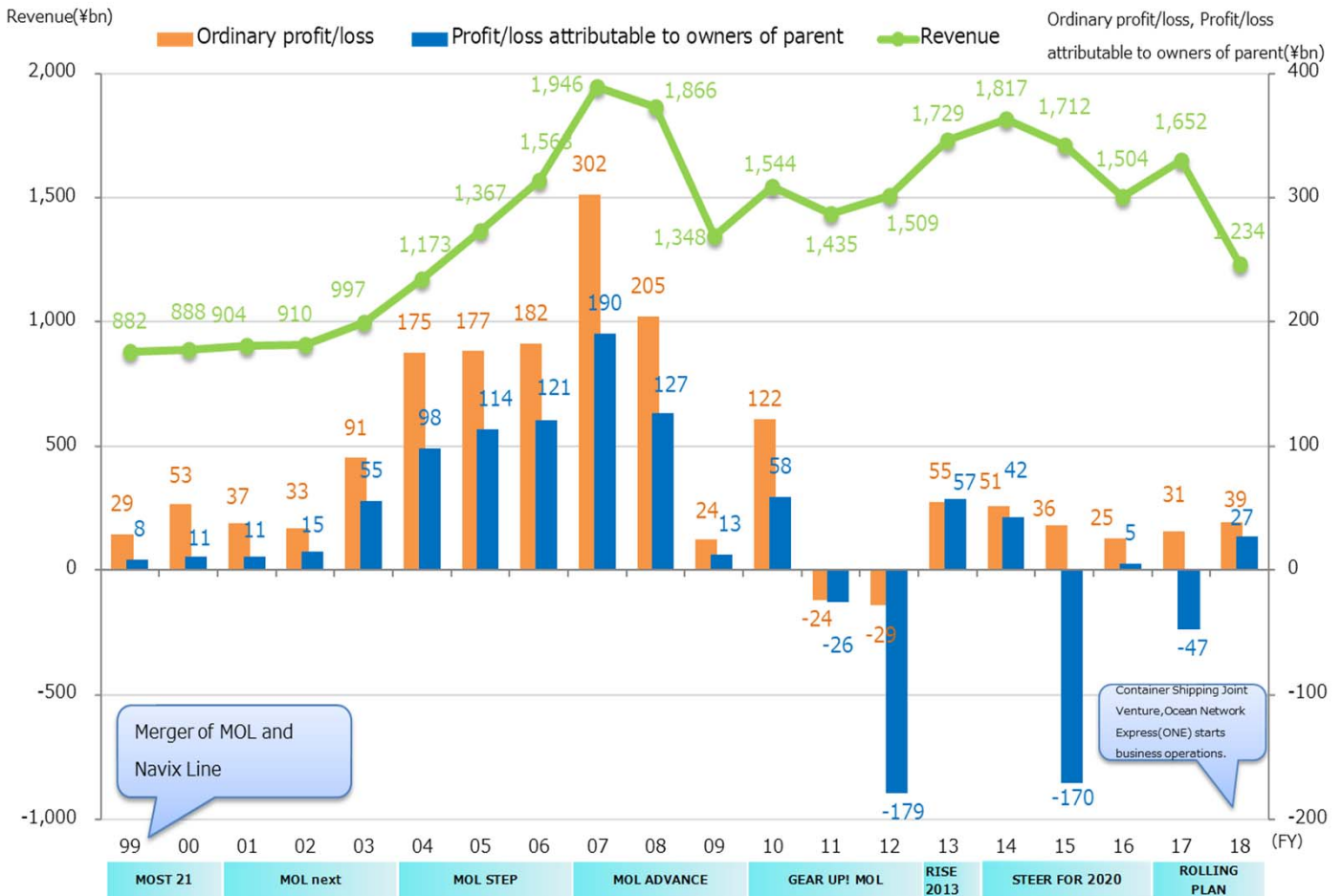
- Value-added transport services
- Marine and global environmental conservation
- Innovation for development in marine technology
- Human resource cultivation and community development
- Governance and compliance to support businesses



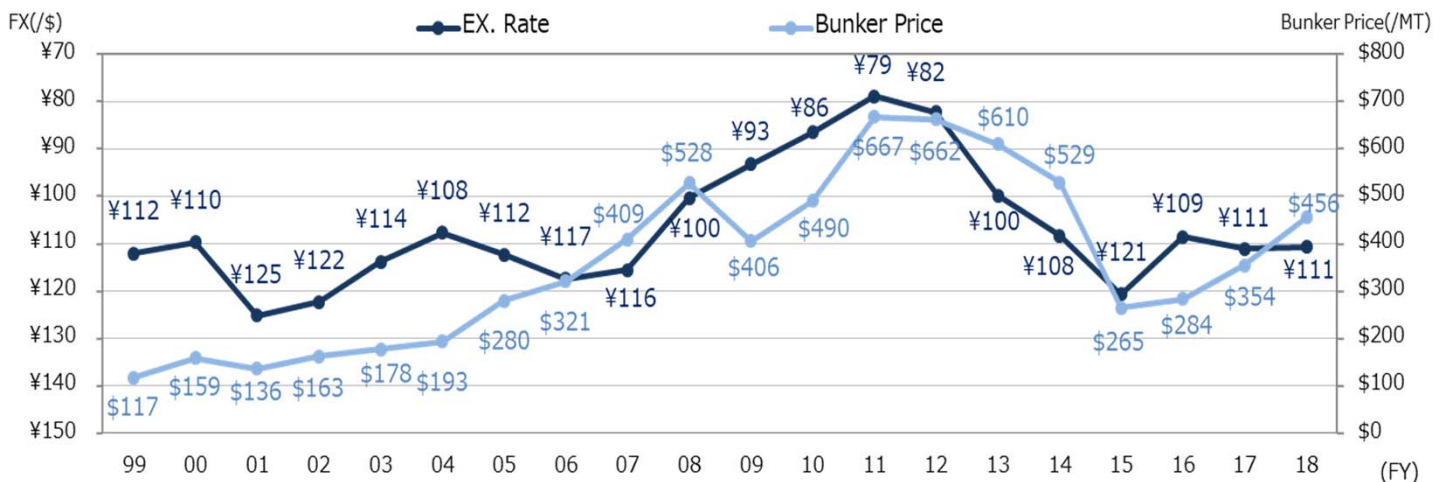
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● P/L



● Exchange Rate & Bunker Price (Fiscal year average)

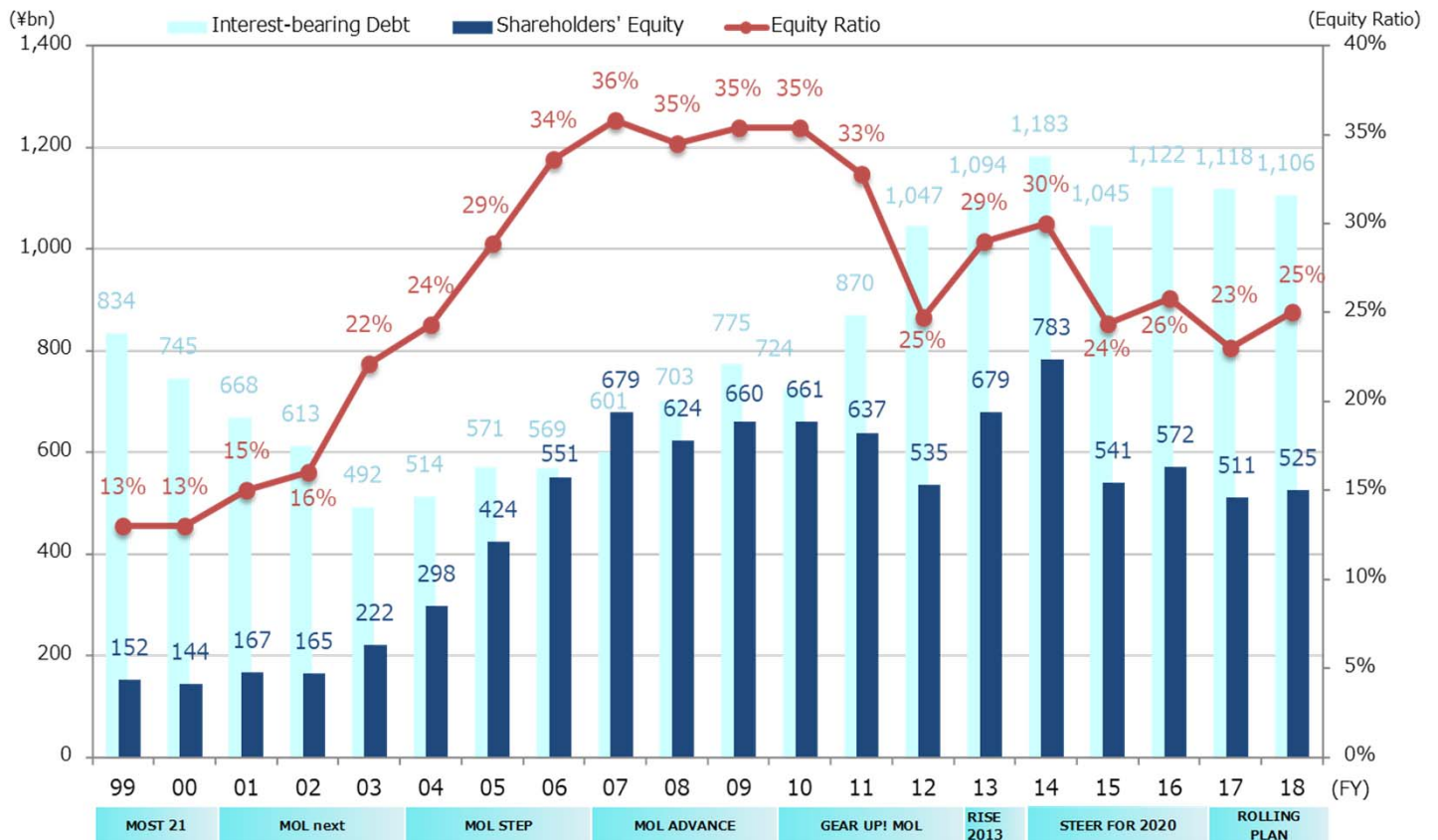


FX Sensivity(¥bn/¥/\$)	1.6	2.5	2.2	3.3	3.8	1.7	2	2	1.9	2	2.1	1.8	1	0.7	0.8
Bunker Price Sensivity(¥bn/\$/MT)	0.3	0.3	0.3	0.3	0.3	0.2	0.2	0.2	0.17	0.18	0.24	0.19	0.17	0.17	0.18
Effect to Ordinary profit/loss(¥bn)	-14	-15	-1	-33	-94	+12	-30	-51	+7	+44	+37	+72	-15	-10	-19

* Maximum estimation

** "Effect to Ordinary profit/loss" is the estimated financial impact compared to the previous fiscal year.

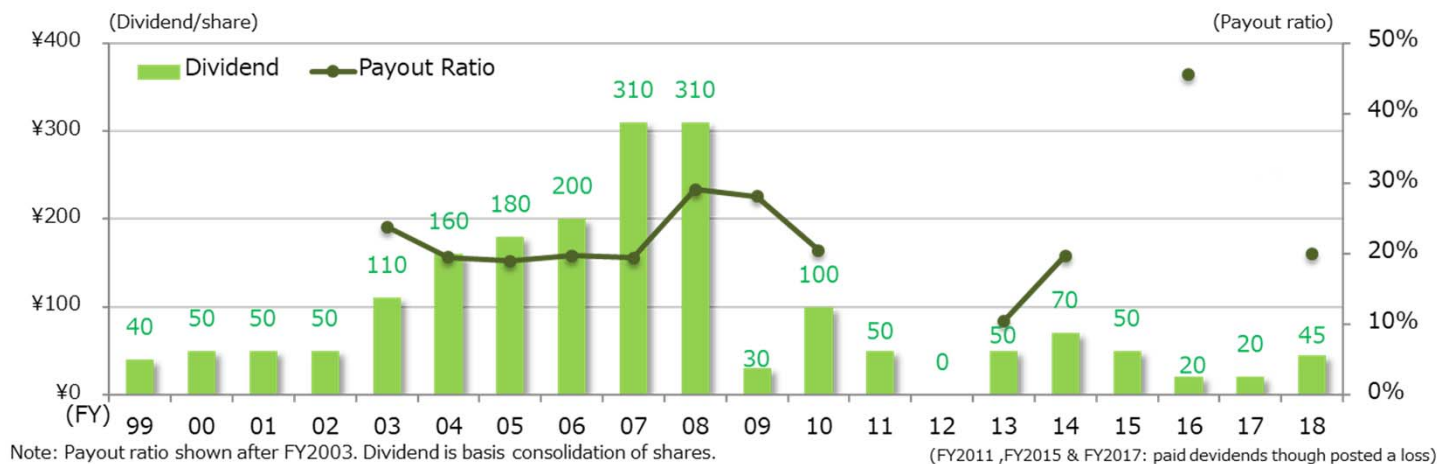
● B/S



Note: "Shareholders' Equity" refers to :

- To FY2005: Shareholders' equity on the consolidated Balance Sheet
- From FY2006: Owners' equity plus accumulated gains/losses from valuation and translation adjustments

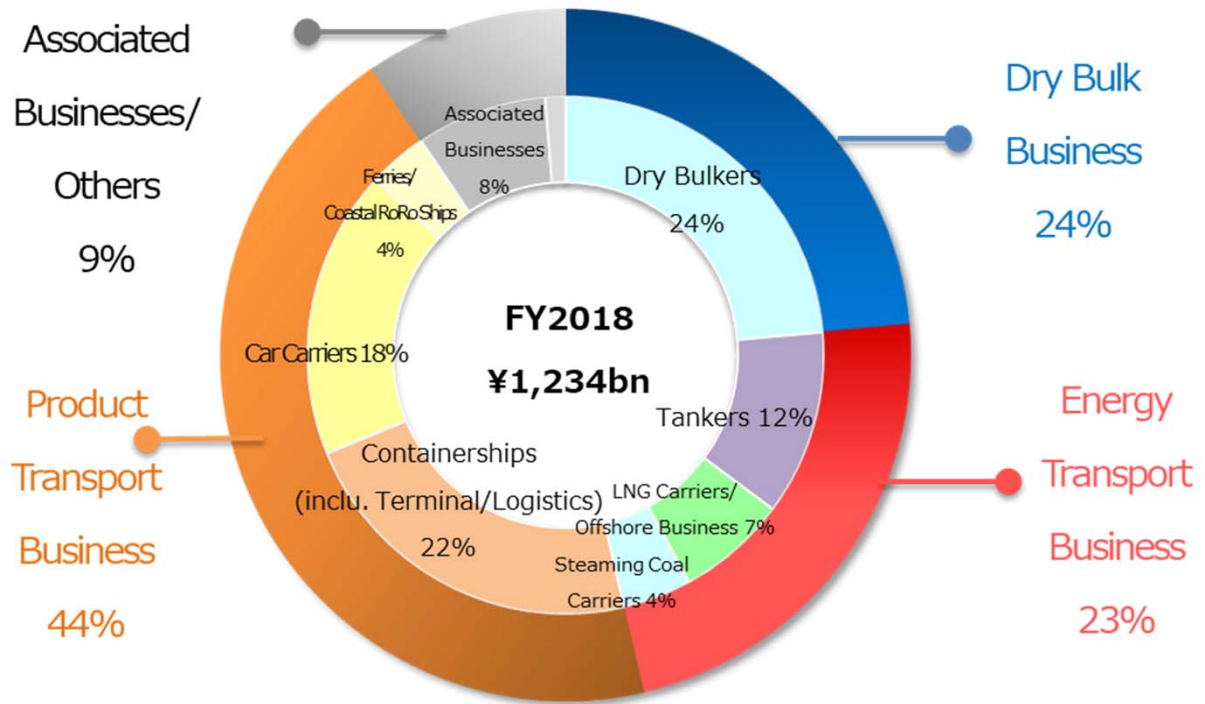
● Dividends



【Dividend Policy】

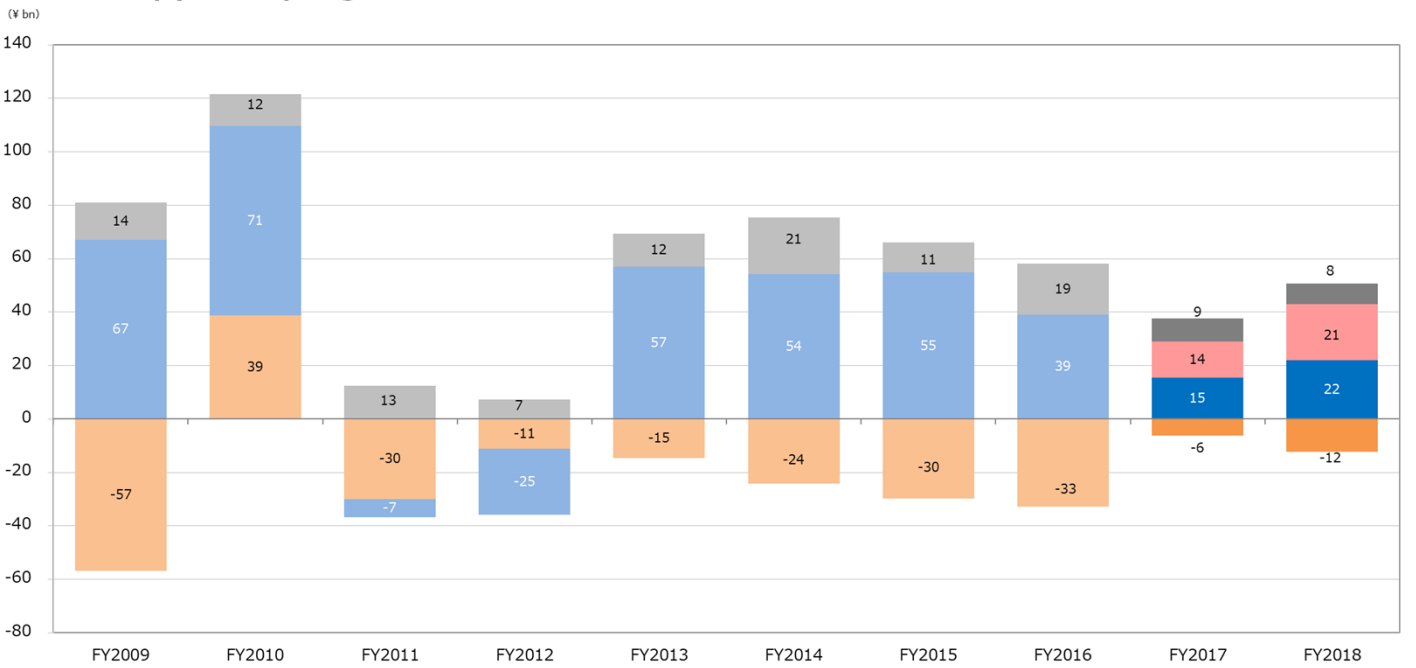
- The company recognizes the importance of increasing corporate value through aggressive business investment and returning profits directly to the shareholders through dividends.
- We are seeking to increase our corporate value per share while utilizing internally reserved funds and solidifying our financial position.
- In consideration of the above issues, the company will use 20% as a guideline for the dividend payout ratio over the coming terms, and pay dividends in conjunction with consolidated performance. However, MOL will address the need to increase the ratio under its mid-and long-term management policies.

● Revenue by Segment (Consolidated)



Refer to P27 for the revenues of ONE, the Containership Joint Company (equity method affiliated company for MOL)

● Ordinary profit by Segment (Consolidated)



- Other 3 segments + Adjustments (until FY2016) : Associated Businesses, Ferries & Coastal Ships
- Associated Business/Others + Adjustments (from FY2017)
- Bulkships (until FY2016) : Dry Bulk, Tankers, LNG Carriers/Offshore Business, Car Carriers
- Containerships (until FY2016)
- Energy Transport Business (from FY2017) : Tankes, LNG Carriers/Offshore Business, Steaming Coal Carriers
- Dry Bulk Business (from FY2017) : Dry Bulk (excl. Steaming Coal Carriers)
- Product Transport Business (from FY2017) : Car Carriers, Containerships, Ferries & Coastal RoRo Ships

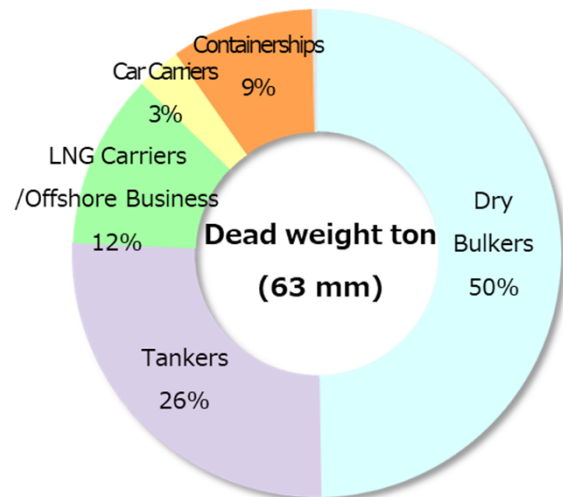
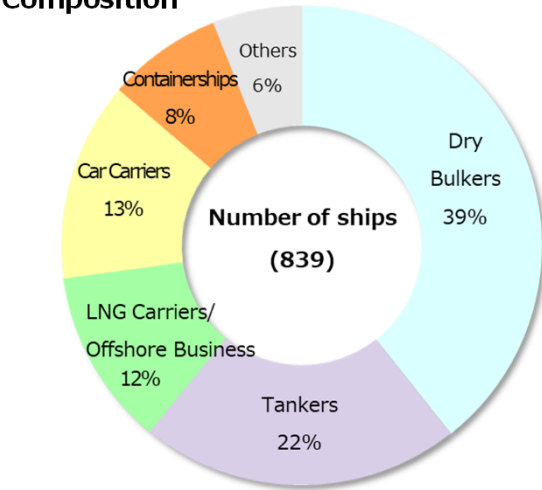
Fleet Composition

(Including spot-chartered ships and those owned by joint ventures)

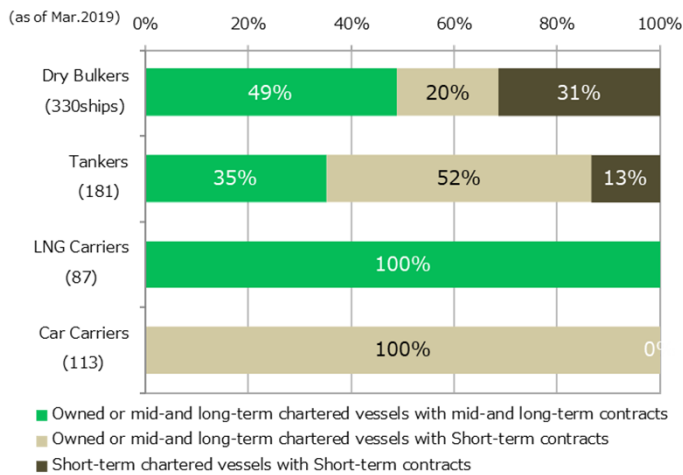
		At the end of Mar.2019		At the end of Mar.2018		
		vessels	k dwt	vessels	k dwt	
Dry Bulk Business Unit	Capesize	94	18,439	88	17,298	
	Small and medium-sized bulkers	Panamax	21	1,719	26	2,130
		Handymax	50	2,768	54	2,966
		Small Handy	32	1,126	28	996
		(Sub total)	103	5,612	108	6,092
	Wood chip carriers	39	2,160	39	2,159	
	Short sea ships	47	869	61	1,093	
(Sub total)	283	27,081	296	26,641		
Energy Transport Business Unit	Tankers	Crude oil tankers	42	11,334	39	10,394
		Product tankers	21	1,412	39	2,307
		Chemical tankers	110	3,166	87	2,690
		LPG tankers	8	447	8	447
	(Sub total)	181	16,359	173	15,839	
	Steaming coal carriers	47	4,306	41	3,778	
	LNG carriers(incl. Ethane carriers)	87	6,962	83	6,590	
Offshore	FPSO	6	63	5	-	
	FSRU	4	324	1	152	
	Subsea Support Vessel	3	27	1	5	
Coastal ships(excl. Coastal RoRo ships)	31	102	30	96		
Product Transport Business Unit	Car carriers	113	1,870	119	2,004	
	Ferries/Coastal RoRo ships	16	91	14	79	
Associated Business/Others	Cruise ships	1	5	1	5	
	Others	2	13	2	13	
Subtotal		774	57,200	766	55,202	
Product Transport Business Unit	Containerships*	65	5,929	91	7,474	
Total		839	63,129	857	62,676	

*Containerships are operated by ONE after Apr. 2018

Composition



Variation of Procurement and Contract terms

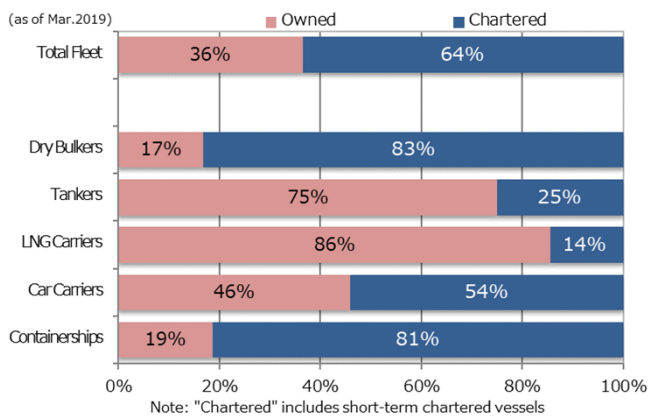


Market Exposure % by Vessel type

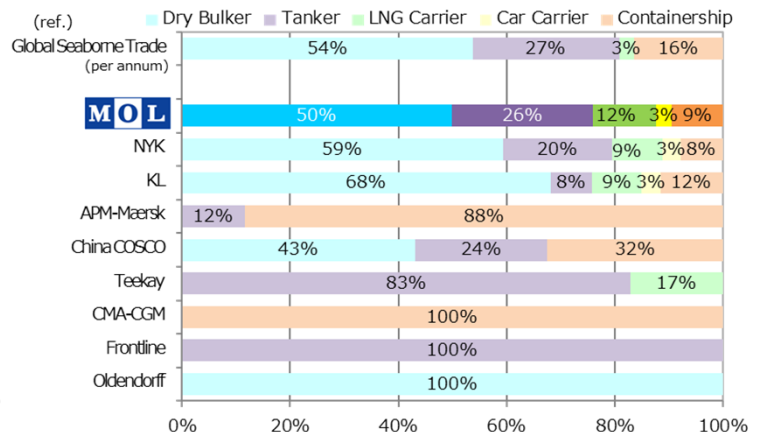
Vessel Type	Total number of Fleet	Market Exposure
Capesize	94	21%
Mid-and small-size bulkers	103	9%
VLCC	34	21%
Product Tanker	21	81%
LPG Tanker	8	13%

“Market Exposure”
Vessels operating under contracts less than two years, which are owned or mid- and long-term chartered vessels. (Includes vessels that combine multiple customers’ cargoes.)

Owned/Chartered Ratio (by DWT)

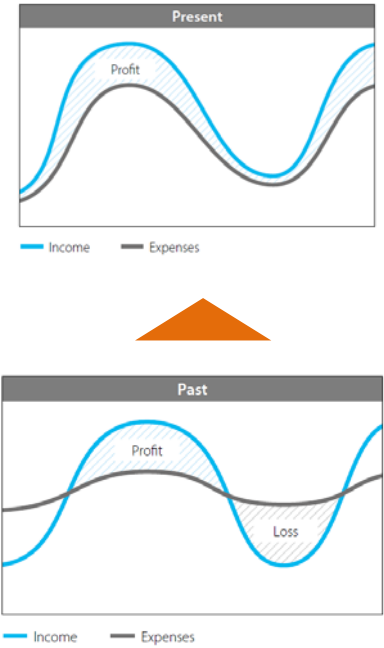
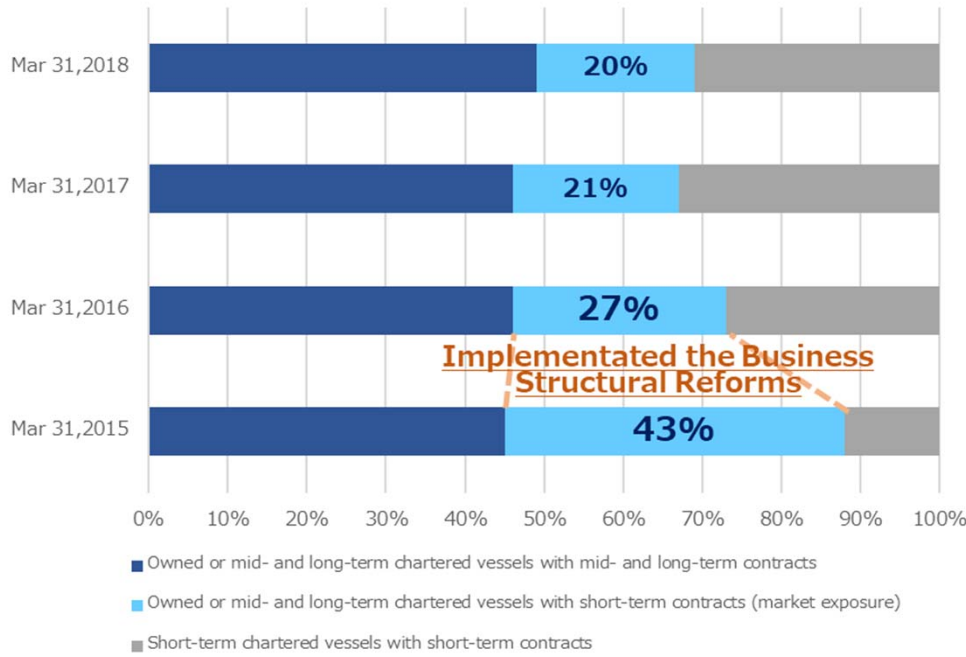


Global Major Carriers’ Fleet Composition (by DWT)



Source : ①World seaborne trade = MOL estimates based on Clarkson data and others ②Fleet composition = MOL estimates based on each company’s published data and Clarkson/Alphaliner (Excluding Passenger ship, ferries and tugs)

● Innovation of the Dry Bulker Business – Dramatically reduced market exposure by implementing the Business Structural Reforms

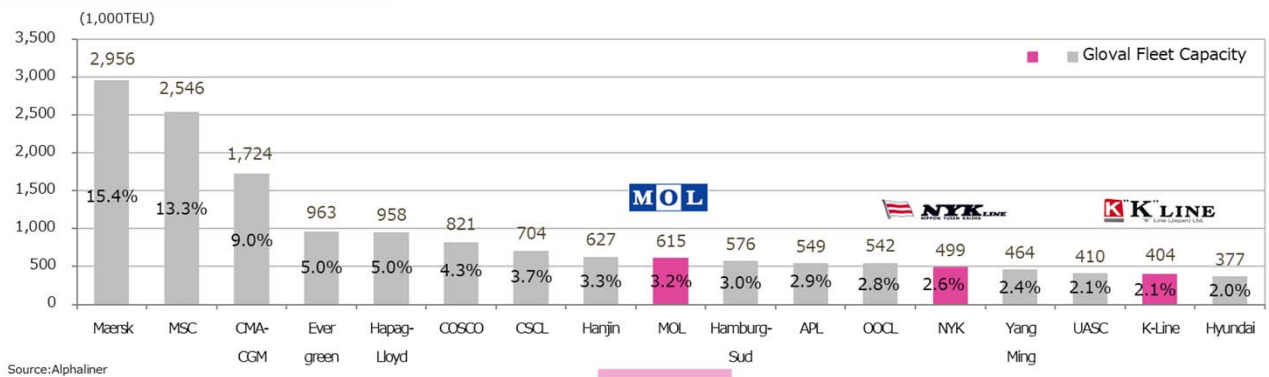


● Integration of Containership Business – Scale Expansion and Strengthening Competitive Advantage



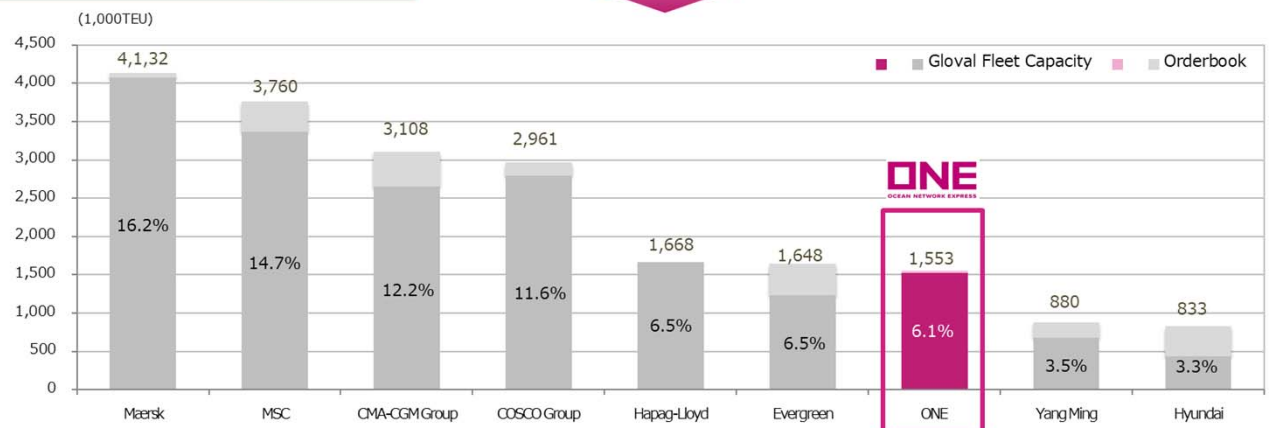
Shareholders/ Contribution ratio	MOL: 31%, NYK: 38%, K-Line: 31%
Amount of Contribution	Total US\$3.0 billion (Paid all in cash)
Business Domain	Container Shipping Business (including terminal operating business excluding Japan)
Schedule	Establishment of J/V : July 7 th , 2017 Service Start : April 1 st , 2018

as of Apr. 2015 (existing capacity only)



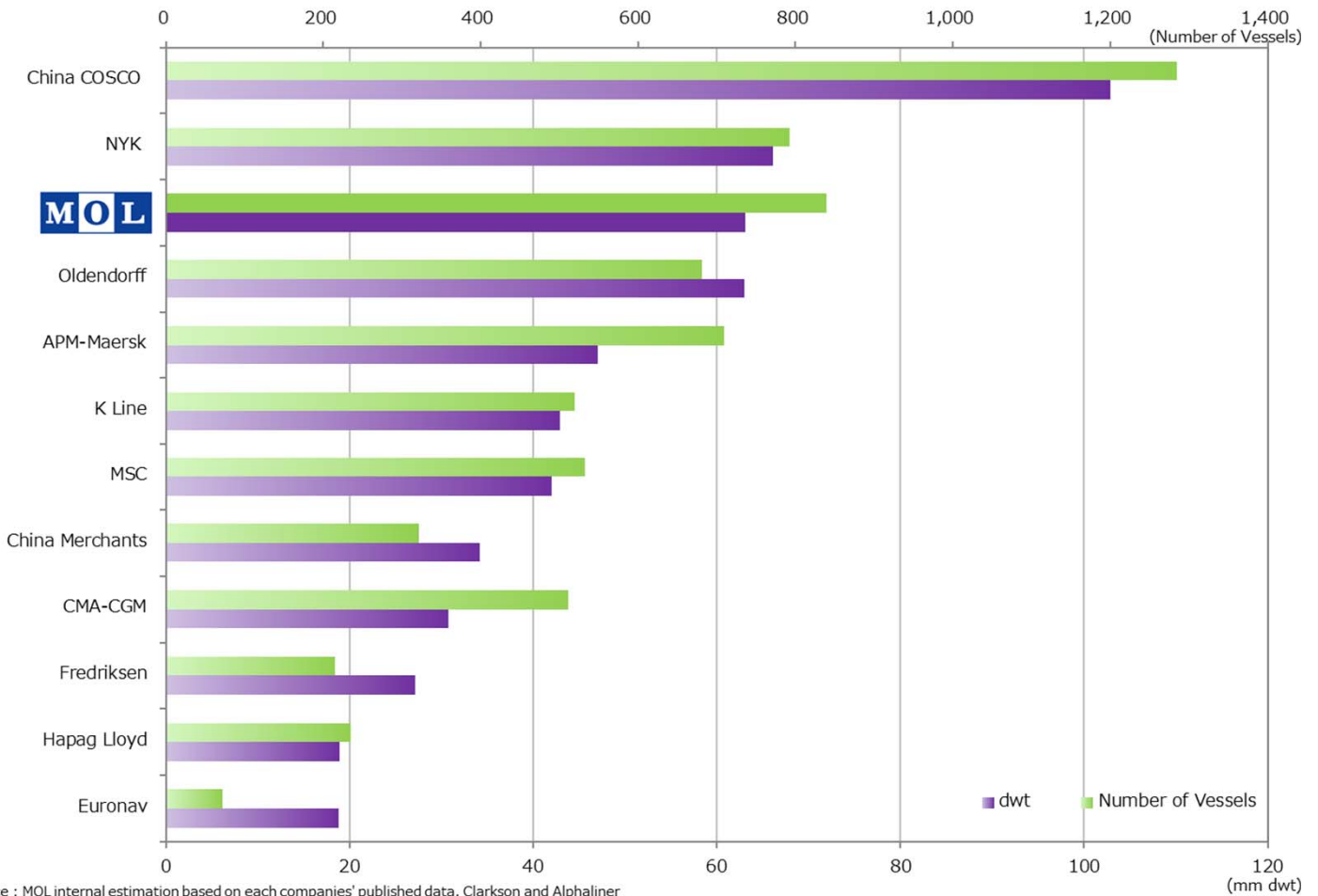
Source: Alphaliner

as of Apr. 2019 (including orderbook)

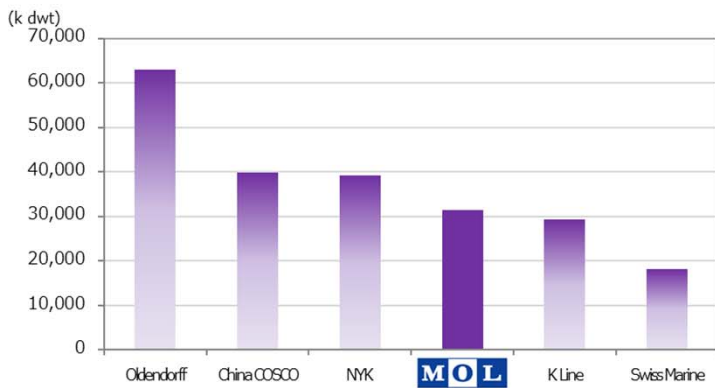


Source: Alphaliner

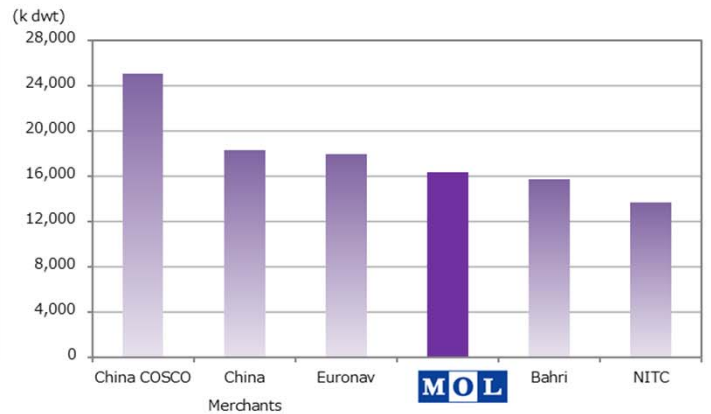
● Fleet Size of Global Major Carriers (All types of ships) (Mar.2018)



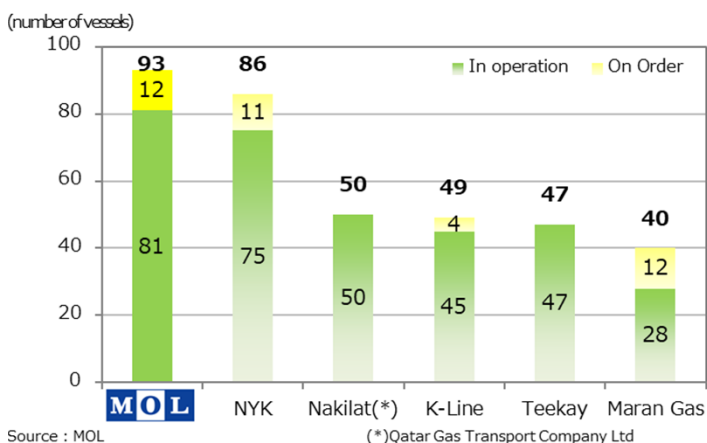
● Dry Bulkers (Mar.2019)



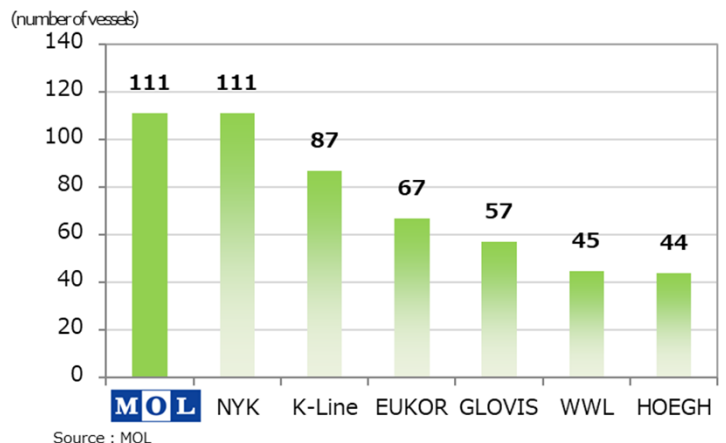
● Tankers (Mar.2019)



● LNG Carriers (Mar.2019)



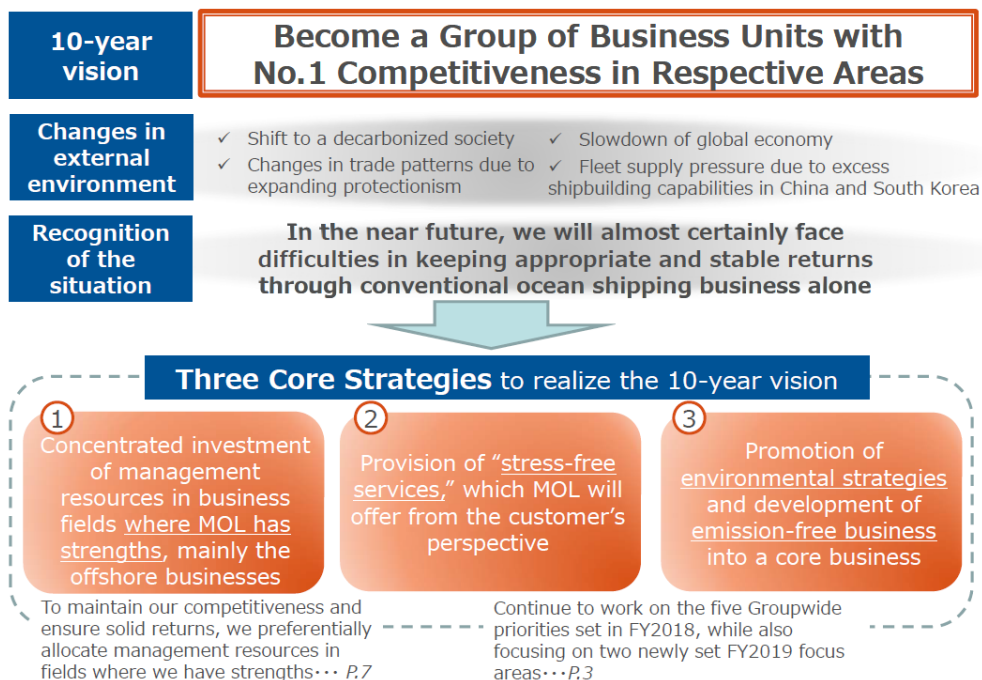
● Car Carriers (Mar.2019)



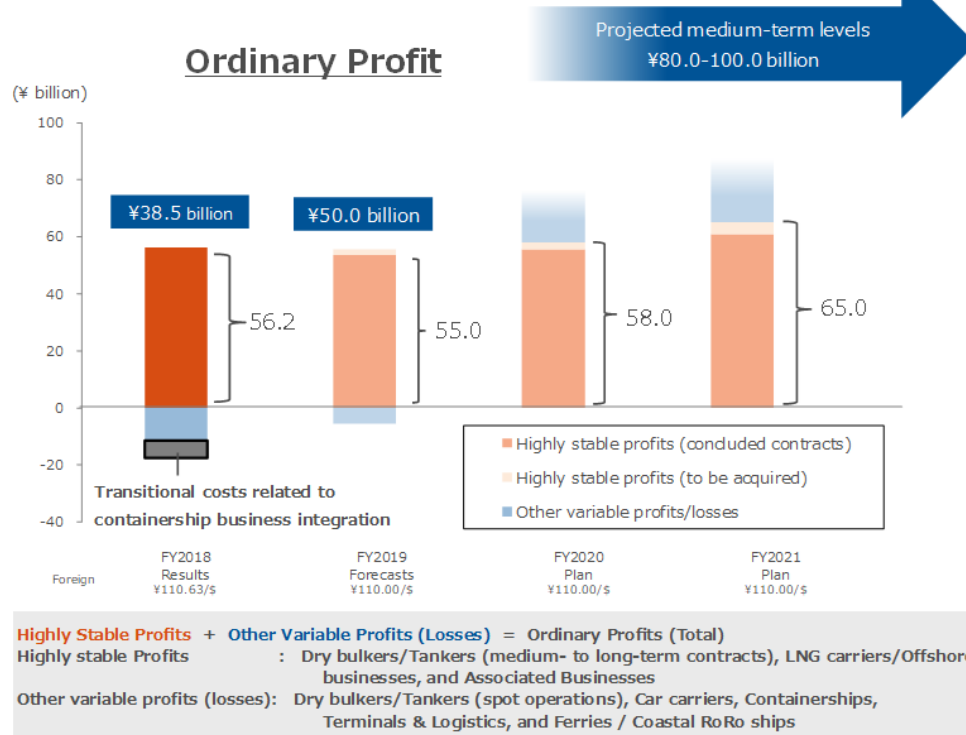
Note: The above numbers include the vessels which are owned by each company (wholly or partially) and the vessels for which vessel operation is entrusted to each company.

(Note) Excluding spot-chartered vessels

● Management Policy



● Roadmap to Improving Profit (Updated from RP2018)



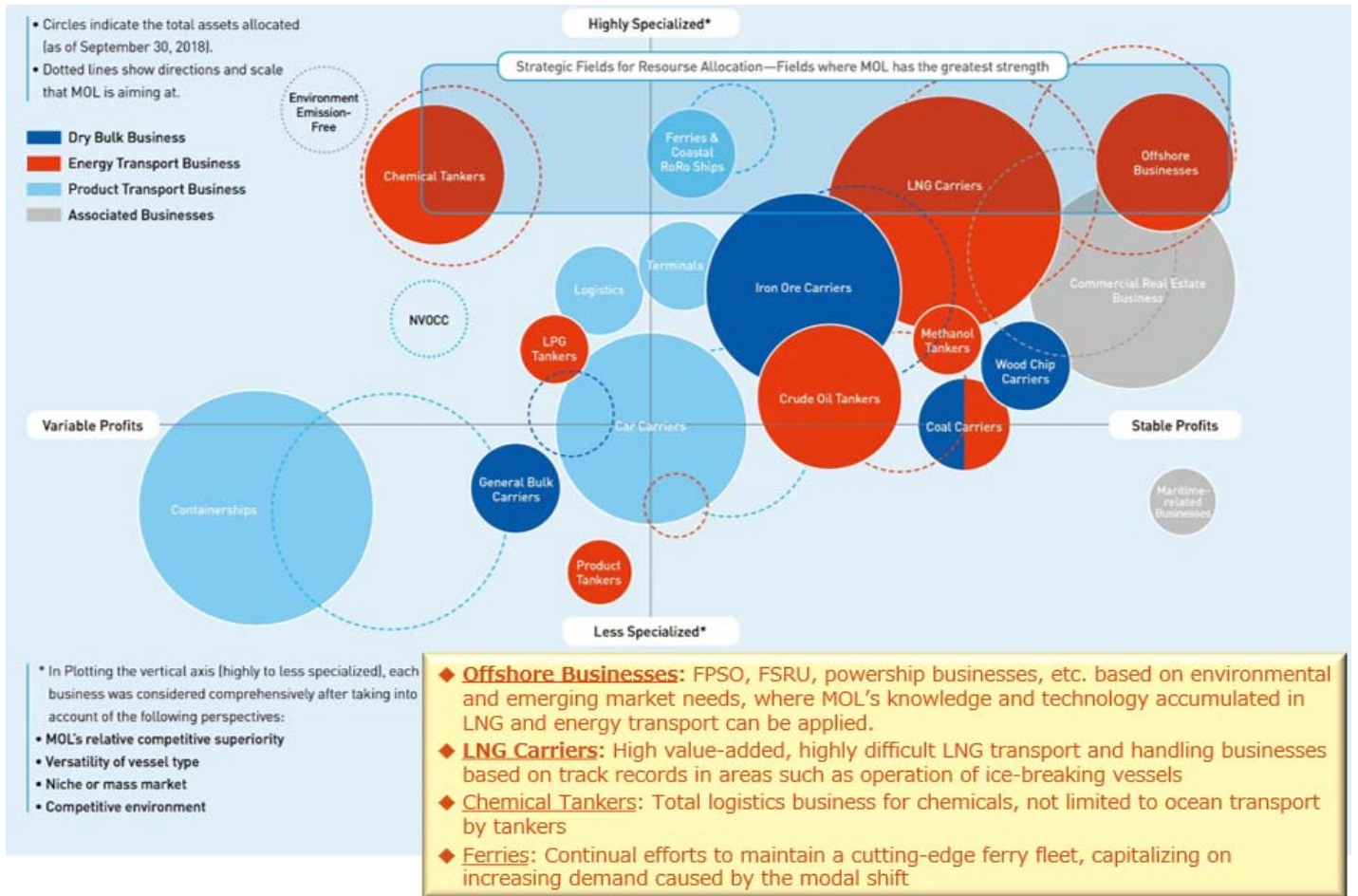
● Medium- and Long-term Profit Targets (As per RP 2018)

Medium- and Long-term Profit Levels and Key Financial Indicators		
	Projected Medium-term Levels	2027 Targets
Ordinary Profit	¥80.0-100.0 billion	¥150.0-200.0 billion
ROE	8~12%	—
Gearing Ratio	2.0 or less	1.0

Shareholder Returns

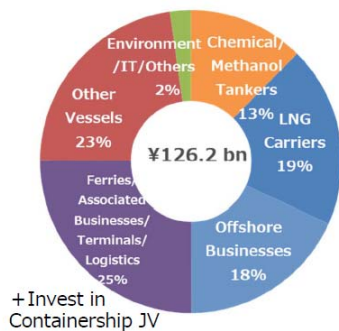
Set a 20% dividend payout ratio as a guideline in the near term, while working to improve this ratio in a medium to long term.

Business Portfolio and Strategic Fields for Resource Allocation (Updated from RP2018)



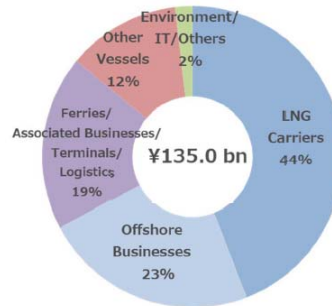
Investment Cash Flows (Update from RP2018)

1. FY2018 Results



2. FY2019 Outlook

(New projects internally approved for investment and potential investment projects)



- ✓ Increase investments in offshore businesses
- ✓ Continue to carefully select projects for investment

Initiatives on ESG & SDGs – Promoted through Rolling Plan -

refer to P.34-37 for further details.

MOL's Sustainability Issues (Materiality)

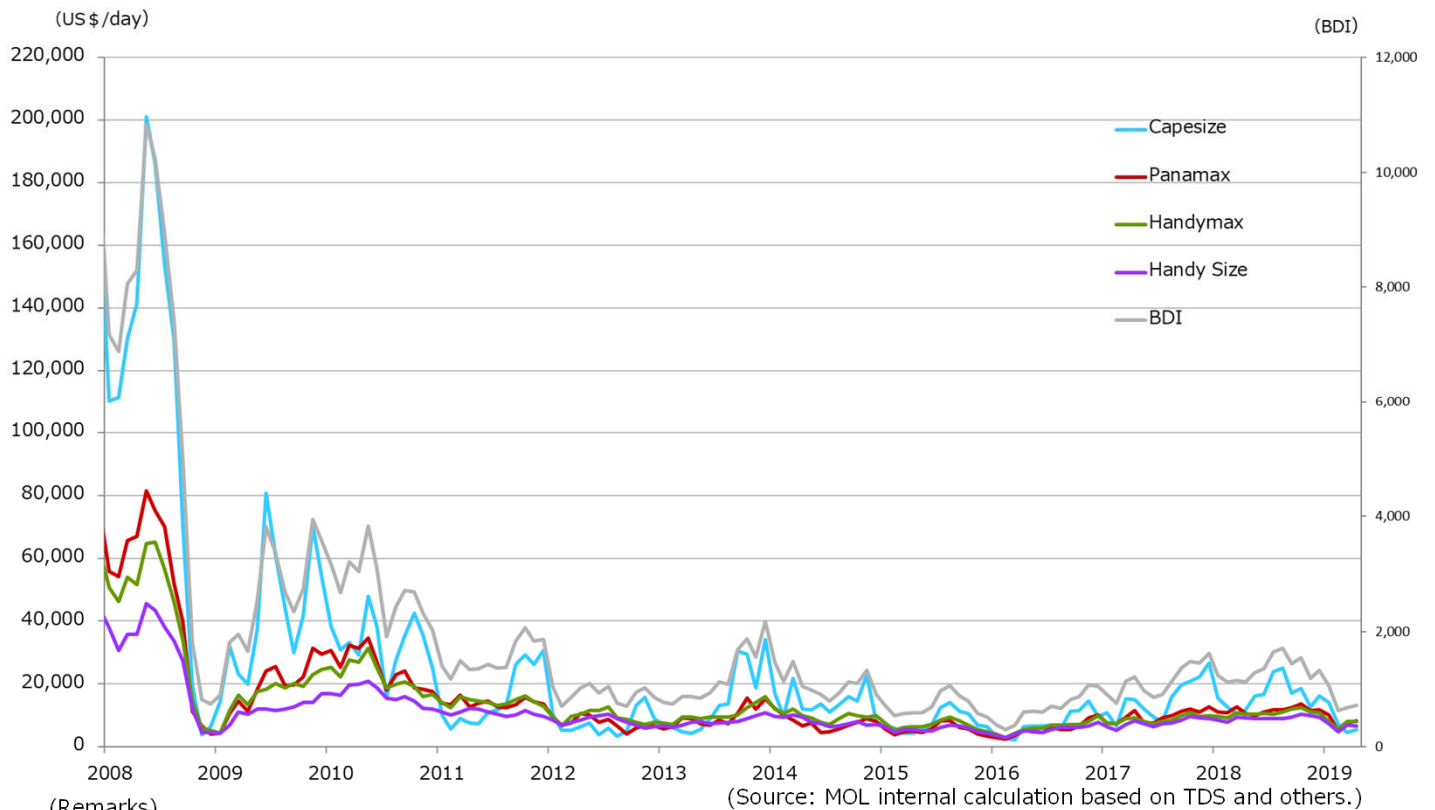
- Value-added transport services
- Marine and global environmental conservation
- Innovation for development in marine technology
- Human resource cultivation and community development
- Governance and compliance to support businesses

Maximize MOL's economic and social value



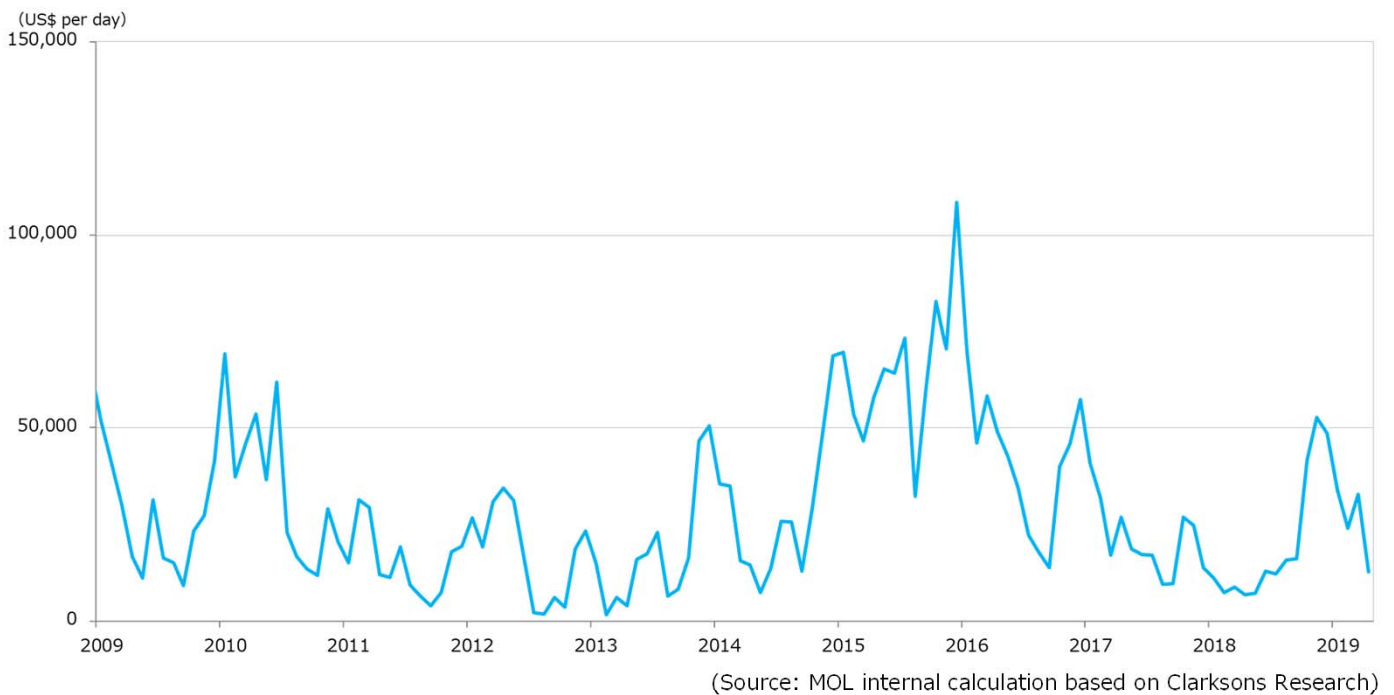
refer to "Market Data" for the latest data available on our web site (<https://www.mol.co.jp/en/ir/data/market/index.html>)

● Dry Bulker Markets (Spot Charter Rate/TC Average) : Monthly Average



- Capesize TC average : until April 2014=4TC, in/after May 2014=5TC(new)
- BDI (Baltic Dry Index) is calculated as an arithmetic average of the drybulker markets of the four different vessel types before March 2018 and the three different vessel types except for Handy size after March 2018. Therefore, a fluctuation of BDI does not always coincide with those of the four drybulker markets.

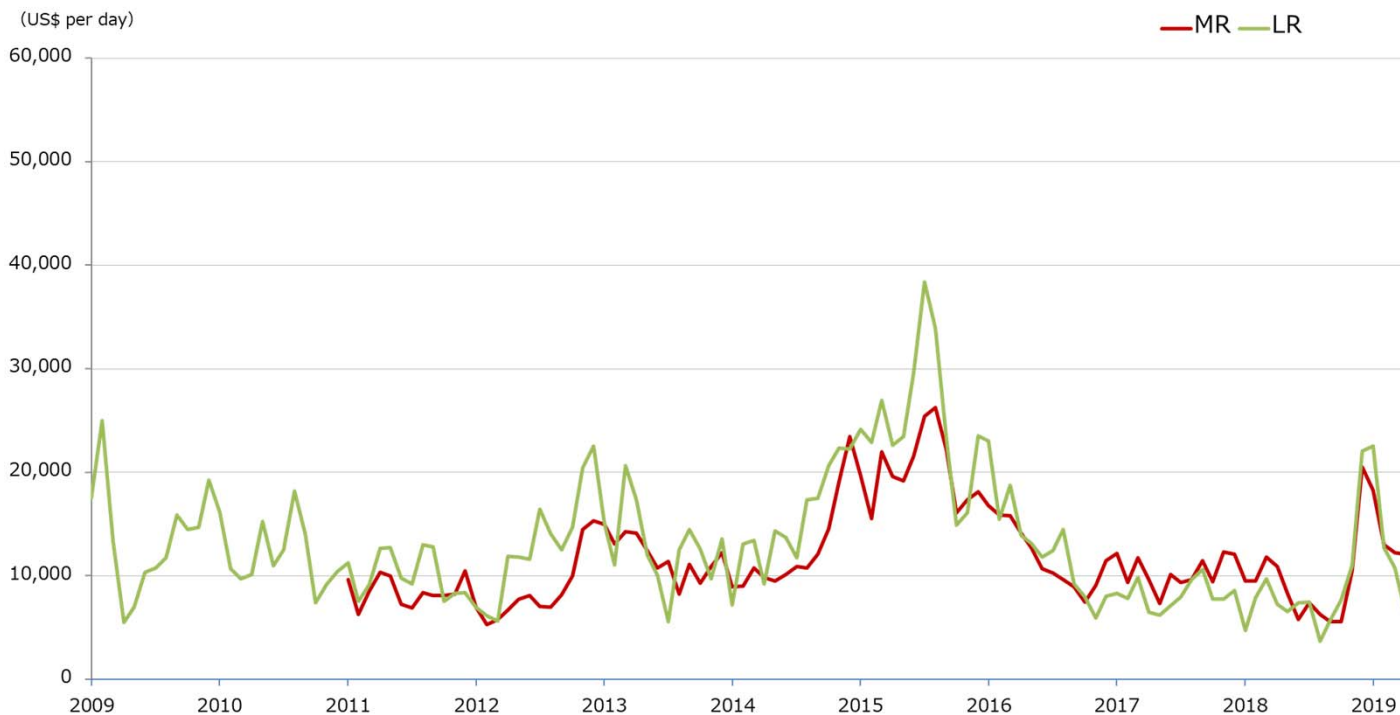
● VLCC Market (Spot Earning) : Monthly Average (AG→Japan)



refer to "Market Data" for the latest data available on our web site (<https://www.mol.co.jp/en/ir/data/market/index.html>)

● **Product Tanker Markets (Spot Earnings) : Monthly Average**

(LR : AG→Japan, MR : Main 5 Trades)



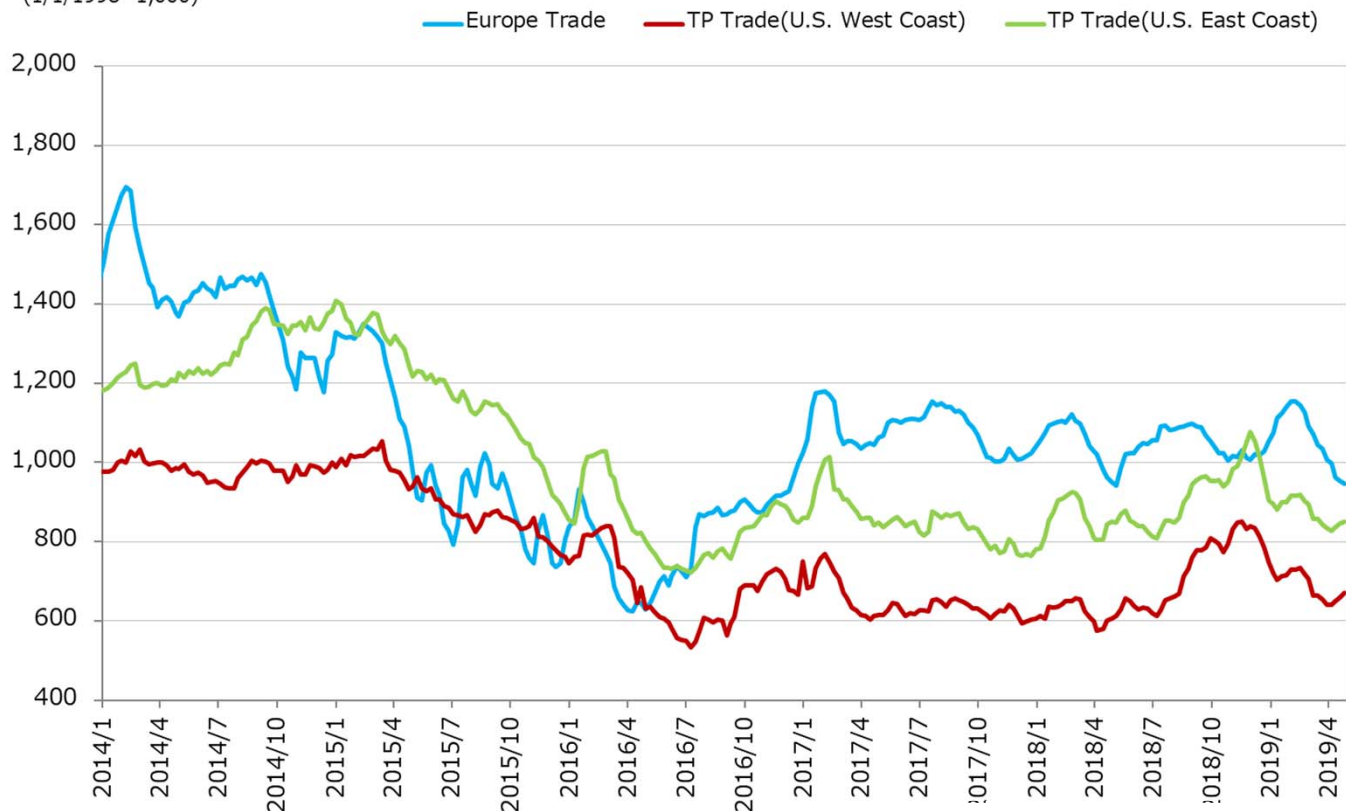
(Source: MOL internal calculation based on Clarksons Research)

(Remarks)

MR Product Tanker market is simple average of main 5 trades : Europe – US, US – Europe, Singapore – Australia, South Korea – Singapore, and India – Japan, which is available from 2011/1.

● **CCFI (CCFI : China Containerized Freight Index*)**

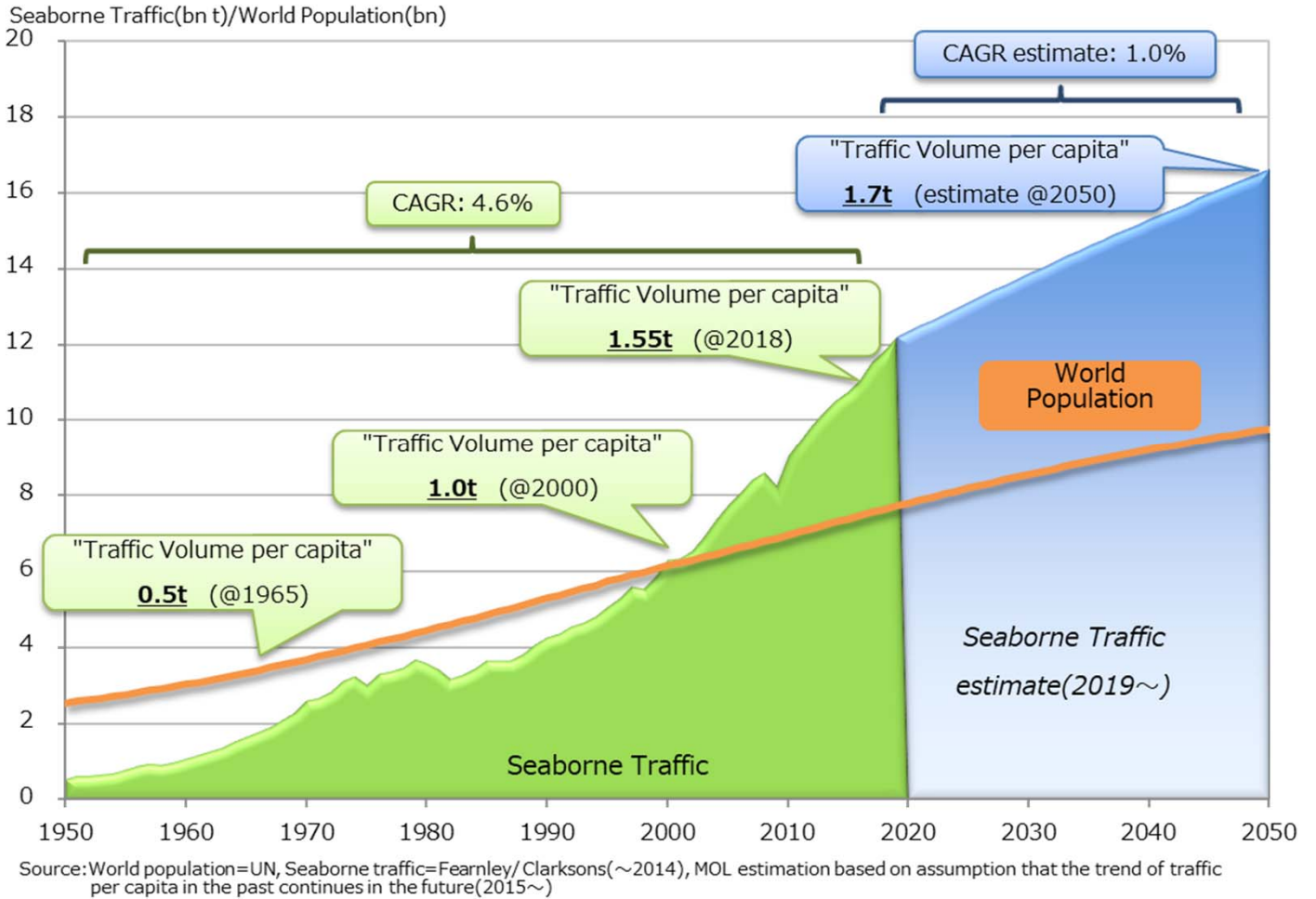
(1/1/1998=1,000)



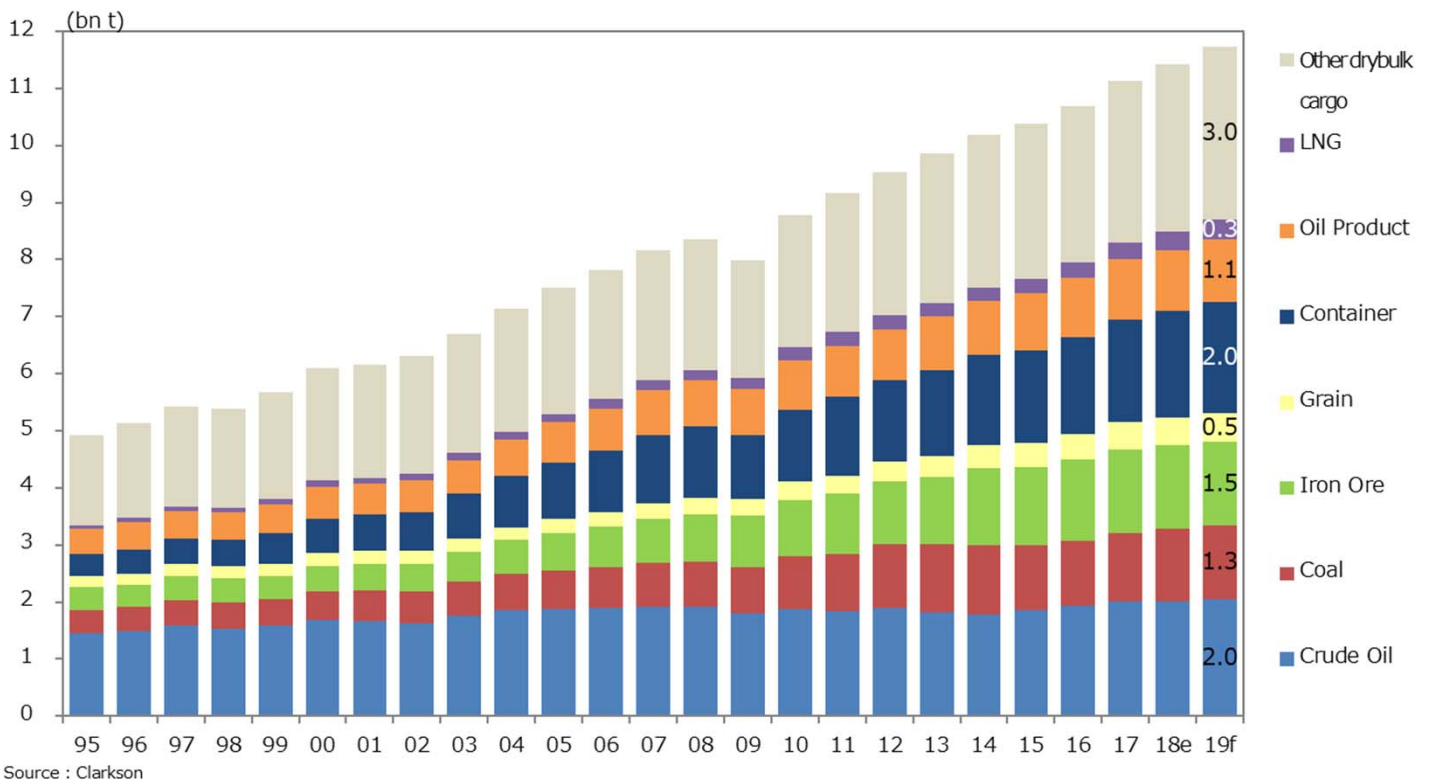
(Source: SSE)

(*)CCFI reflects the freight rate trend for container exports from China only, which does not always match the overall trend for container exports from Asia.

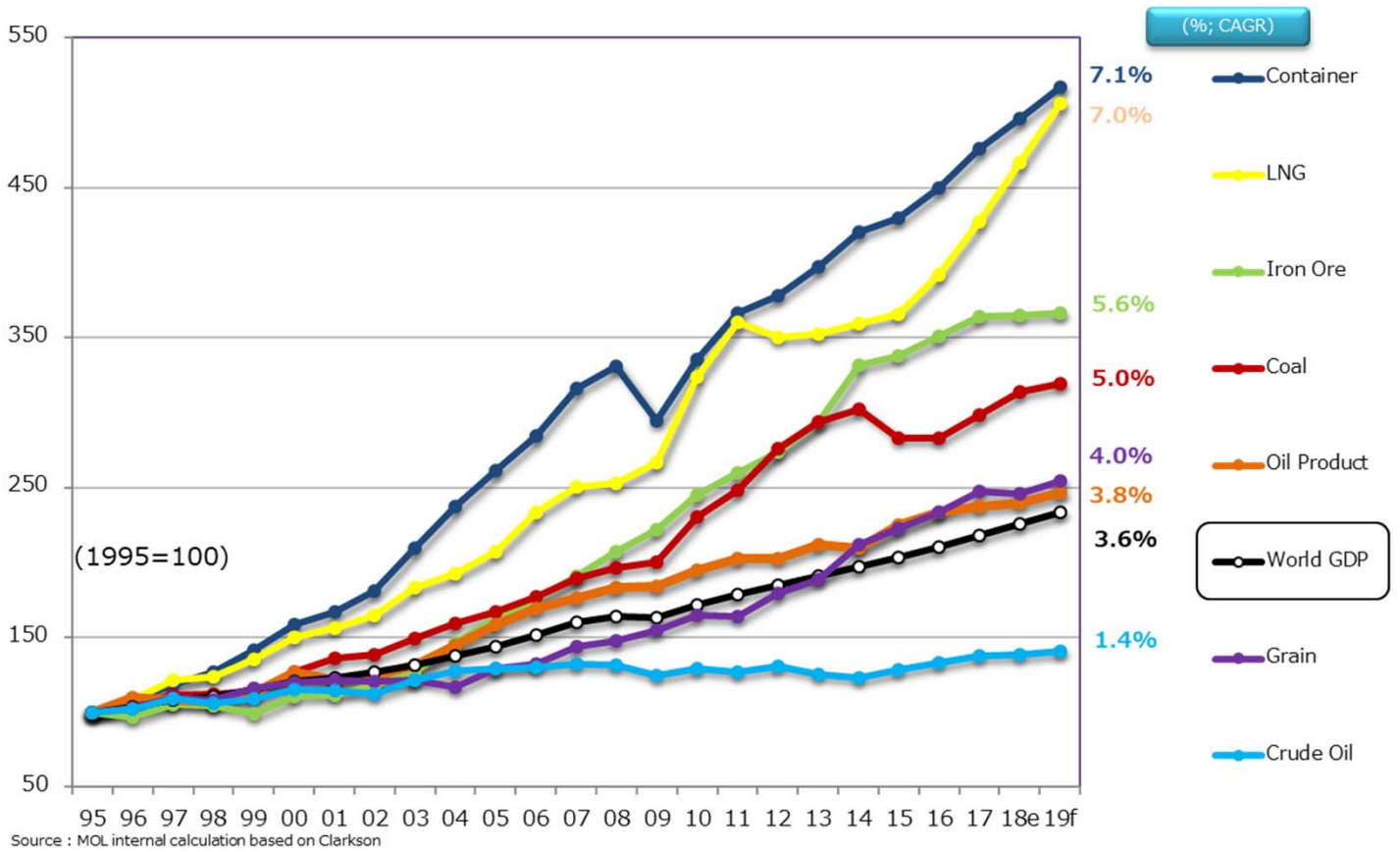
● World Population & Global Seaborne Traffic



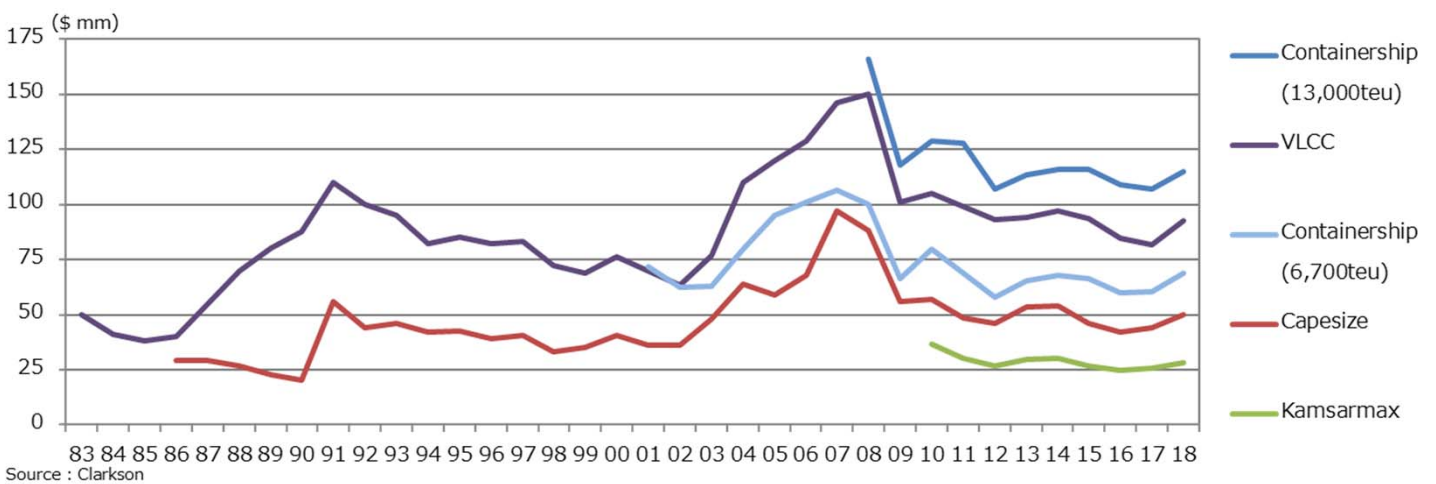
● Seaborne Traffic by Commodity



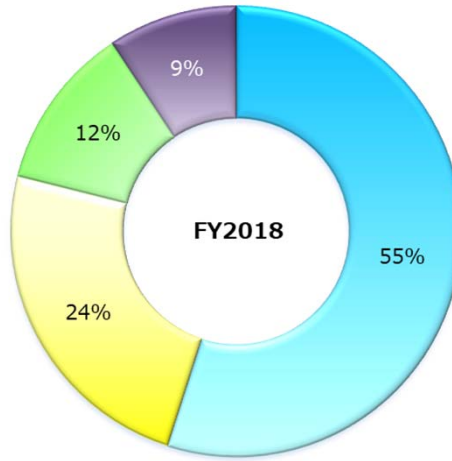
● Growth of World GDP & Seaborne Traffic by Commodity



● (Ref.) Ship Prices

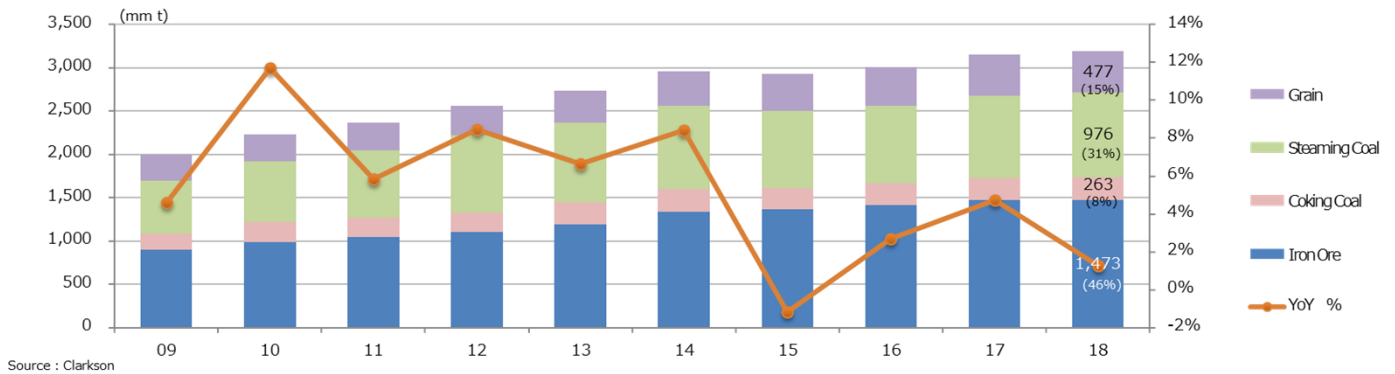


● MOL Dry Bulkers : Revenue Breakdown(Consolidated)



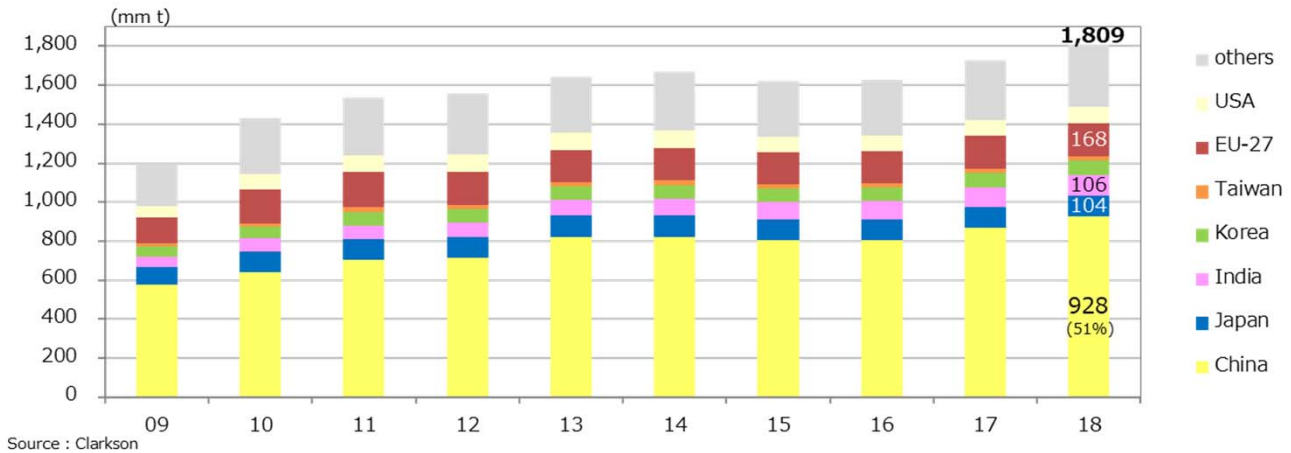
- Iron ore & coal carrier
- General bulk carrier
- Wood chip carrier
- General cargo carrier/Heavy Lifter

● Global Seaborne Trade of Major Dry Bulk Cargoes



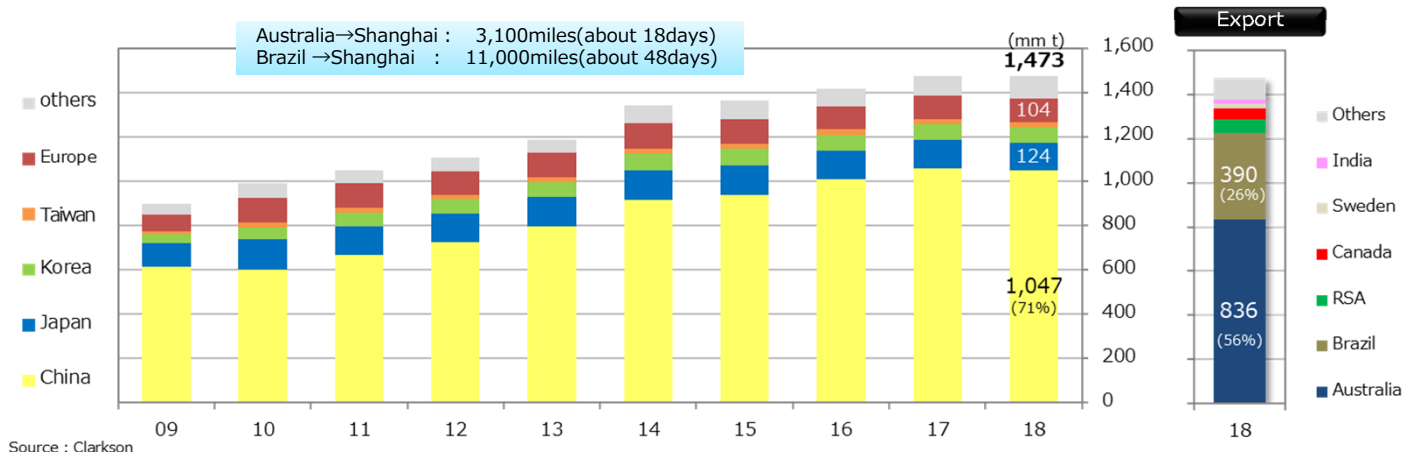
Source : Clarkson

● Crude Steel : Global Production by Area



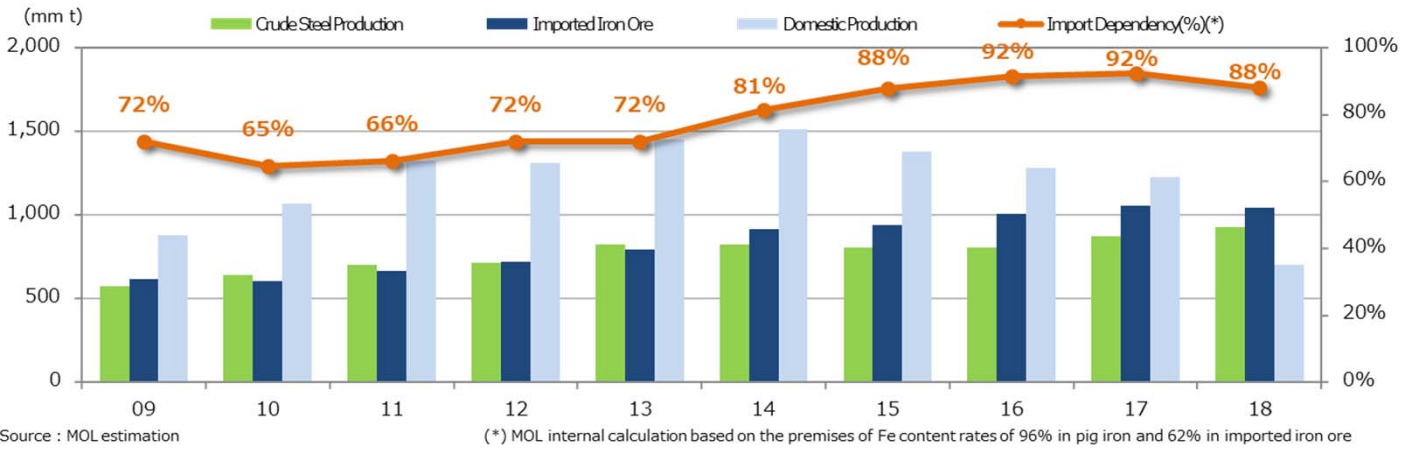
Source : Clarkson

● Iron Ore : Global Seaborne Trade by Import Area

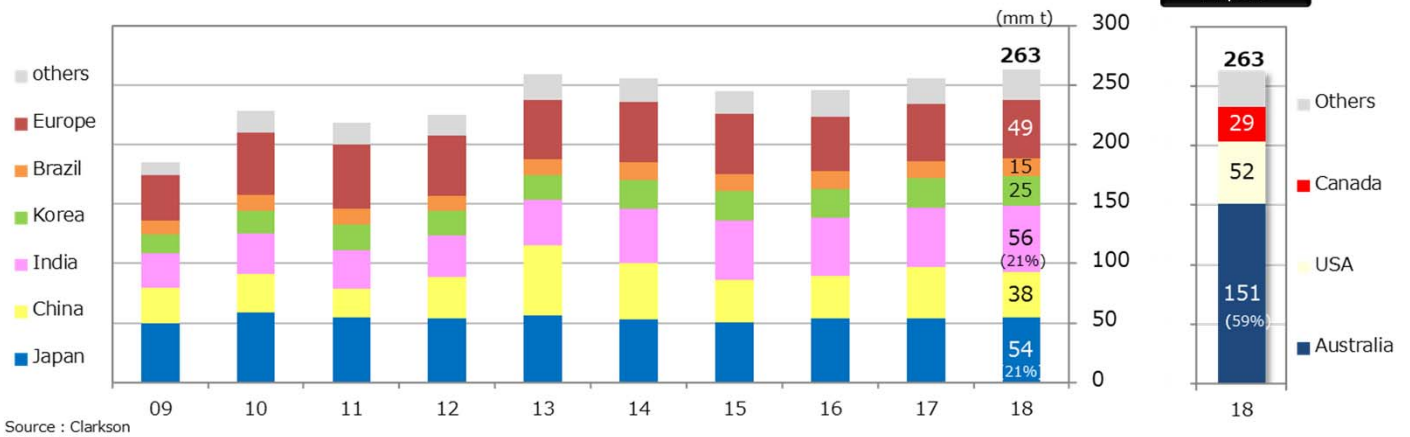


Source : Clarkson

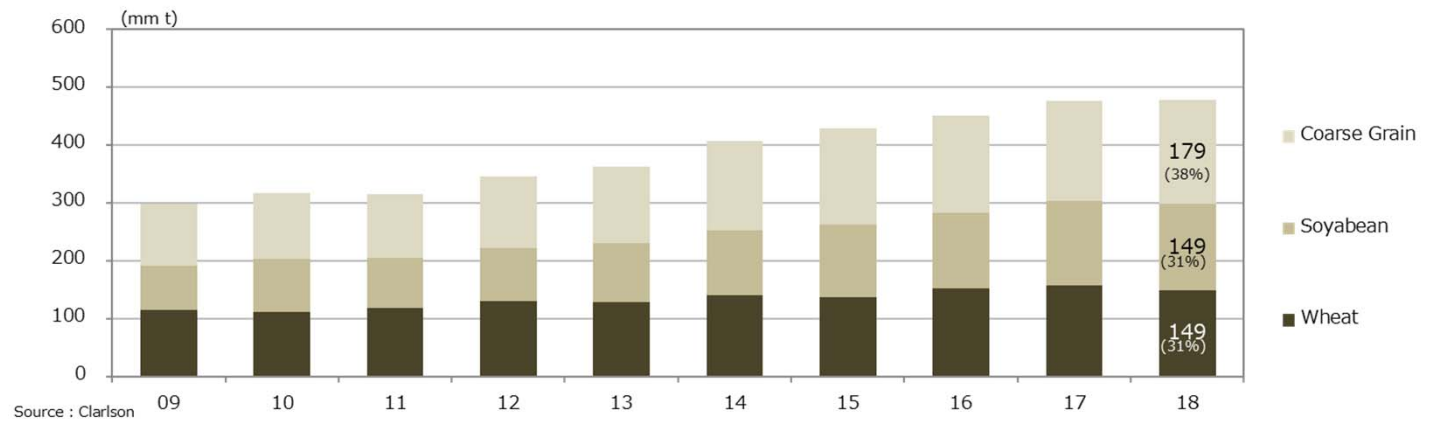
● China : Dependence on Imported Iron Ore



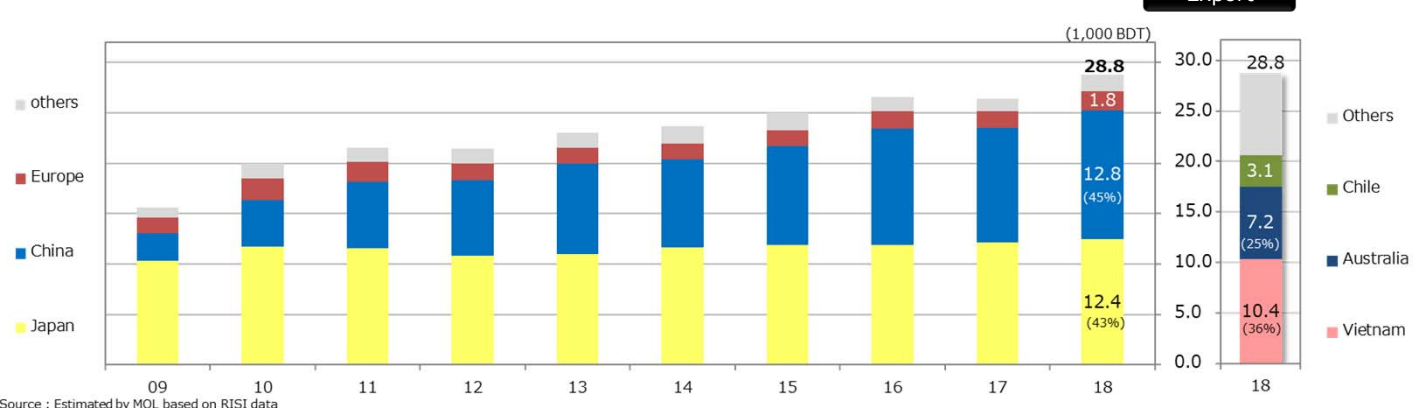
● Coking Coal : Global Seaborne Trade by Import Area



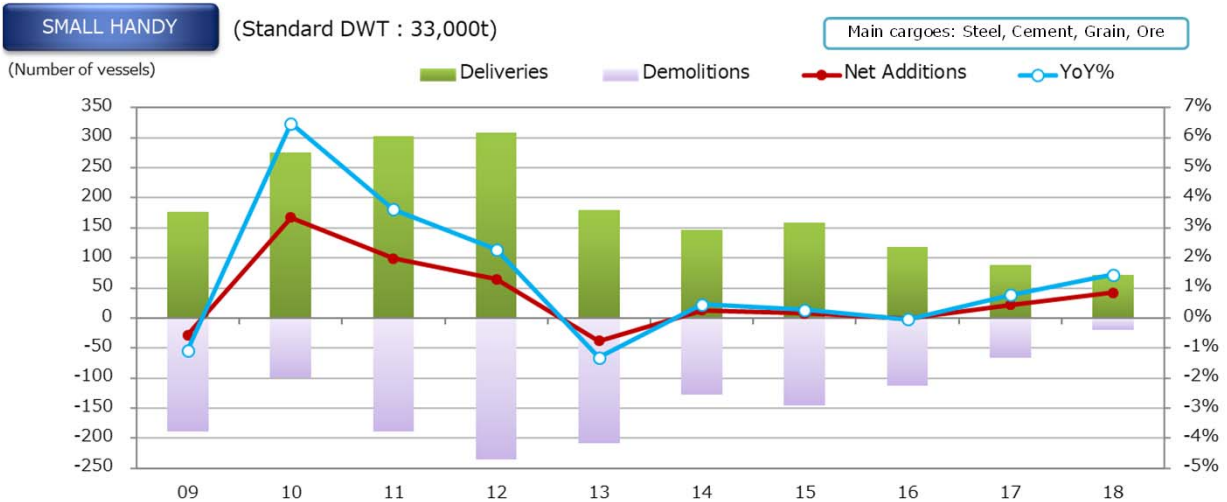
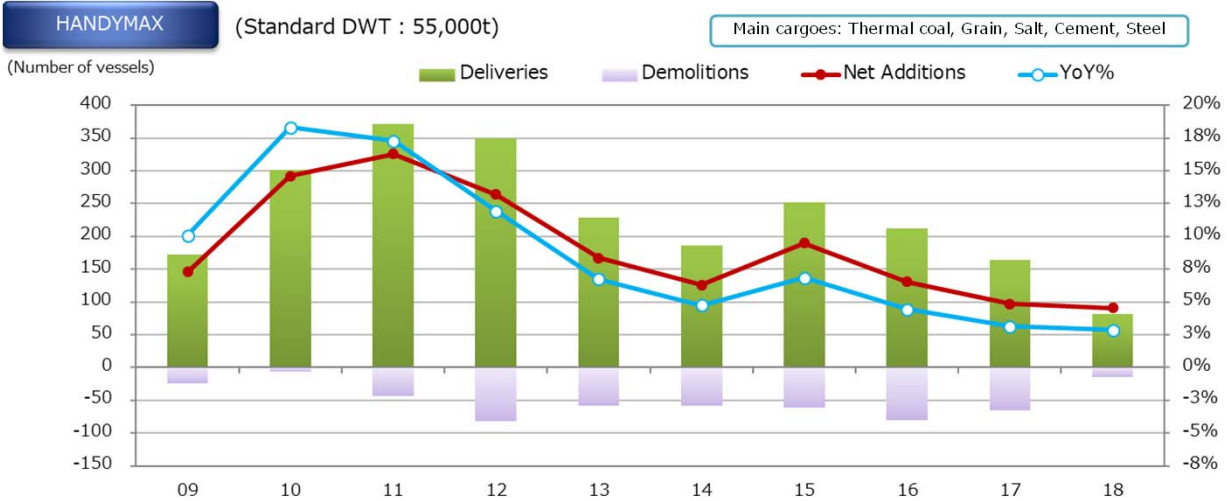
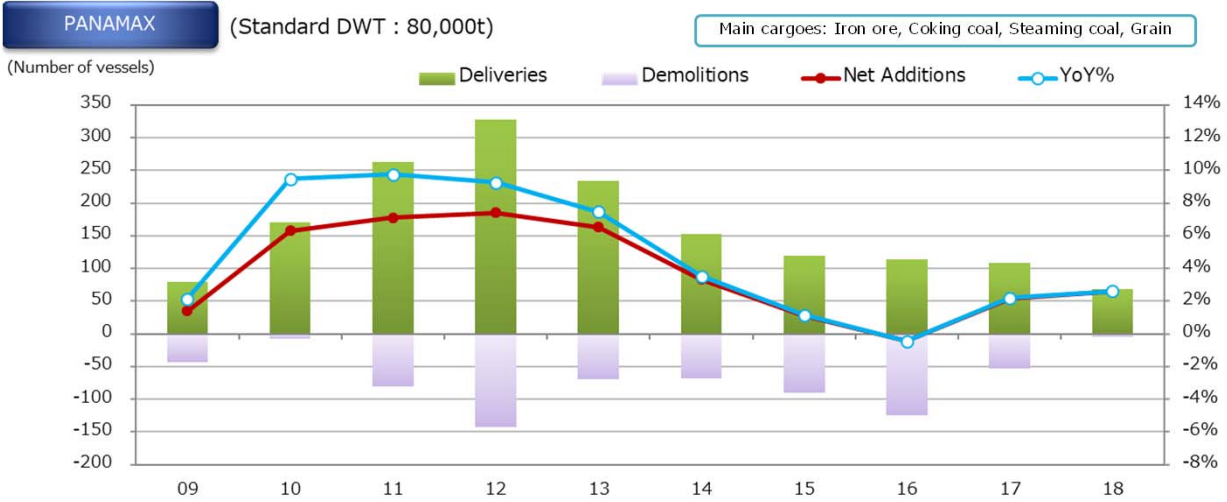
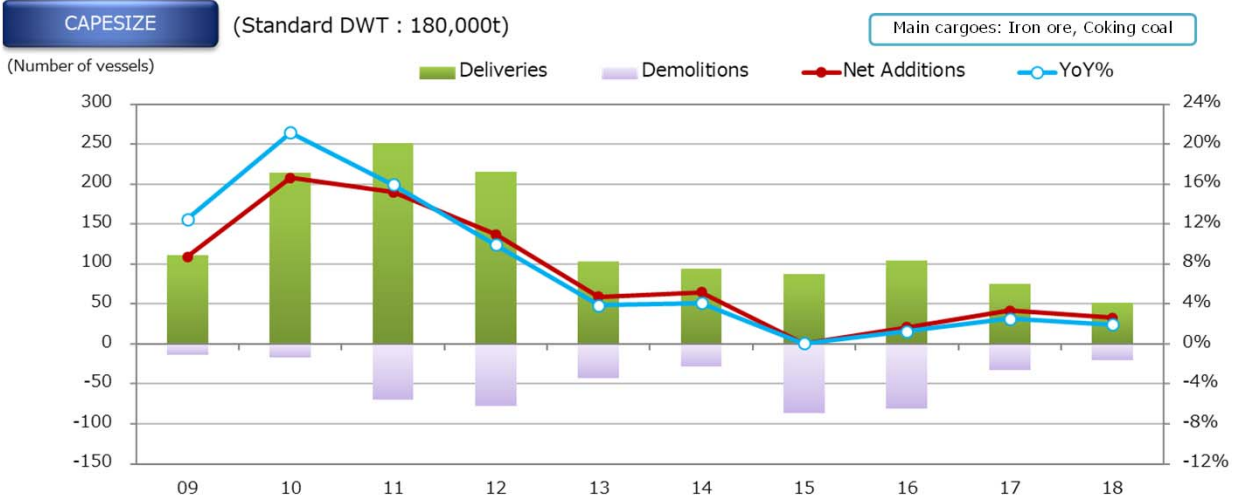
● Grain : Global Seaborne Trade by Commodity



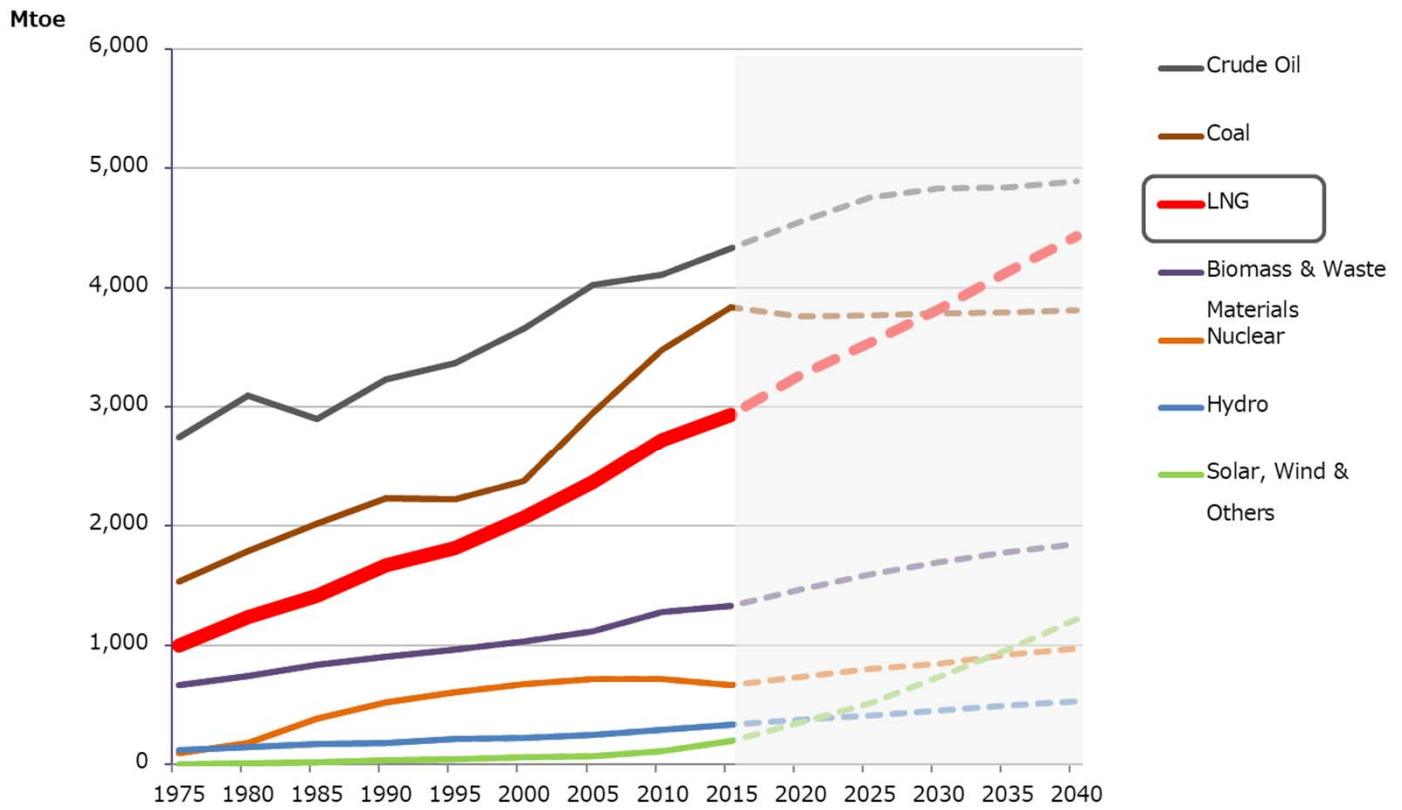
● Wood Chip : Global Seaborne Trade by Import Area



● Vessel Supply (Source : MOL internal calculation based on IHS-Fairplay)

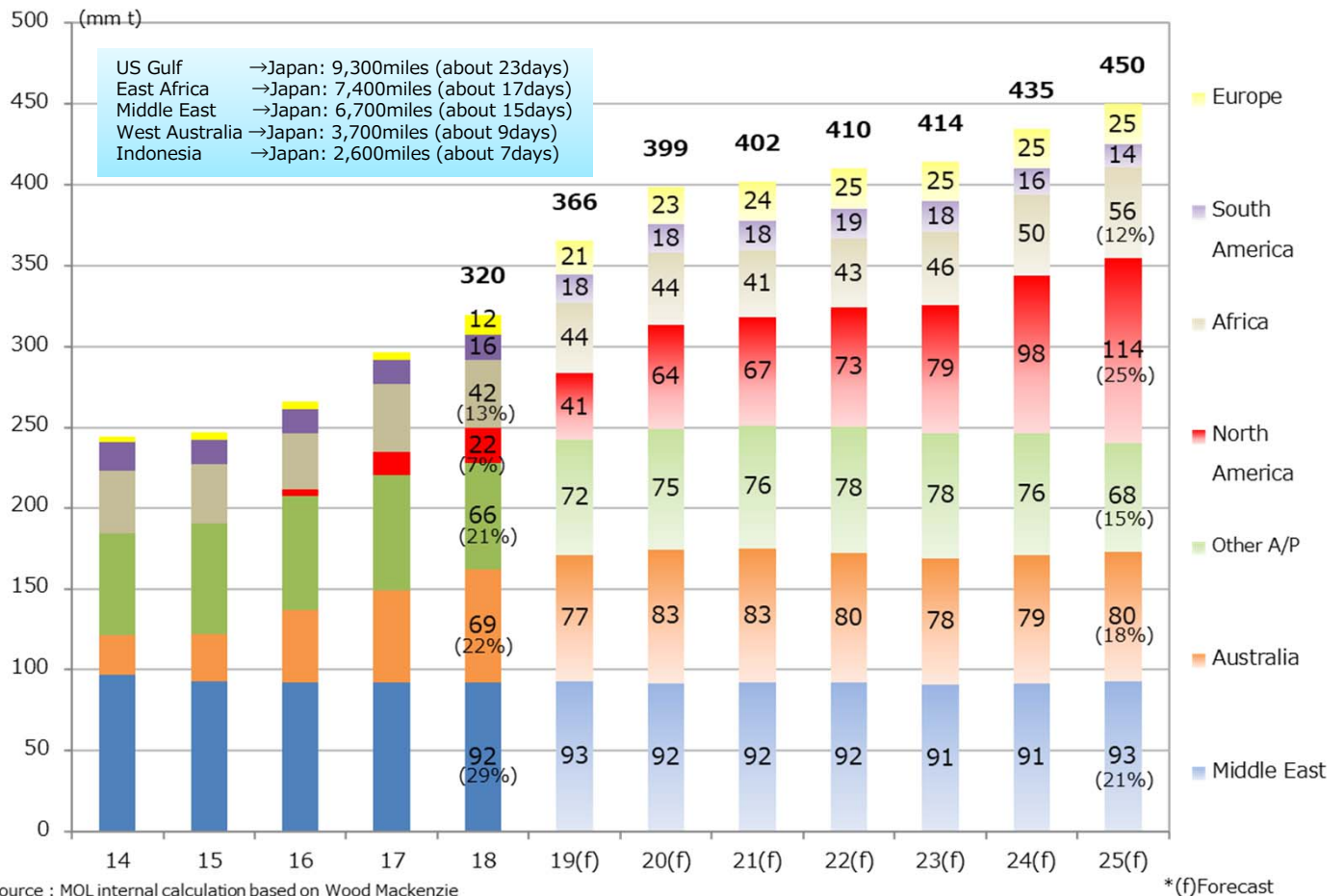


● Demand Forecast of Primary Energy



Source : MOL internal calculation based on IEA World Energy Outlook 2018

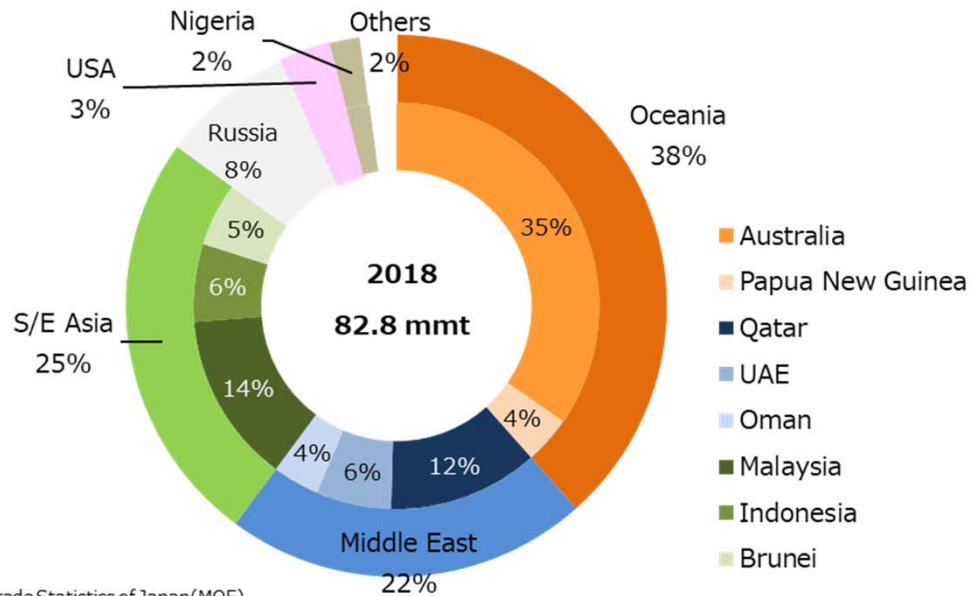
● LNG : Seaborne Trade by Export Areas(Result & Forecast)



Source : MOL internal calculation based on Wood Mackenzie

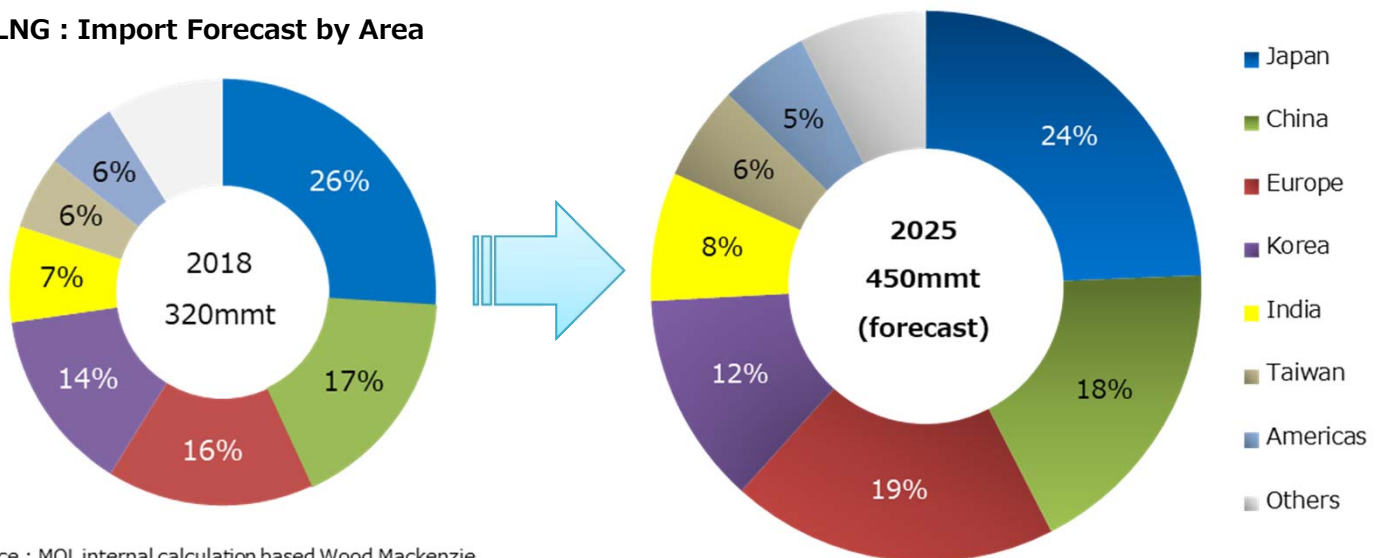
*(f)Forecast

● Japan : Import % of LNG by Nation of Origin



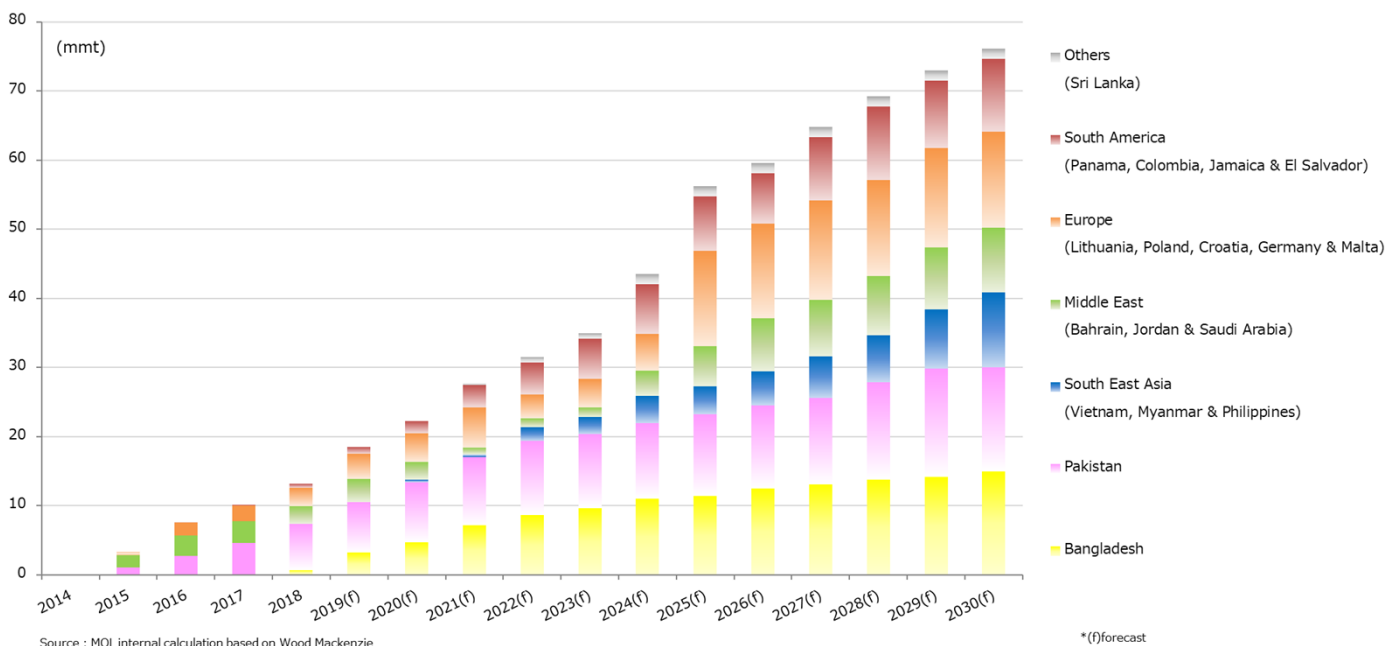
Source : Trade Statistics of Japan(MOF)

● LNG : Import Forecast by Area



Source : MOL internal calculation based Wood Mackenzie

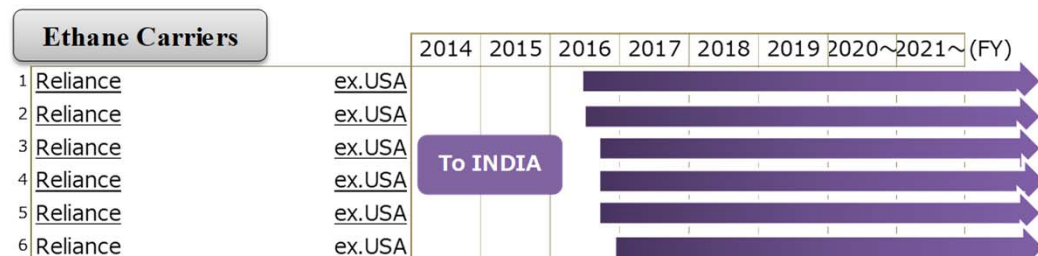
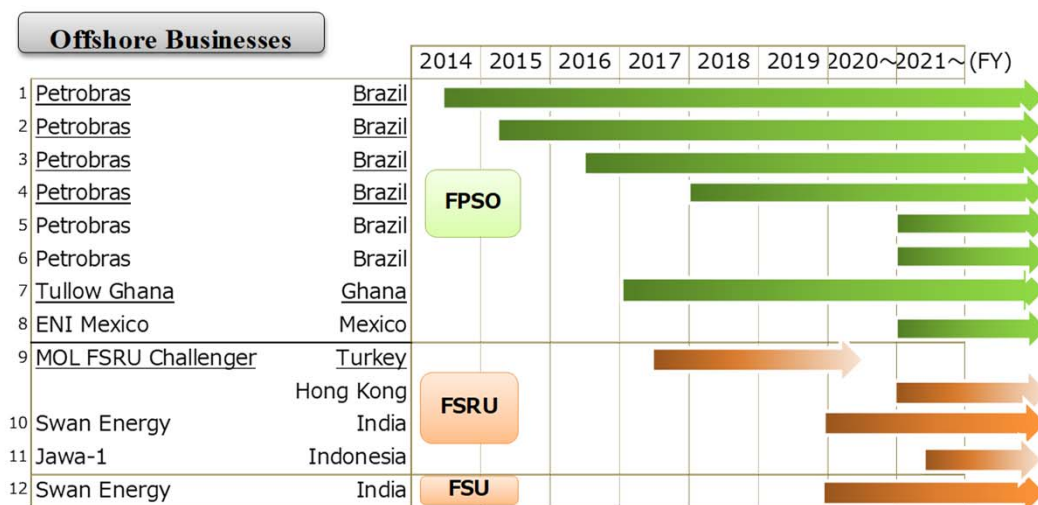
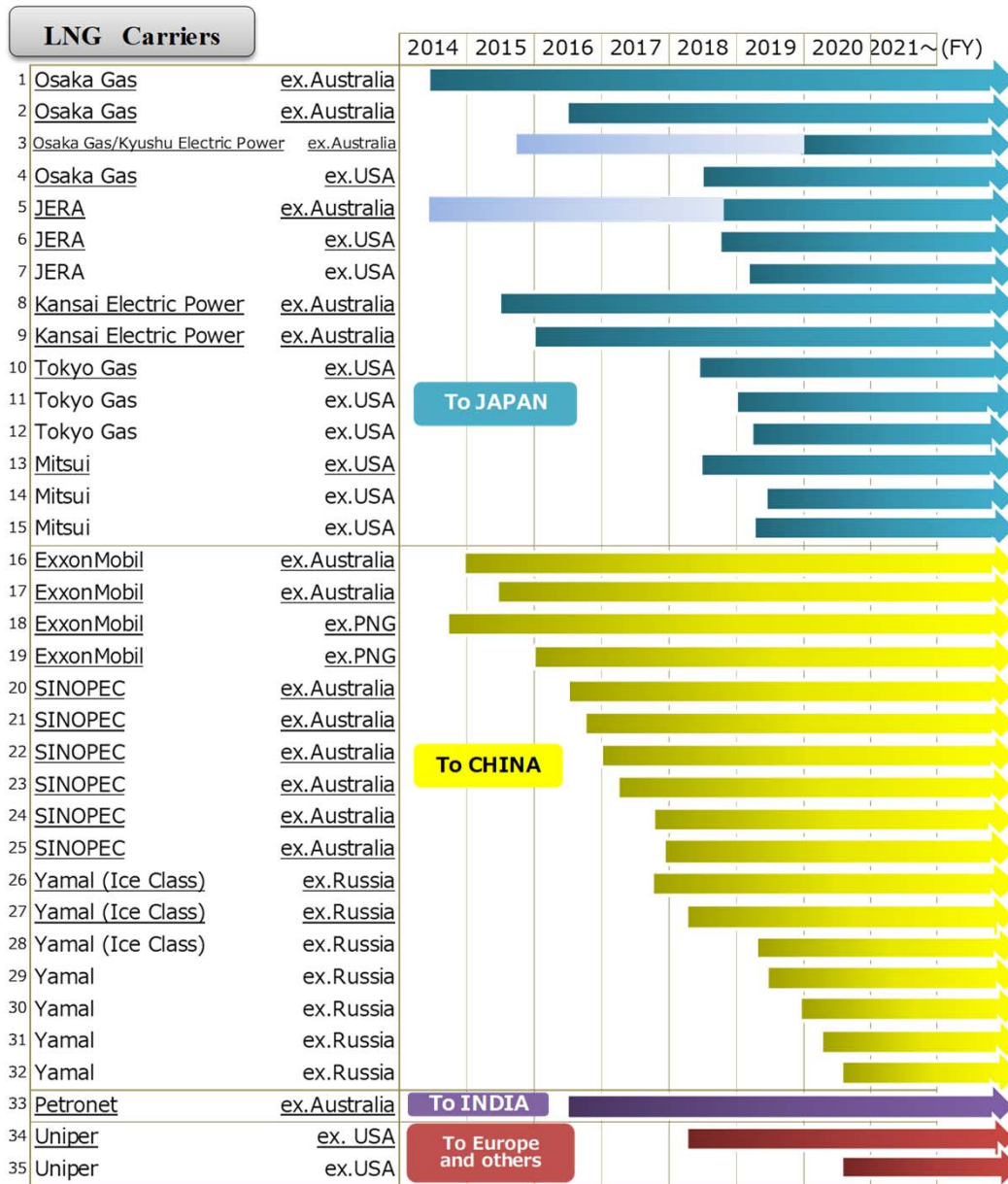
● LNG : Emerging Market of LNG Import



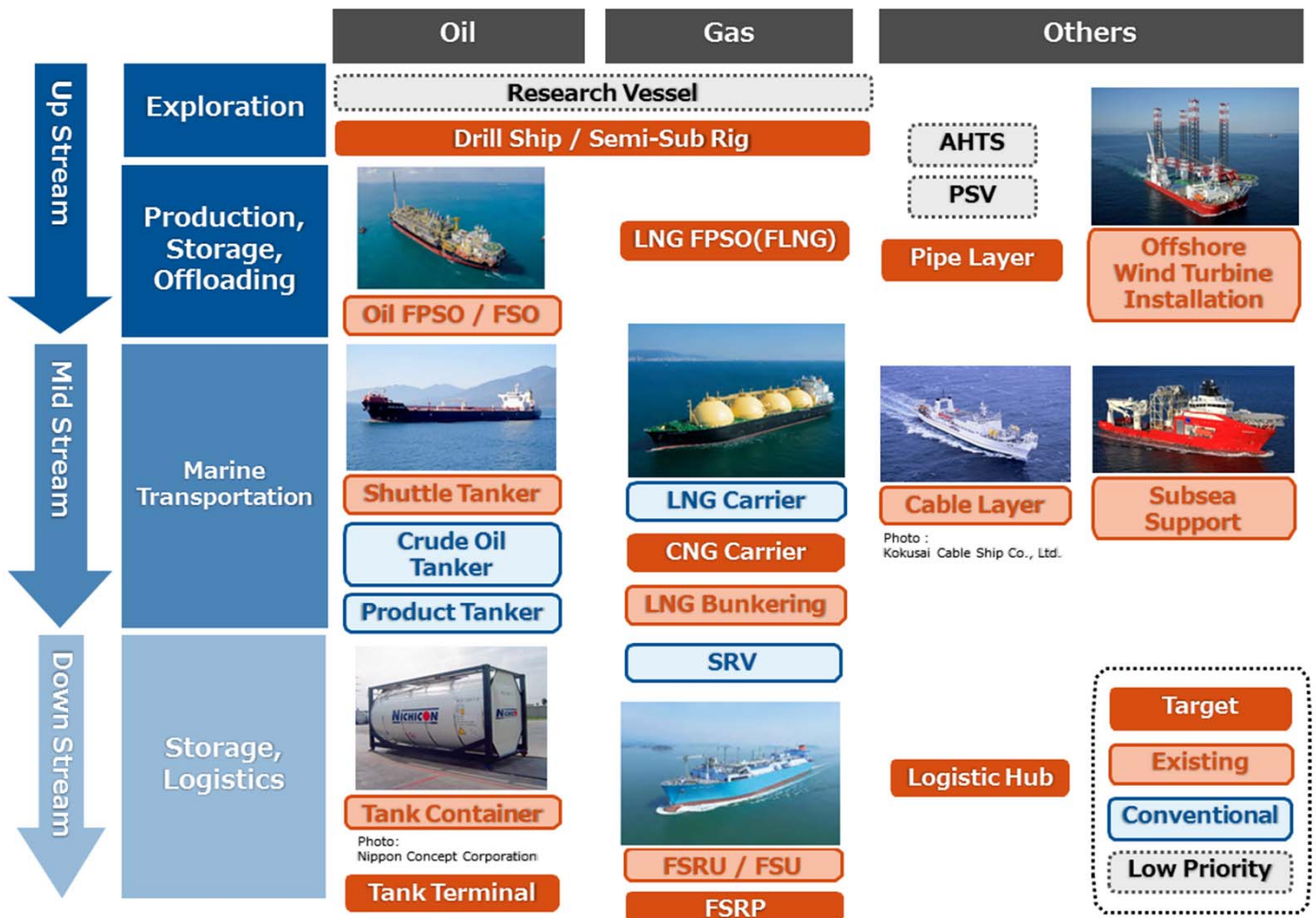
Source : MOL internal calculation based on Wood Mackenzie

*(f)forecast

● MOL : Signed Long-Term Contracts as of Mar.2019 (to start in/after Apr.2014) *Underlined=In operation



● MOL : Offshore Businesses in Energy Value Chain



● FPSO (Floating Production, Storage and Offloading System)



A floating facility for producing crude oil offshore. The crude oil is stored in tanks in the facility and directly offloaded to shuttle tankers for direct transport to the destination.

Photo: MODEC, Inc.

● Self-Elevating Platform Vessel



The platform is equipped with legs that rest on the seabed and move up and down. The vessel installs offshore wind power generation systems with a crane by moving the platform up to the sea surface. By raising and maintaining a level higher than the waves, the generators can operate even in rough seas. It can be used not only to install offshore wind power generation systems, but also to help maintain offshore oil and gas rigs.

● Subsea Support Vessel



Vessels designed for arrangement and technical support work during exploitation of offshore oil and gas fields.

● Shuttle Tanker



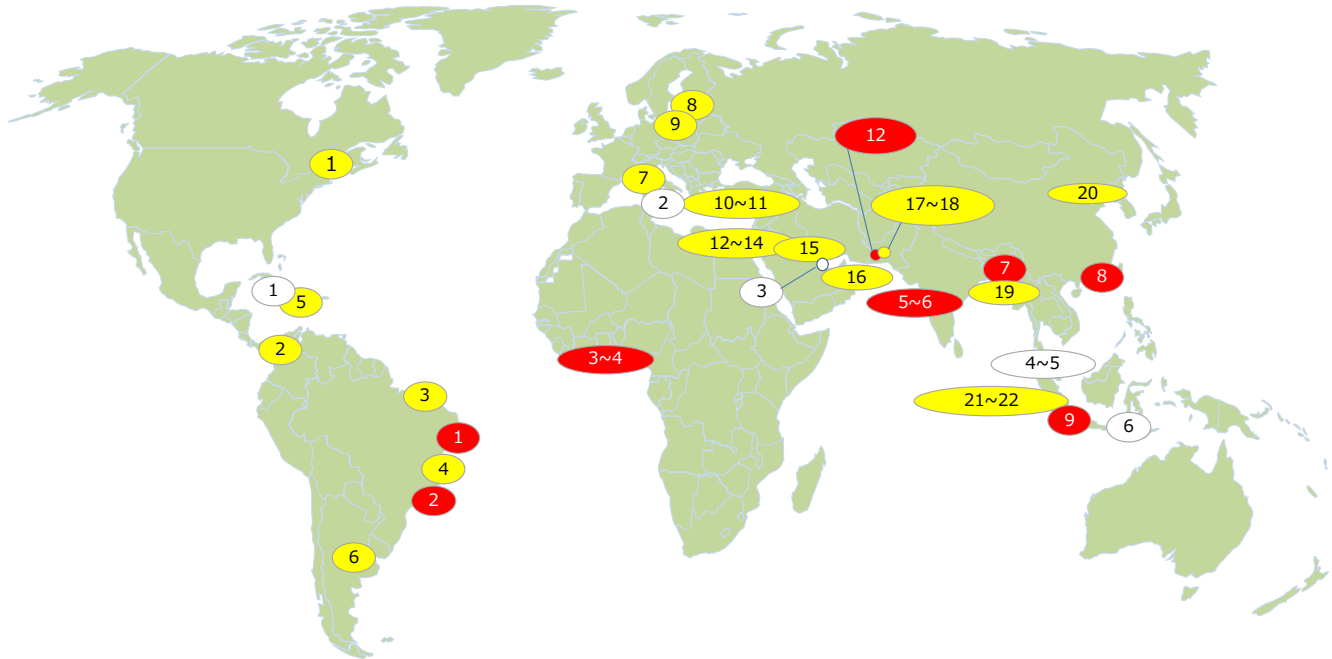
Tankers that transport crude oil from offshore oil rigs, such as FPSOs, to onshore refineries as an alternative means of pipelines. Shuttle tankers are fitted with a unique system that enables cargo to be loaded from the bow of the vessel, rather than from the side like ordinary tankers, while maintaining a certain distance from the offshore platform.

● FSRU (Floating Storage and Regasification Unit)



A floating facility for storing and regasification of LNG offshore, which is then pressurized and piped ashore. Plans to introduce FSRUs in regions around the world are making steady progress as they can be set up in less time and with less cost than conventional onshore receiving terminals.

● Geographical Expansion of LNG Import through FSRU

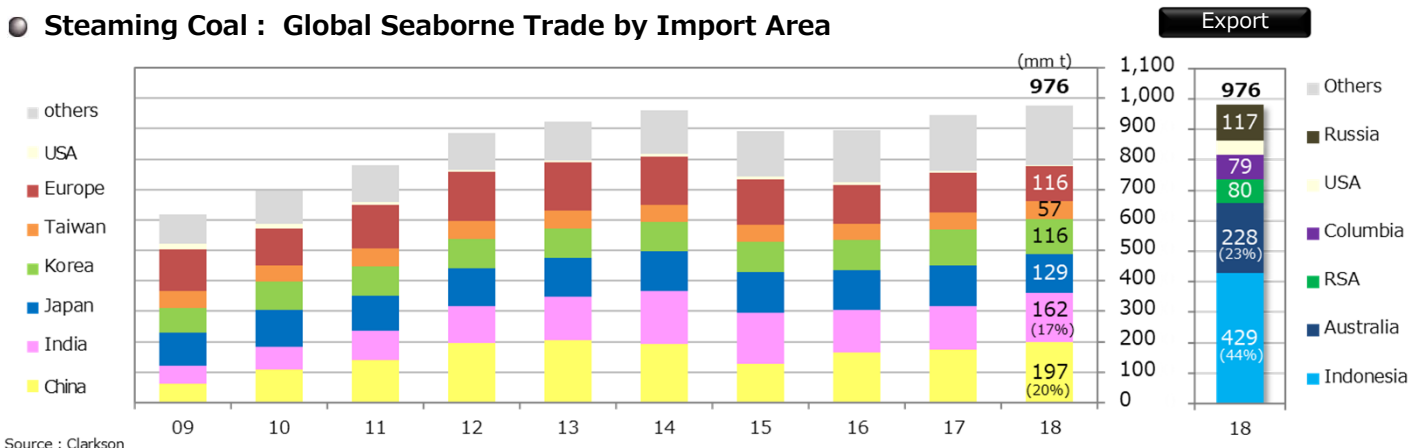


FSRU in operation					
①	U.S.	Northeast Gateway	⑫	Egypt	EGAS2
②	Colombia	SPEC	⑬	Israel	Hadera Gateway
③	Brazil	Pecem	⑭	Jordan	Aqaba
④		Bahia	⑮	Kuwait	Mina Al-Ahmadi
⑤	Jamaica	NFE Old Harbour	⑯	UAE	Dubai LNG
⑥	Argentina	Escobar	⑰	Pakistan	GasPort
⑦	Italy	OLT LNG Toscana	⑱		Engro Elengy
⑧	Lithuania	Klaipeda	⑲	Bangladesh	Petrobangla Maheshkhali
⑨	Russia	Kaliningrad	⑳	China	Tianjin
⑩	Turkey	ETKI	㉑	Indonesia	Lampung
⑪		Dortyol	㉒		West Java

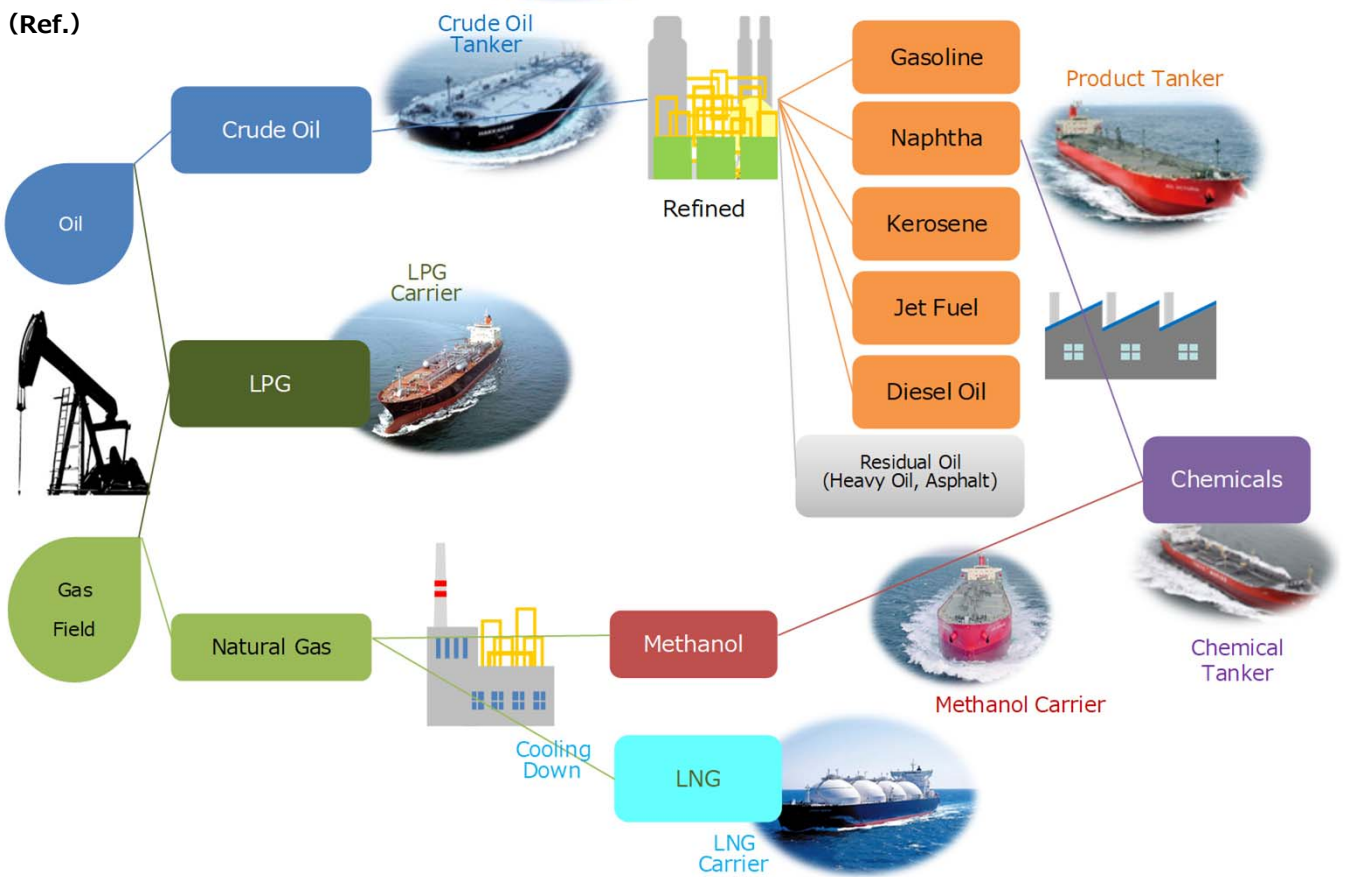
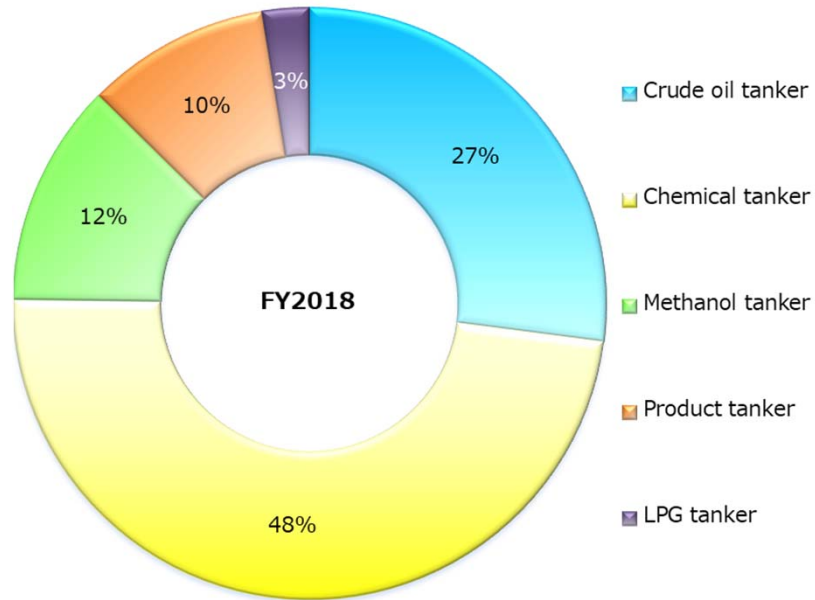
FSU in operation		
①	Jamaica	Jamaica FSU
②	Malta	Malta FSU
③	Bahrain	Bahrain FSU
④	Malaysia	Melaka FSU1
⑤		Melaka FSU2
⑥	Indonesia	Benoa FRU/FSU

FSRU/FSU under construction		
①	Brazil	Sergipe
②		Port of Acu
③	Ivory Coast	Total/Petroci
④	Ghana	GNPC Tema FRU/FSU
⑤	India	Swan
⑥		Jaigarh
⑦	Bangladesh	Summit Maheshkhali
⑧	Hong Kong	Hong Kong FSRU
⑨	Indonesia	Jawa-1

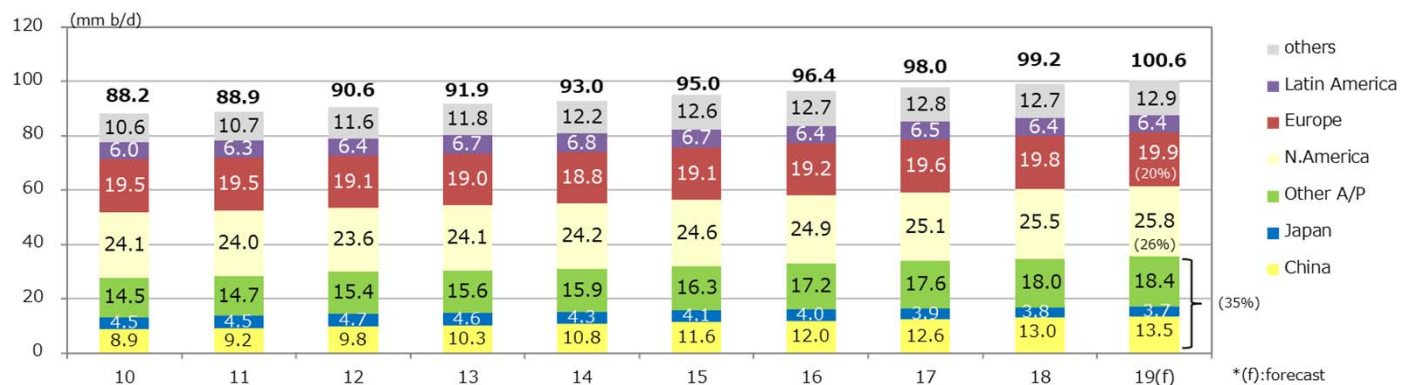
● Steaming Coal : Global Seaborne Trade by Import Area



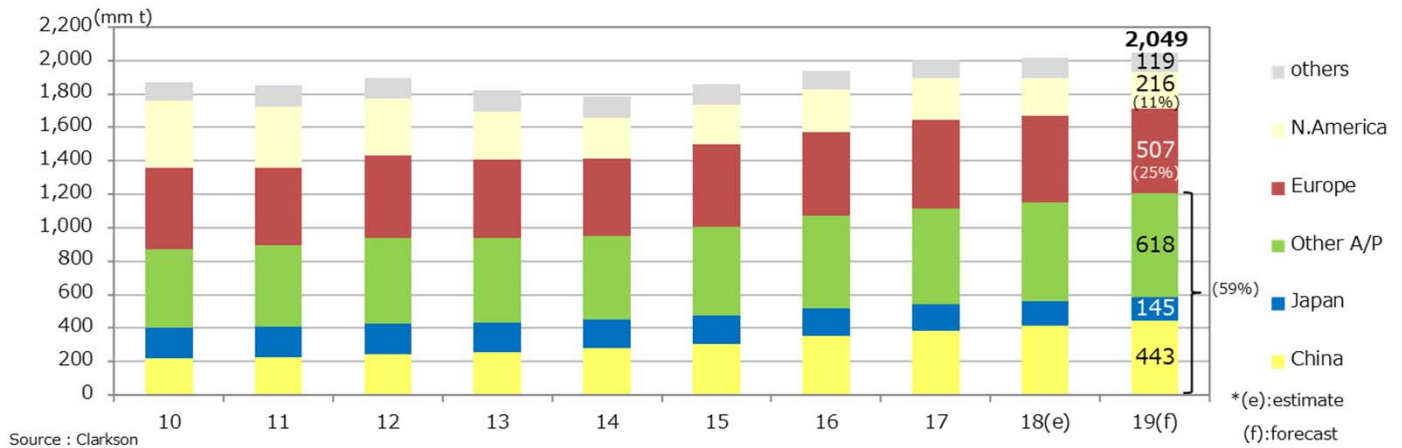
● MOL Tankers : Revenue Breakdown(Consolidated)



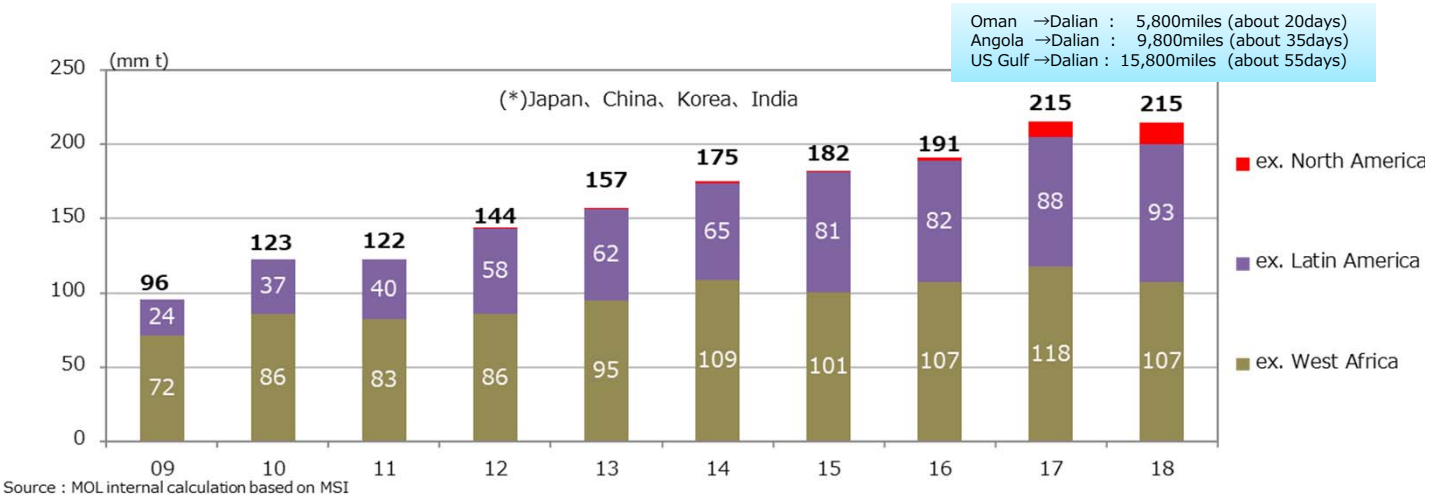
● Oil : Global Demand



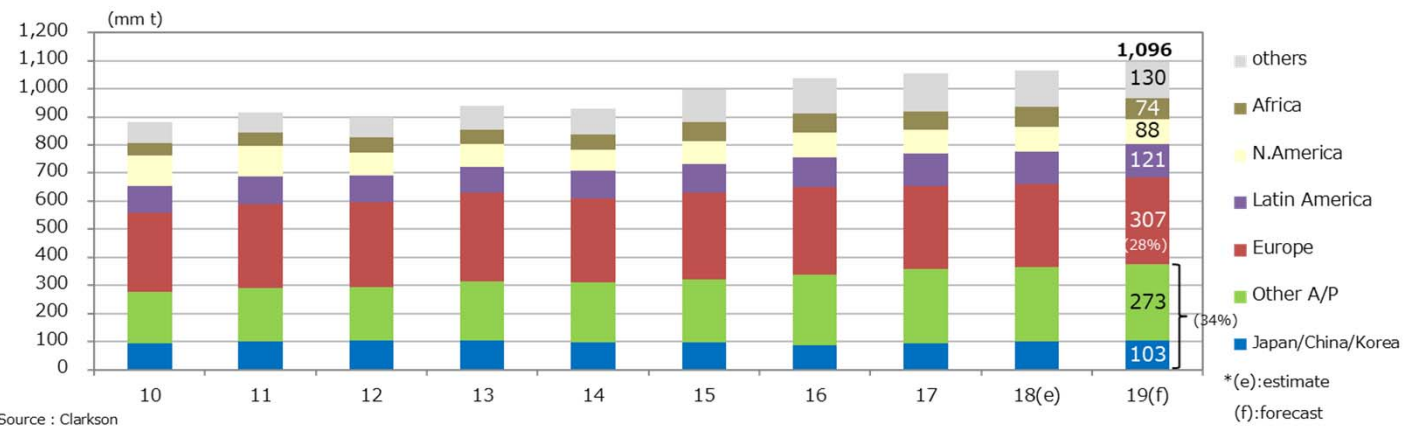
● Crude Oil① : Global Seaborne Trade by Import Area



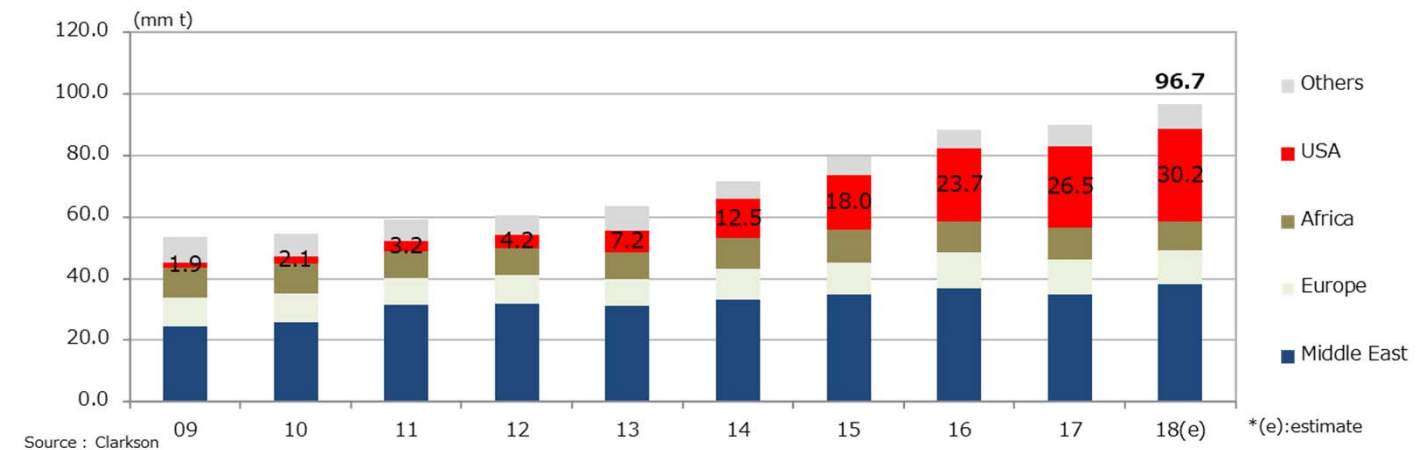
● Crude Oil② : Global Seaborne Trade from Africa/Latin America to Asia(*)



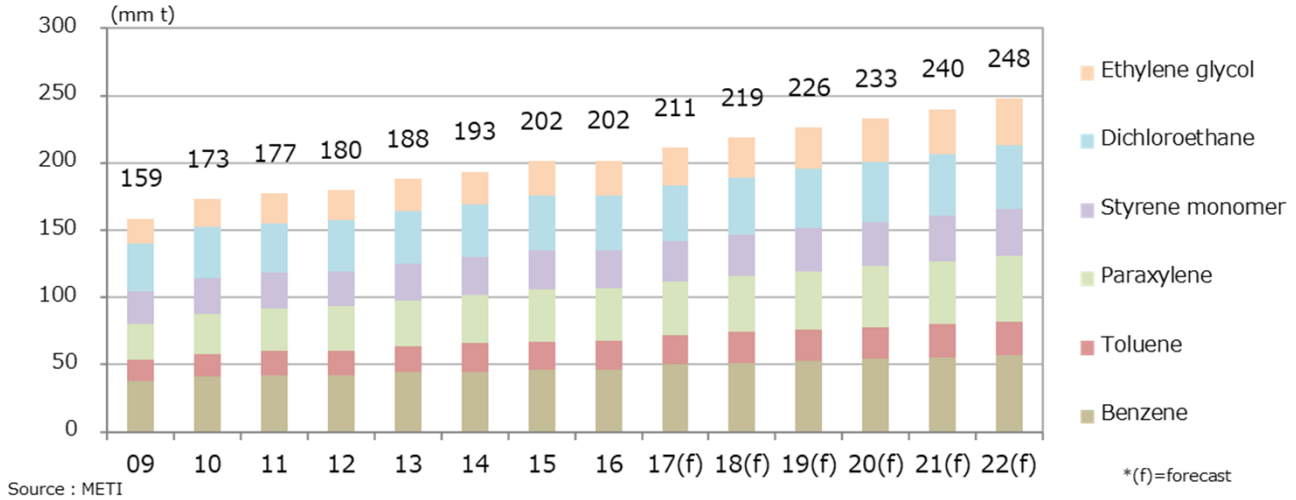
● Petroleum Products : Global Seaborne Trade by Import Area



● LPG : Global Seaborne Trade by Export Area



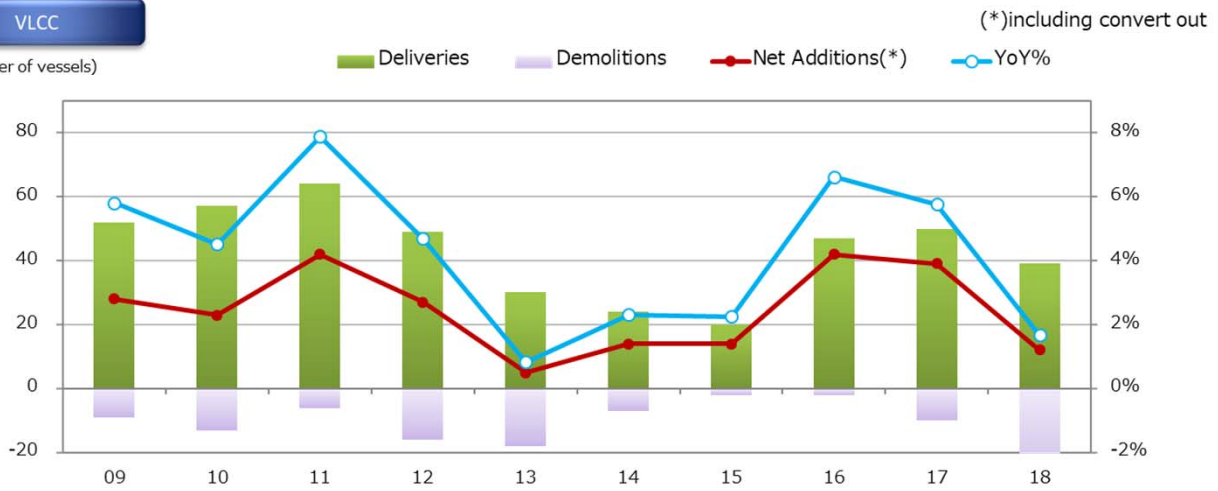
● Chemical Products : Demand Forecast by Product



● Vessel Supply (Source : MOL internal calculation based on IHS-Fairplay)

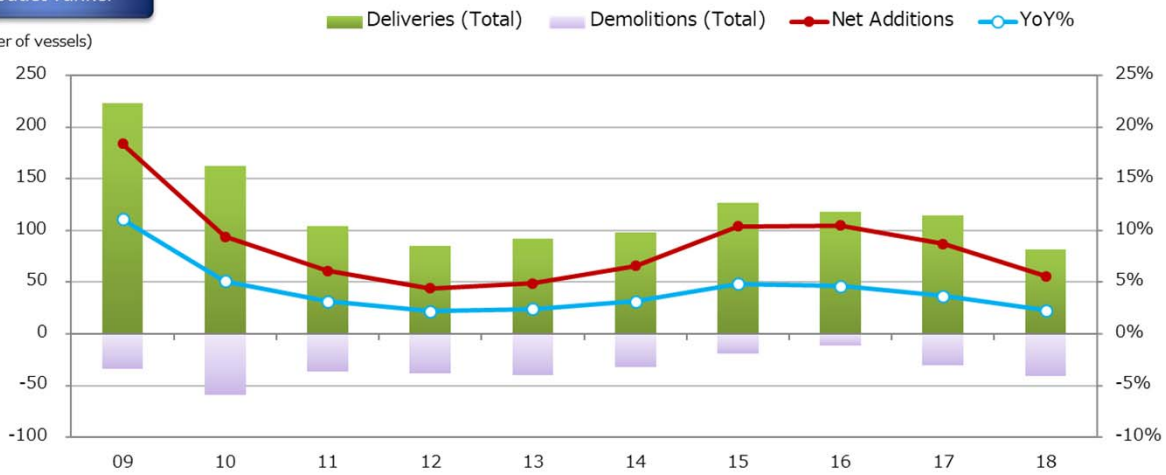
VLCC

(Number of vessels)



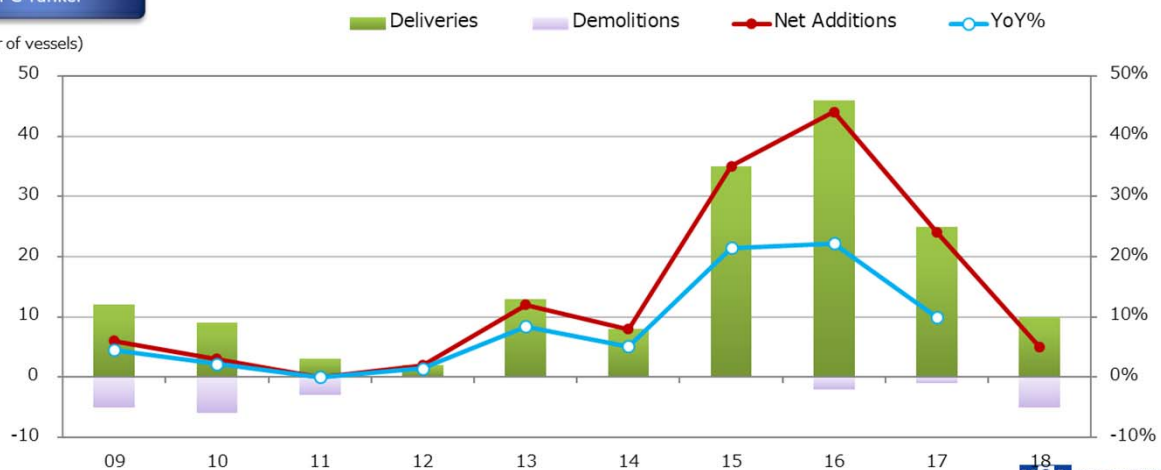
Product Tanker

(Number of vessels)

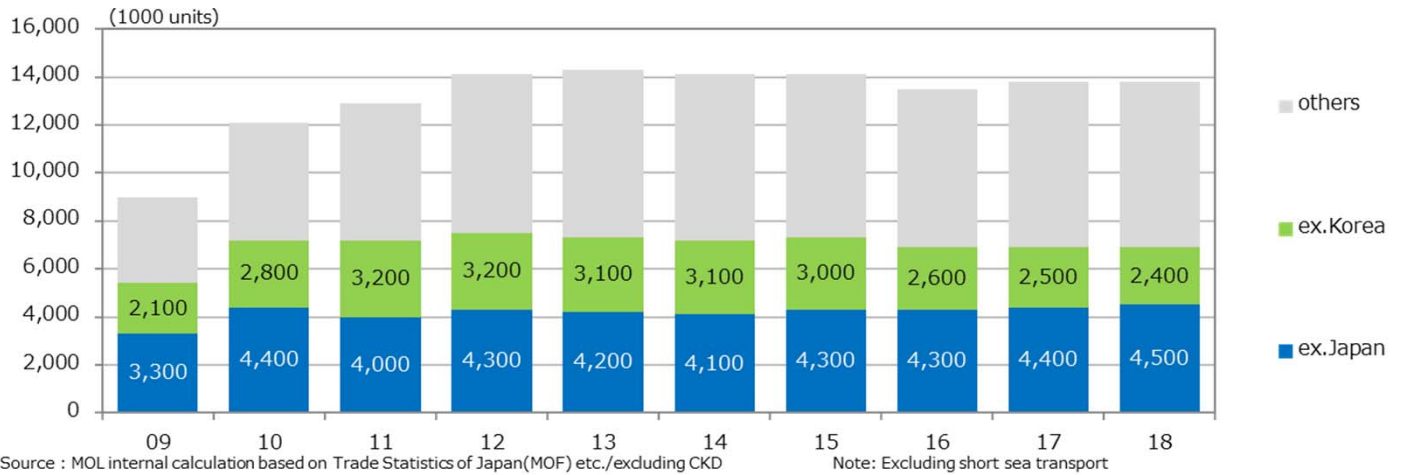


LPG Tanker

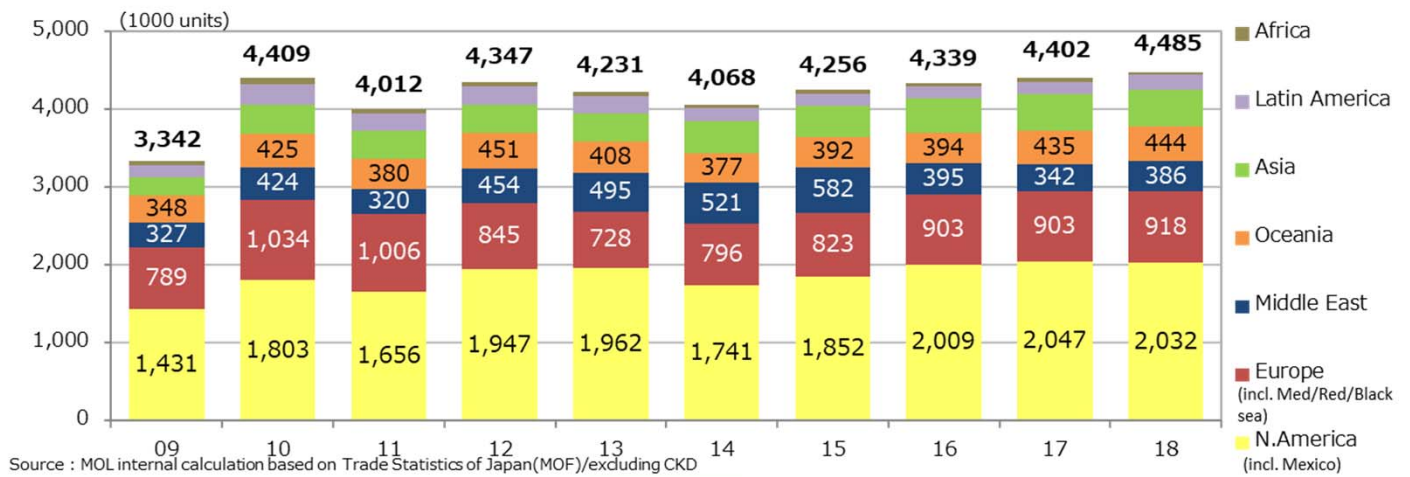
(Number of vessels)



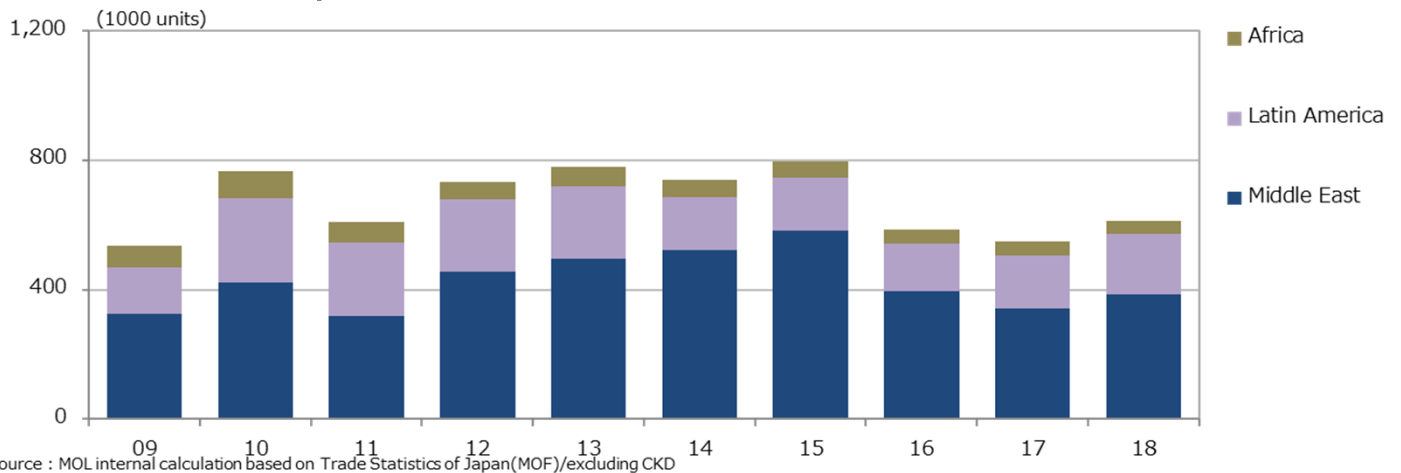
● Global Car Seaborne Trade



● Car Export from Japan



Of which, Car Export for the Middle East, Central and South America, and Africa



● Car Export from Emerging Countries



● ONE FY2018 Results and FY2019 Forecasts

(Unit: Million US\$)

*As of April, 2019

	FY2018 Results				
	Q1 Result	Q2 Result	Q3 Result	Q4 Result	Full Year Result
Revenue	2,066	2,963	3,025	2,826	10,880
Profit/loss for the year	-120	-192	-179	-96	-586

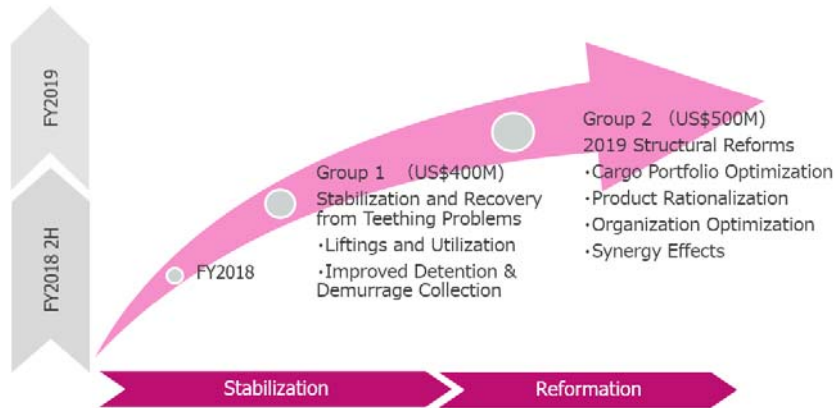
FY2019 Forecasts*		
H1 Forecast	H2 Forecast	Full Year Forecast
6,417	6,306	12,723
123	-38	85

Bunker Price (US\$/MT)	\$407	\$457	\$487	\$420	\$444
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	\$445	\$533	\$488
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Sensitivity on Profit/Loss:
 ±US\$7million per US\$10/MT per Quarter
 (Bunker cost increase by MARPOL2020 implementation shall be recovered by ONE BUNKER SURCHARGE)

● ONE's Action Plans for Profit Improvement

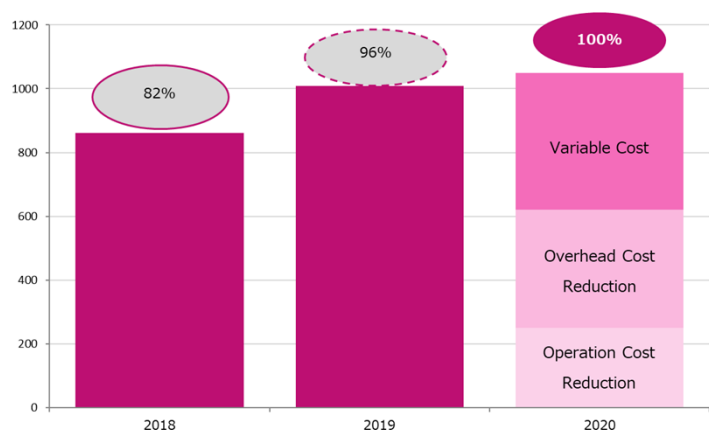


Stabilization and Recovery from Teething Problems		
Group 1	Recovery of Liftings and Utilization	Utilization almost reached pre-integration levels as a result of flexibly reducing service frequencies. Liftings, which dropped at commencement of services in FY2018, recovered throughout H2, and the level that can be achieved in FY2019, is reflected in the forecasts.
	Enhancement of Detention & Demurrage Collection	Collection of Detention & Demurrage remained higher than the target.
Action Plans in FY2019		
Group 2	Cargo Portfolio Optimization	Improve profit by optimizing the combination of fronthaul and backhaul cargoes. Efforts to restructure the cargo portfolio are in progress. The effects of U.S. contract renewals are reflected in the forecasts from May.
	Product Rationalization	Shifting to the product system for FY2019, such as Europe-Transpacific(TP) Pendulum (Upsize and optimization effect for overlapping sector), TP East Cost or Asian services rationalization, launch of own feeder services in Asia and Europe and so on will be almost completed by the end of May. Its improvement effect is reflected in the forecasts. Continue initiatives on reduction of fuel consumption as a major project from the viewpoint of reducing our environmental impact in addition to cost reduction.
	Organization Optimization	Further optimize organization and systems toward the establishment of a more efficient, more competitive structure, by reviewing the overall organization. Study measures to save labor in operations by strengthening e-commerce and introducing robotics and other technologies.
	Synergistic Effects	82% of the synergistic effects emerged in FY2018, the first year after the integration. The targets — achieving 96% in FY2019, the second year, and 100% in FY2020, the third year after the integration—are unchanged.

● Integration Synergy

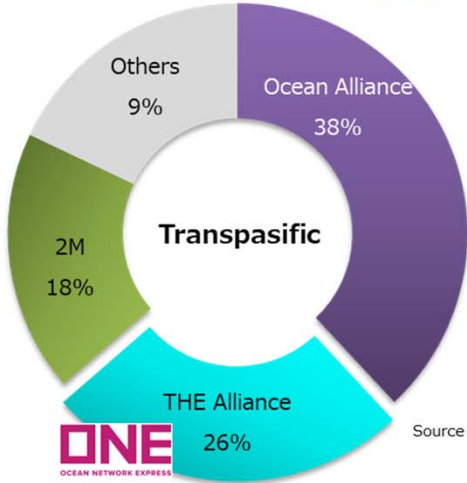
From the initial integration synergy forecast of US\$1,050 million, 82% of the synergistic effects emerged in the first fiscal year.

- Variable Cost Reduction US\$430million : Rail, Truck, Feeder, Terminal, Equipment etc..
- Overhead Cost Reduction US\$370million : IT cost, Retioonalization for organization, Outsourcing etc..
- Operation Cost Reduction US\$250million : Bunker consumption, product rationalization etc..

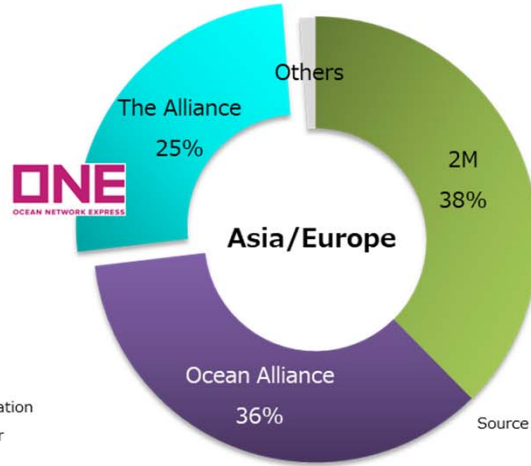


Integration of Containership Business

● Containerships : Major Operations/Alliance Share by TEU (Apr, 2019)

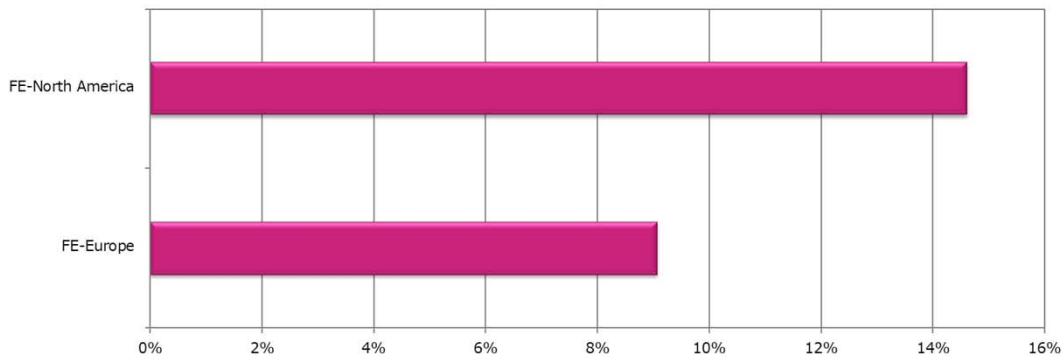


Source : MOL internal estimation based on Alphaliner



Source : MOL internal estimation based on Alphaliner

● ONE Capacity Share by Trade

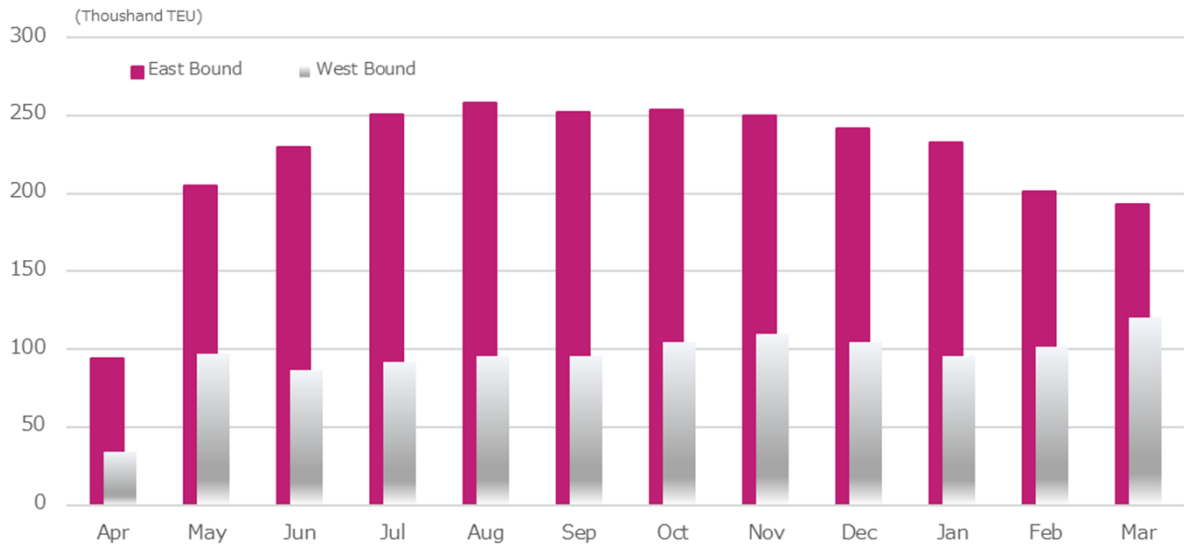


Source : Alphaliner

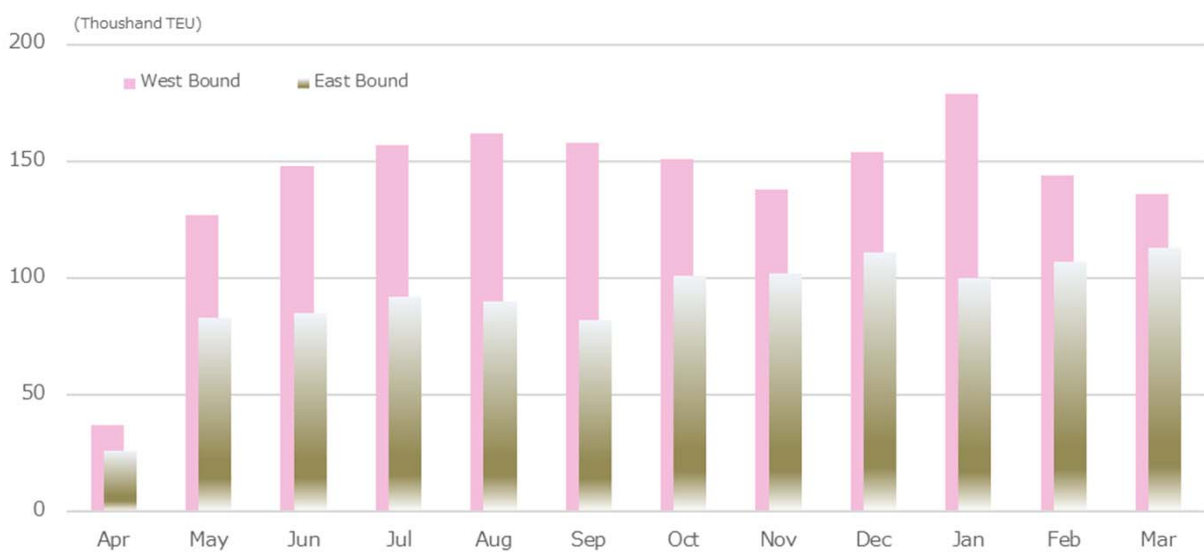
● Location of Container Terminal of MOL, NYK, and K-Line (excluding Japan)



● ONE Liftings : Transpacific Trade (FY2018 Results)



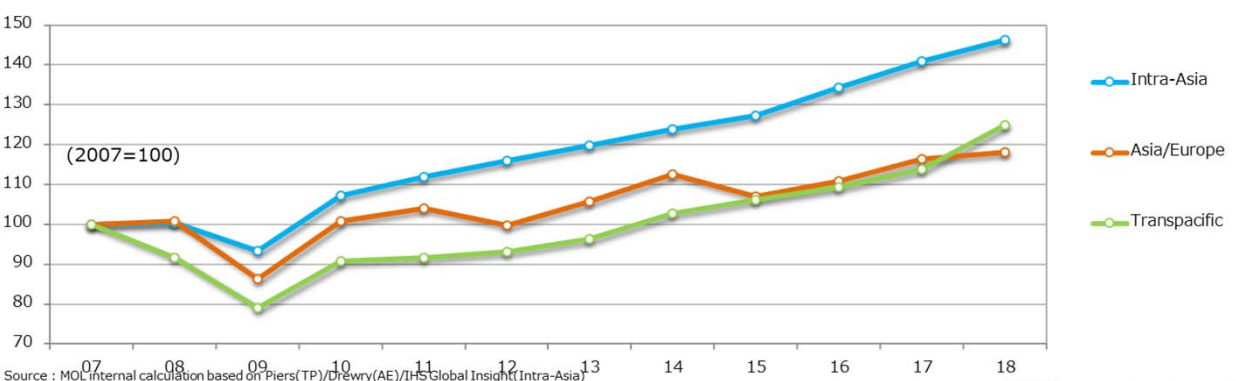
● ONE Liftings : Asia-Europe Trade (FY2018 Results)



● ONE Utilization Rate (FY2018 Results)

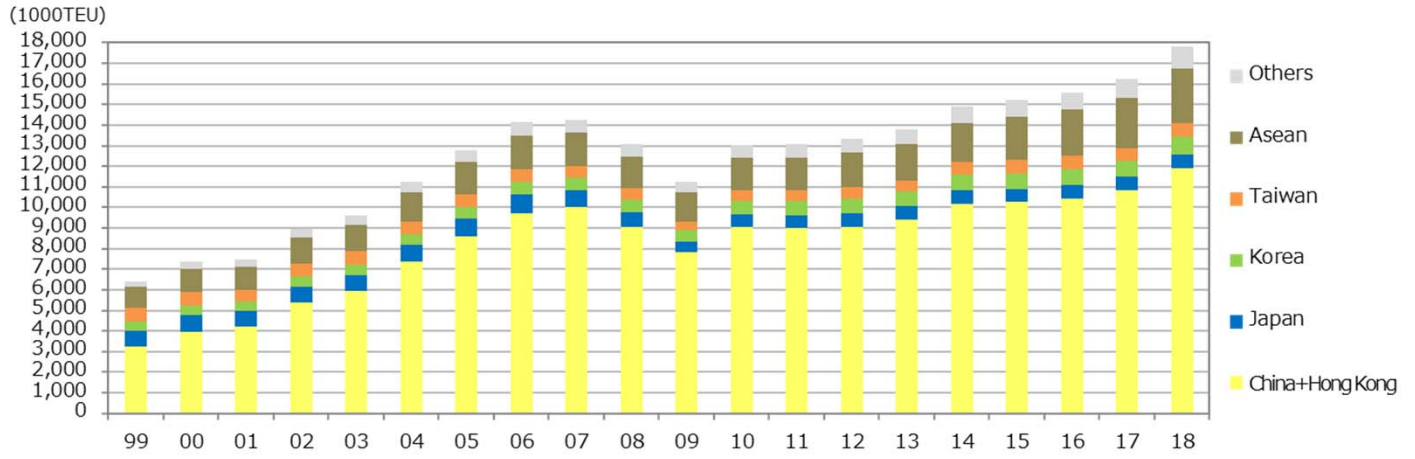


● Cargo Movements in Major Trades (Transpacific · Asia/Europe · Intra-Asia Trades)

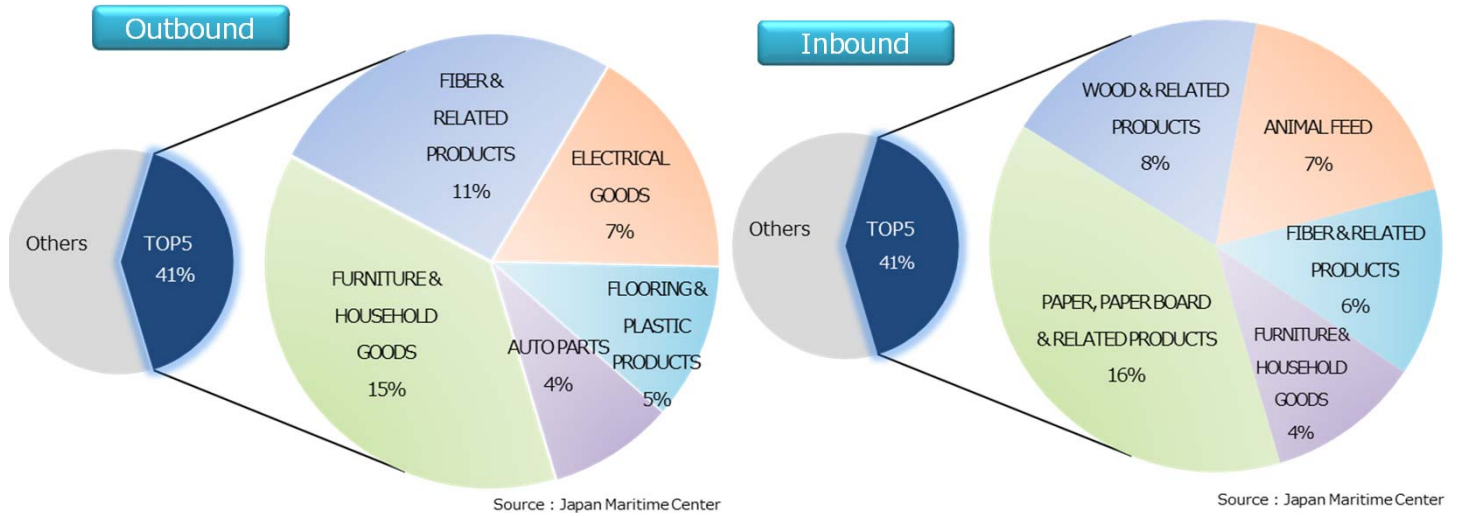


Source : MOL internal calculation based on Piers(TP)/Drewry(AE)/IHS Global Insight(Intra-Asia)

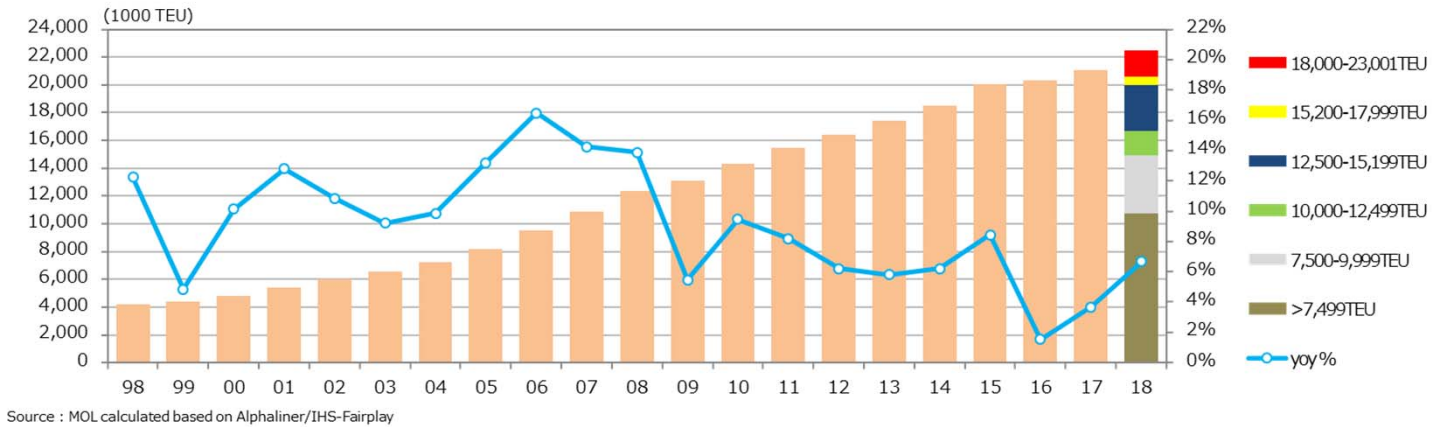
● Transpacific Trade : Cargo Movements(Outbound by Export Area)



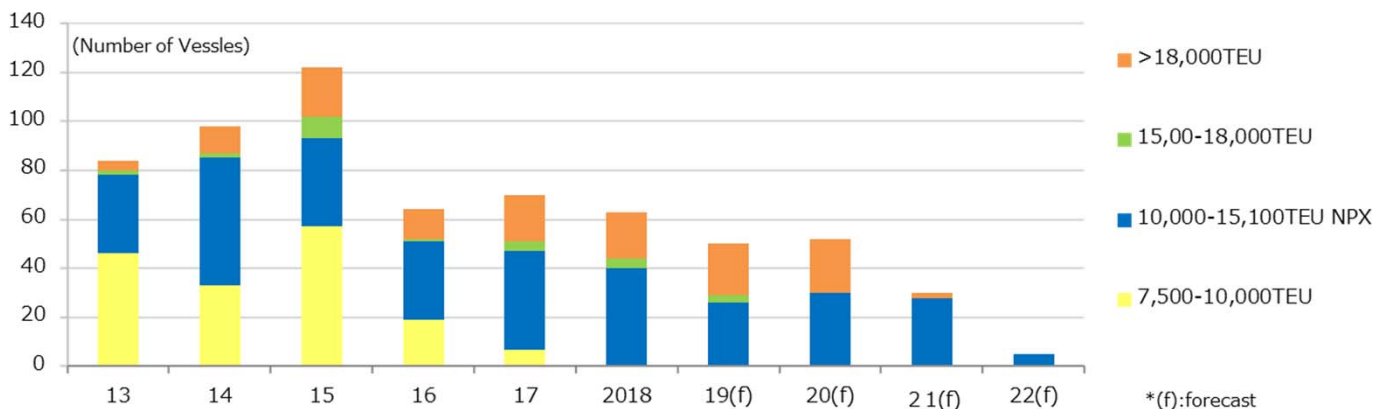
● Transpacific Trade : Cargo Movement by Commodity



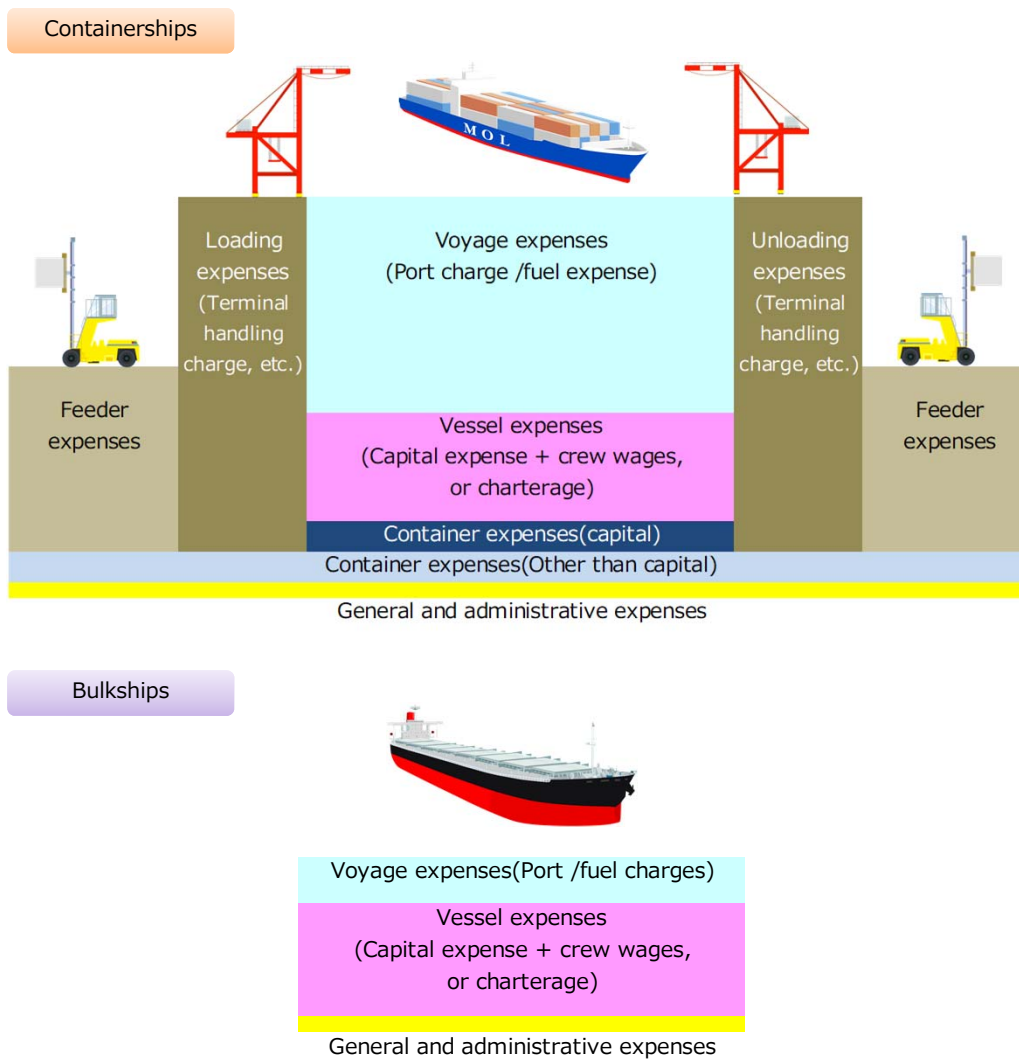
● Global Containership Capacity by TEU size range



● Global Containership Fleet by Year of Delivery (Vessels above 7,500TEU only)



● Cost Items & Structure : Comparison between Containerships and Bulkships



● MOL Group's Logistics Network

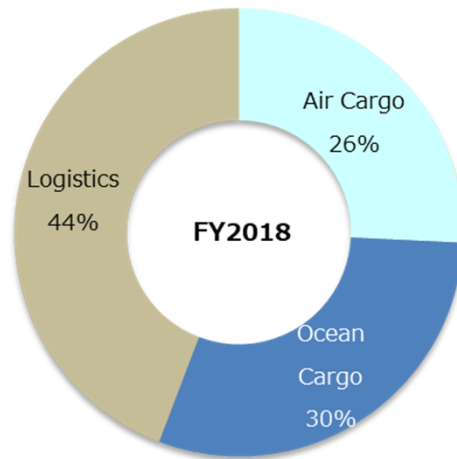
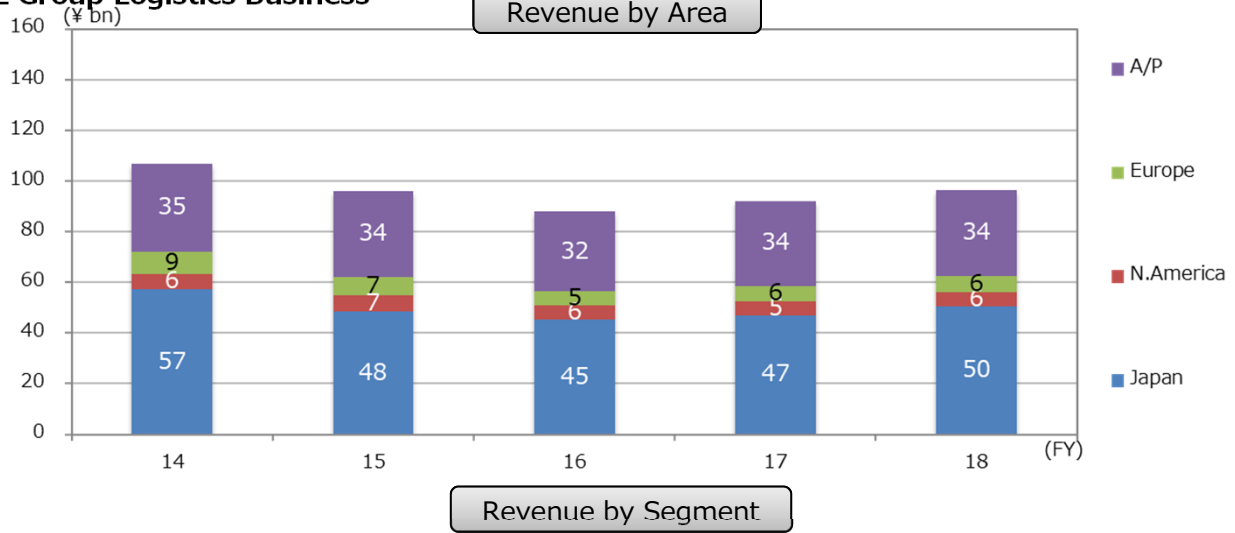


(As of March, 2019)

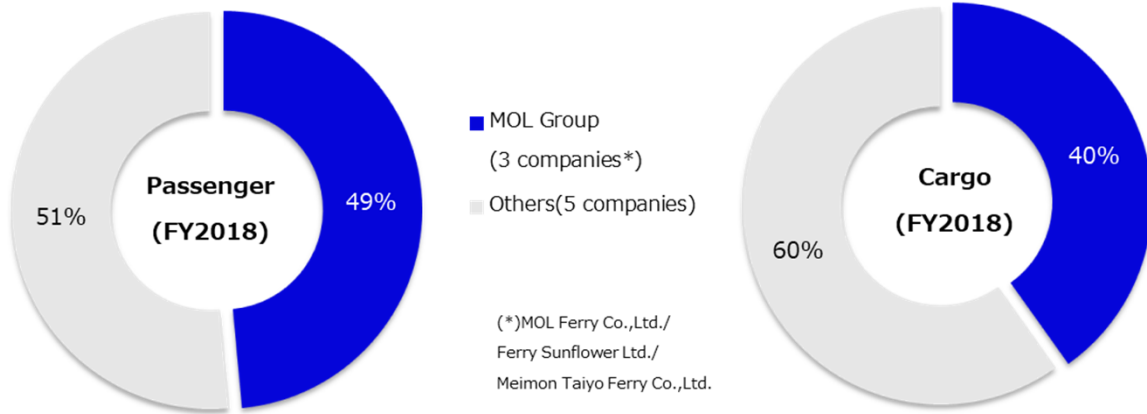
- Number of Owned Business Sites : (Japan) 66 / (Overseas) 156 in 26 countries
- Number of Agency Offices : 216 in 51 countries
- Number of Warehouses : 114 in 21 countries

(*) The numbers include MOL Logistics, MOL Consolidation Service, MOL Worldwide Logistics, MOL(Thailand), PKT Logistics, Utoc Group, Shosen Koun, Japan Express

● MOL Group Logistics Business



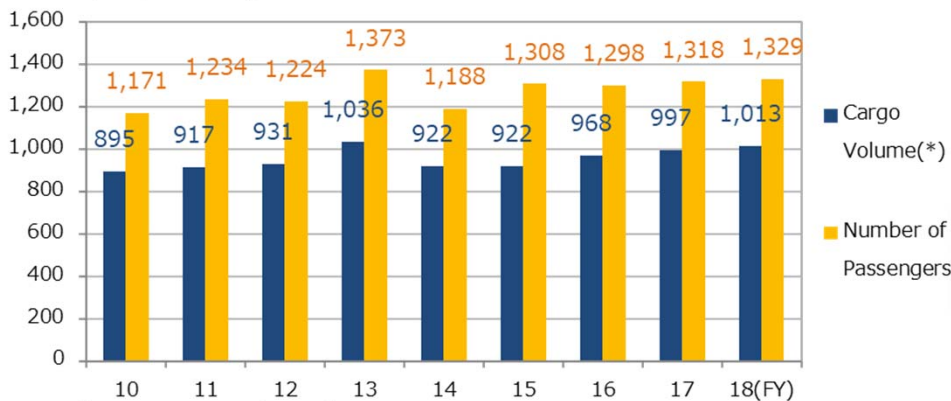
● MOL Group's Share in Long Course Ferry Market in Japan



Source : MOL internal calculation based on JLCFSA

● Traffic Volume by Long Course Ferry Service

(mm unit*km/mm persons*km)

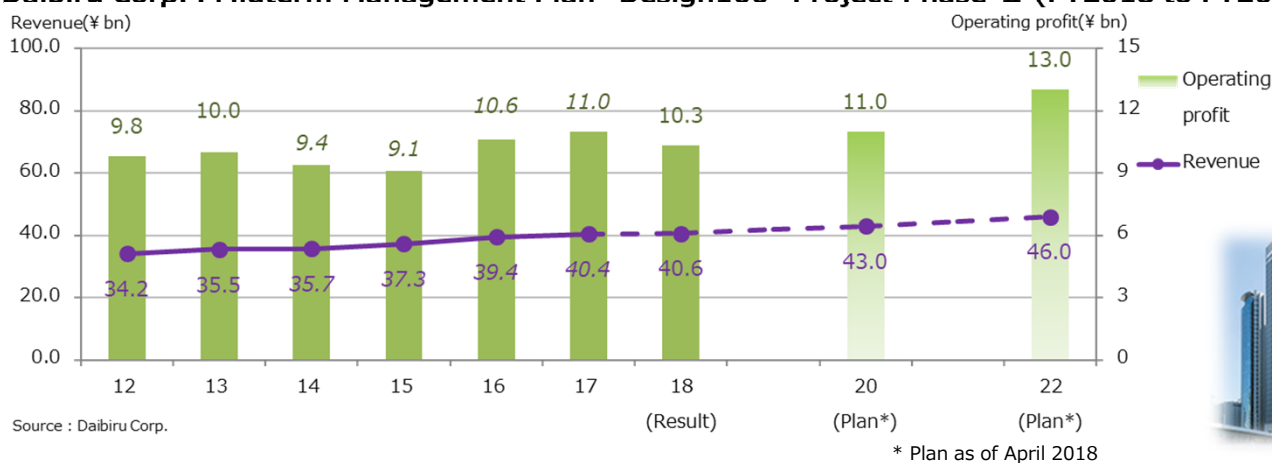


Source : MLIT "Maritime Bureau Annual Report"

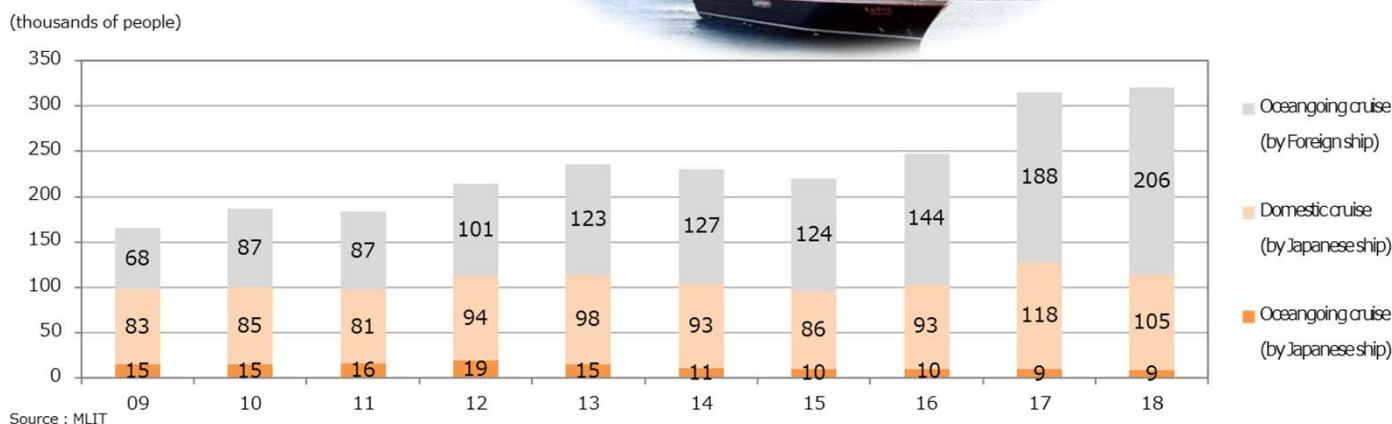
(*)8t Truck equivalent

Associated Businesses	Real Estate	Creating stable profits mainly by Daibiru Corp., the core company in the MOL's real estate business
	Cruise Ship	Operating cruise ship "NIPPON MARU"
	Tugboat	Expanding businesses in foreign ports in addition to domestic ports
	Trading	Selling fuel oil, Ship equipments (PBCF) and materials, etc.
	Others	Travel agent, Temporary staffing, etc.

● Daibiru Corp. : Midterm Management Plan "Design100" Project Phase-II (FY2018 to FY2022)



● Number of Cruise Passengers in Japan



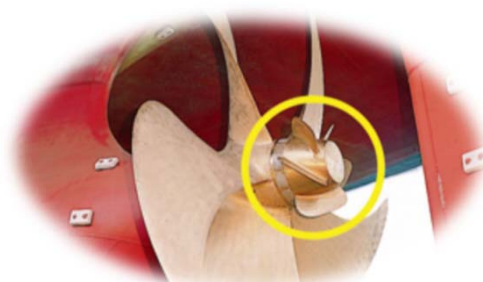
● MOL Group Tugboat Fleet Scale



● Sales Results of PBCF(*) Installed with Ships

As of March 2019 : Total **2,771**

(*)PBCF: Propeller Boss Cap Fins, jointly developed by MOL and other parties, improve propeller efficiency and produce a 4% to 5% improvement in fuel efficiency.



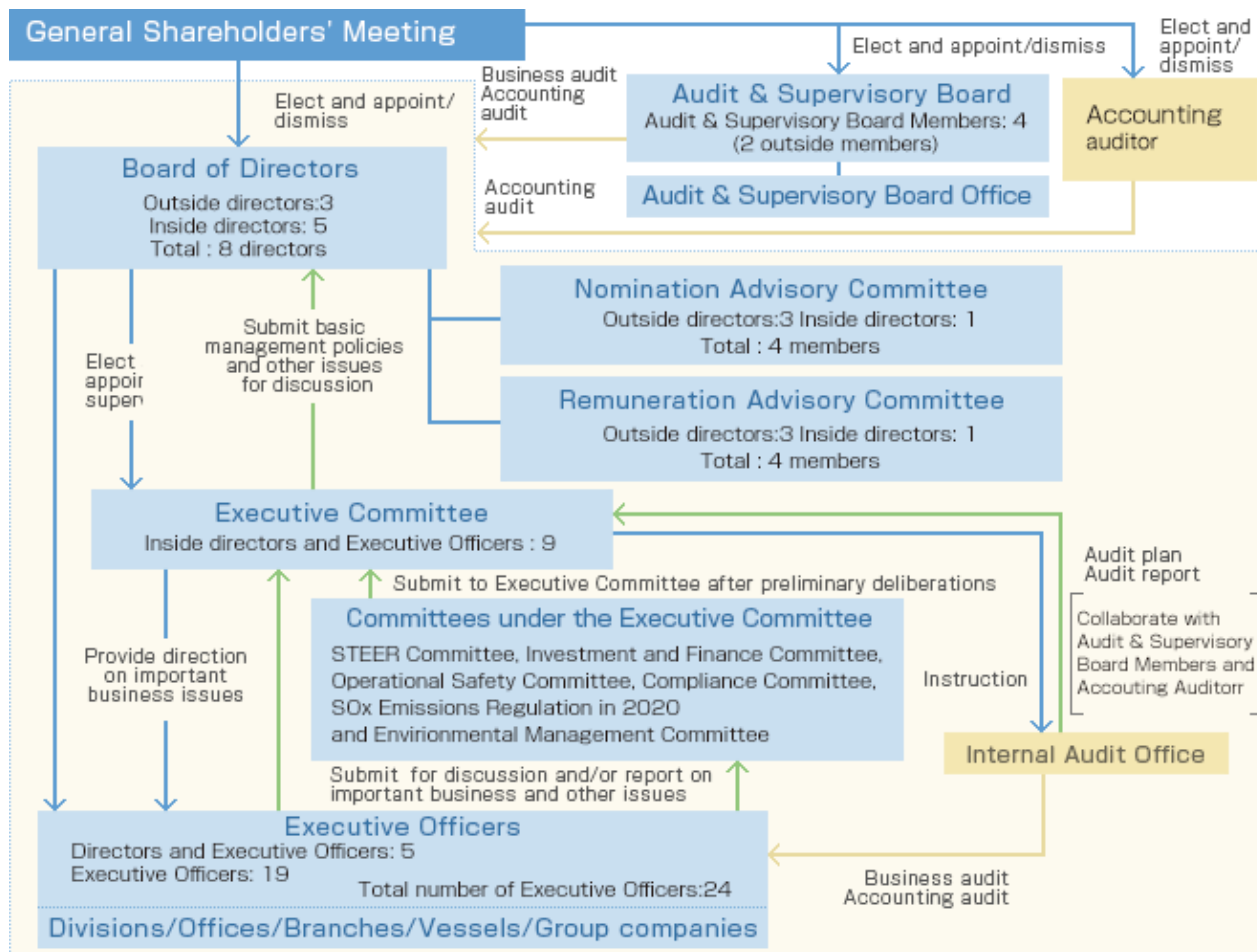
● MOL's Philosophy on Corporate Governance

for further information <https://www.mol.co.jp/en/csr/index.html>

MOL aims to maximize stakeholders' profits through the most appropriate allocation of management resources, with higher transparency of corporate management from the shareholders' viewpoint. This philosophy is set out in the MOL Group Corporate Principles as follows: "We will strive to maximize corporate value by always being creative, continually pursuing higher operating efficiency, and promoting an open and transparent management style that is guided by the highest ethical and social standards."

● Overview of Corporate Governance Organization (as of June 25, 2019)

MOL adopts a structure whereby the Board of Directors, with the participation of independent outside directors, supervises and encourages business operations, which are carried out by the president as chief executive officer. The company introduced an outside director system in 2000.



[Corporate Governance System] (as of June 25, 2019)

Type of system	Company with the corporate auditors
Number of directors	8
Of which, number of outside directors (ratio)	3 (37.5%)
Attendance rate of outside directors for Board Meeting	100% (FY2018)
Number of corporate auditors	4
Of which, number of outside corporate auditors (ratio)	2 (50%)
Number of Independent directors/corporate auditors	5
Number of Board Meetings held in FY2018	10 times
Term of office for directors	1 year
Stock Option to Directors	Yes (excluding corporate auditors)
System of retirement benefits	No
Takeover defense measures	No
Compliance policy	Yes

[Compliance System]

MOL believes compliance means not only complying with legislation and internal rules, but also observing voluntarily established internal rules (Rules of Conduct) in carrying out corporate activities, including respecting human rights, refusing to permit discrimination and harassment, and preventing corruption in accordance with social norms and corporate ethics.

Basic Policies for Compliance
(Compliance Rules Article 4)

1. Strive to follow the MOL Corporate Principles and make them a reality.
2. Always recognize the public mission and social responsibilities of MOL's business, and maintain the trust of the company's stakeholders.
3. Strictly comply with laws, regulations, and so on, and conduct fair and transparent corporate activities in the context of social norms and corporate ethics.
4. Never yield to antisocial influence, and never be a party to antisocial acts.

Since MOL conducts business globally, it aims to instill and entrench a compliance-oriented mind-set not only at Head Office, but also at Group companies in Japan and overseas. To this end, it regularly conducts E-learning and in-house training programs.

In fiscal 2012, MOL revised its guidelines on antimonopoly laws in order to further enforce compliance and notified the amendments to Group companies in Japan and overseas.

~ Forging Ahead to Become the World Leader in Safe Operation ~

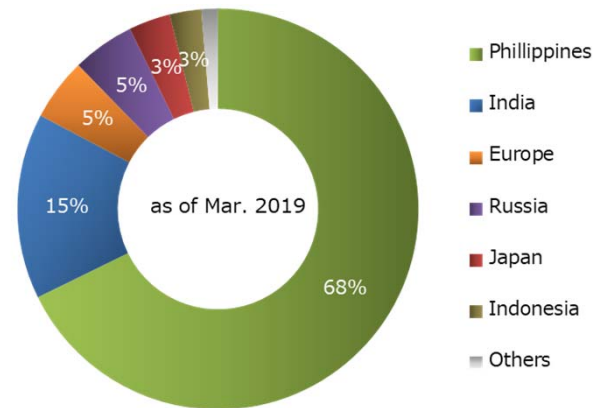
for further information
<https://www.mol.co.jp/en/csr/index.html>

● Safe Operation Management Structure

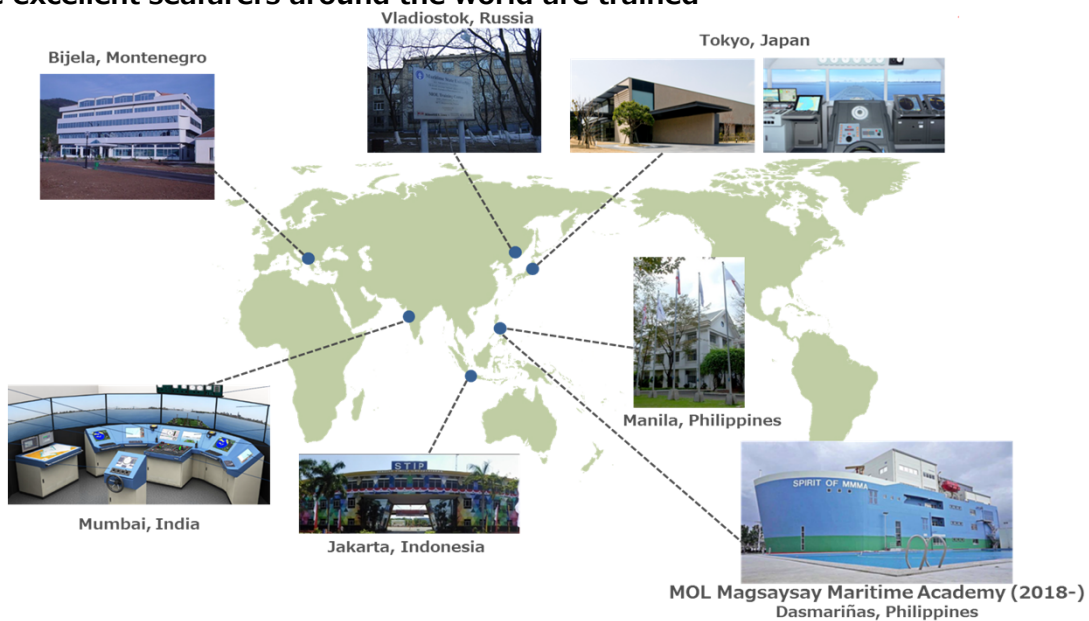


● Nationality Ratio of Seafarers

(MOL owned vessel)



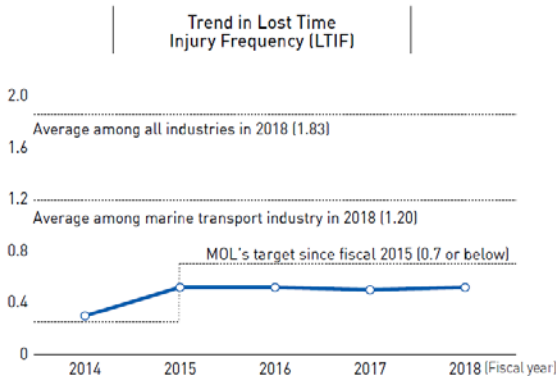
● MOL's training centers and maritime academy - where excellent seafarers around the world are trained -



● Making Processes for Realizing Safe Operation Visible

MOL has introduced objective performance indicators for measuring safety levels, and also set the following numerical targets, including the Four Zeroes.

- ① Four Zeroes (an unblemished record in terms of serious marine incidents, oil pollution, fatal accidents and heavy cargo damage)
- ② LTIF(*1) (Lost Time Injury Frequency) : 0.7 or below
- ③ Operational stoppage time(*2) : 24.00 hours/ship or below
- ④ 4.Operational stoppage accident rate(*3) : 1.00/ship or below



(*1) LTIF (Lost time injury frequency): Number of work-related accidents per one million hours worked that resulted in time lost from work of one day or more. In the scope of calculations, we originally included only workplace illnesses and injuries requiring disembarkation from the ship. The LTIF criteria was strengthened from fiscal 2015, and now includes any workplace illness or injury that prevents a worker from resuming even a reduced workload on that day, regardless of whether the illness or injury requires disembarkation.

Average for all industries (2017) was 1.66; for shipping industry, 1.14; for transportation equipment manufacturing industry, 0.43. (Source: 2017 Survey on Industrial Accidents issued by the Ministry of Health, Labour and Welfare)

(*2) Expresses the amount of ship operational stoppage time due to accidents per ship per year.

(*3) Expresses the number of accidents that result in ship operational stoppage per ship per year.

● **Schedule of Environmental Regulations by IMO, etc.**

Reduce environmental impact through overall optimization and serving for global environmental protection by engaging in company-wide efforts and response to diverse environmental regulations.

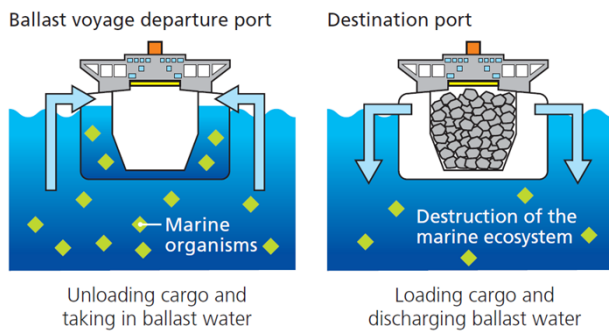
for further information

<https://www.mol.co.jp/en/csr/index.html>

Ballast Water Management Convention

2016	2017	2018	2019	2020	2021
(Adopted in 2004)		Mandatory			
		For existing vessels: within 5 years from Sept. 2019			
		For new vessels: completed from Sept. 2017 onward			

A convention to prevent cross-border transfer of foreign marine organisms through vessel ballast water was adopted in 2004 and has been in effect since September 2017. Under the convention, vessels, including existing vessels, are mandated to install ballast water treatment systems by September 2024.



[MOL's Action]

- ✓ In FY2014, MOL set a company-wide policy to install ballast water management systems on our vessels before the convention took effect.
- ✓ As of April 2019, we have completed installation on 142 vessels, which is roughly 54% of owned vessels.

SOx Regulation

2016	2017	2018	2019	2020	2021
Sulfur limit 3.5%				Sulfur limit 0.5%	

Regulation limits the sulfur content in fuel oil to control SOx volume in exhaust emissions. The fuel sulfur content will be tightened from 3.5% or less to 0.5% or less from 2020. Ship owners/operators have to choose a method from the following :

Methods	Pros	Cons/Issue
Low-Sulfur Fuel Oil	No initial costs	-High fuel cost -Supply availability in question
SOx Scrubber	Lower fuel costs	-High initial cost -Large space required
Alternative Fuel (LNG etc.)	Effective for other environmental regulations	-High equipment cost -Insufficient supply system -Difficult modifications

[MOL's Action]

- ✓ MOL's basic policy is to use low-sulfur fuel oil while it also plans to install SOx scrubbers to about 60 vessels, mainly VLCC and capsize bulkers.
- ✓ MOL teamed up with BHP Billion, Rio Tinto, etc., on a joint research project for an LNG-fueled capsize bulkers.
- ✓ MOL operates three methanol tankers equipped with dual-fuel, low-speed diesel engines that can run on methanol (world's first).
- ✓ In February 2019, a tugboat with a dual-fuel (bunker A/LNG) engine, "Ishin" was delivered to MOL.
- ✓ LNG bunkering vessels are planned to be delivered in 2020 and 2021, which will be chartered to Total and Pavillion Gas respectively.

Others

Regulations			2016	2017	2018	2019	2020	2025
Tackling Global Warming	GHG emissions	EEDI*1	Phase 1				Phase 2	Phase 3
		SEEMP*2	Mandatory					
Preventing Air Pollution	NOx emissions*3	General Sea Areas	Tier II					
		ECA*4	Tier III					
Marine Environment Protection	Minimizing the transfer of invasive aquatic species by shipping *5		(Guideline adopted in 2011)					
	Ship Recycling Convention *6		(Adopted in 2009: not ratified)					

- (*1) EEDI (Energy Efficiency Design Index) is a measure of a ship's energy efficiency (g/ton-mile) The required EEDI of each Phase is as follows: Phase 0=0%, Phase 1=10%, Phase 2=20% (Applied to new ships)
- (*2) SEEMP (Ship Energy Efficiency Management Plan) is required to be drawn up to show optimal measures of operation that should be adjusted to the characteristics of individual ships, and to be kept onboard a ship. (Applied to both new and existing ships)
- (*3) The regulation for reduction of NOx in exhaust gases: Tier I is applied to ships laid down in 2000-2010, Tier II to ships laid down in/after 2011, and Tier III to ships laid down in/after 2016.
- (*4) The existing ECAs (Emission Control Areas) are: 1. Within 200 miles off the coast of the USA and Canada (NOx/SOx) 2. The USA Caribbean Sea area (NOx/SOx) 3. The Baltic Sea and the North Sea areas (currently only SOx). (From 2021 onward, new shipbuilding will be subject to third-generation NOx regulations.)
- (*5) The guideline aimed at minimizing transfer of invasive aquatic species attaching to the bottom of ships, recommending installation of the systems on vessels to keep the bottom clean of marine organisms and other measures. (It remains as a voluntary guideline during the review period.)
- (*6) The convention prohibits and restricts the fitting and use of treaty-specified hazardous materials, and requires vessels to prepare, record and update inventory lists showing the quantity and location of hazardous materials on ships over a ship's lifetime. The convention shall enter into force 24 months after the following conditions are met:
Conditions: Ratification by not less than 15 countries representing a combined total G/T of more than 40% of the world's merchant fleet and an annual ship recycling volume not less than 3% of the combined tonnage of the ratifying countries. (As of June 2019, 12 countries have ratified.)

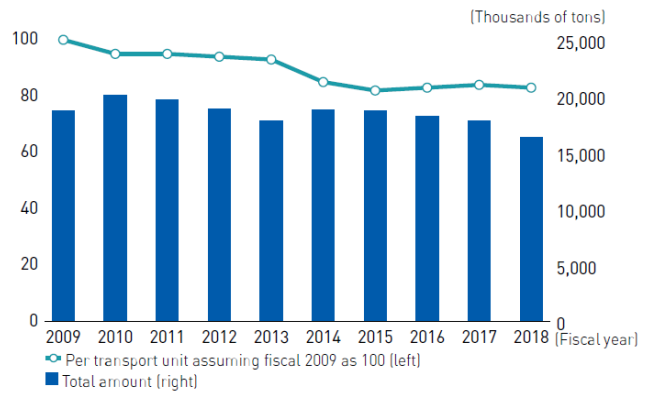
● Environmental Investments

(¥ bn)

(FY)	2016	2017	2018
Environment-related R&D activities	0.4	0.5	0.9
Utilization and expansion of existing environmental technologies	0.5	0.8	1.8
Response to environmental regulations	3.1	3.1	3.6
Initiatives to save bunker fuel	1.1	0.8	0.6
Initiatives of Group companies	0.3	0.5	0.4
Total	5.4	5.7	7.3

for further information <https://www.mol.co.jp/en/csr/index.html>

(CO2 Emissions of MOL Vessels)



● External Recognition

General CSR Activities-Related(Including SRI)

□ **CSR Rating by the FTSE4Good Developed Index Series**

FTSE is a global index company owned by the London Stock Exchange. Since 2003, FTSE Russell has included MOL in one of its major indices, the FTSE4Good Developed Index, which is a responsible investment index.

□ **FTSE Blossom Japan**

Since 2017, MOL has been included in the FTSE Blossom Japan Index, which was developed in 2017 by FTSE and targets Japanese companies making a superior response to environment, social, and governance (ESG) issues.

□ **MSCI Japan ESG Select Leaders Index**

Since 2017, MOL has been included in the Japan ESG Select Leaders Index, which was newly developed in 2017 and targets companies with a superior ESG evaluation relatively speaking for each industry.

□ **MSCI Japan Empowering Women Index (WIN)**

MOL has been included in WIN, which was newly developed in 2017 and targets companies in all industries with superior performance in promoting gender diversity.

□ **“White 500” Health & Productivity Management**

MOL was selected as a “White 500” company for 2019, which is determined by Japan’s Ministry of Economy, Trade and Industry (METI) and Nippon Kenko Kaigi, for the outstanding health and productivity management.

□ **SMBC Work Style Reform Finance**

MOL was rated for its initiatives adopted in the past, and Sumitomo Mitsui Banking Corporation approved MOL for an SMBC Work Style Reform Finance as a growth enterprise that can be expected to encourage workstyle reform in the future (2018).



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Safe Operation(Including Recognition of Seafarer Training Program)

□ **Standard Training Courses for liquefied gas transportation certified by DNV GL AS**

The LNG Carrier Standard Training Course and the LEG/LPG Carrier Standard Training Course implemented globally by MOL were certified by Norway’s Det Norske Veritas (DNV) GL AS in 2007 for compliance with the LNG carrier crew ability standards and in 2016 for compliance with the LEG/LPG advocated by SIGTTO(Society of International Gas Tanker and Terminal Operators Ltd.).

□ **Management program for seafarer education and training acquired certification from DNV GL AS**

MOL’s management program for seafarer education and training was recognized to be effective and certified in its tanker and LNG carrier operations by DNV GL AS in 2012 for compliance with the Competence Management System (CMS).

Environmental Related

□ **ISO 14001 Certification**

MOL has used its own environmental management system MOL EMS21 since April 2001, and it holds ISO 14001 certification, an International standard for environmental management. (Since 2003)

□ **ISO50001 Certification**

MOL acquired ISO50001 certification for its energy management system and ISO14001 certification for its environmental management system. (2014)

Certified companies: MOL Ship Management Co., Ltd. (2014), MOL Ship Management (Singapore) Pte.Ltd.(2014), MOL Ship Management (Hong Kong) Company Ltd.(2014) and Magsaysay MOL Ship Management, Inc.(2015)

MOL Group

Global Network



As of Apr. 1st, 2019

MOL Group

Americas

USA - Anchorage

-  Logistics
- MOL (Logistics) U.S.A. Inc.


USA - Seattle

-  Logistics
- MOL (Logistics) U.S.A. Inc.

USA - San Francisco

-  Logistics
- MOL (Logistics) U.S.A. Inc.

USA - Oakland

-  Terminals & Logistics
- TraPac, LLC.


USA - Los Angeles

-  Terminals & Logistics
- MOL (Logistics) U.S.A. Inc.
- TraPac, LLC.
- UTOC America, Inc.
-  Travel Agency
- M.O. Air International, Inc.

USA - Long Beach

-  Car & RORO
- MOL (Americas) Llc

USA - Chicago

-  Logistics
- MOL (Logistics) U.S.A. Inc.

USA - Boston

-  Logistics
- MOL (Logistics) U.S.A. Inc.

USA - Woodbridge, NJ ★

- MOL (Americas) Holdings, Inc.
-  Bulk/Car & RORO
- MOL (Americas) LLC

USA - New York

-  Logistics
- MOL (Logistics) U.S.A. Inc.
-  Travel Agency
- M.O. Air International, Inc.

USA - Lexington

-  Travel Agency
- M.O. Air International, Inc.

USA - Evansville

-  Travel Agency
- M.O. Air International, Inc.

USA - Atlanta

-  Logistics
- MOL (Logistics) U.S.A. Inc.
- MOL Consolidation Service (America) Inc.

USA - Dallas

-  Logistics
- MOL (Logistics) U.S.A. Inc.


USA - Laredo

-  Logistics
- MOL (Logistics) U.S.A. Inc.

Canada - Toronto

-  Logistics
- MOL (Logistics) U.S.A. Inc.

USA - Jacksonville

-  Terminals & Logistics
- TraPac, Jacksonville, Llc

USA - Houston

-  Tanker/Gas/Off Shore
- MOL (Americas) Llc
- MOL Chemical Tankers America, Inc.
-  Logistics
- MOL (Logistics) U.S.A. Inc.
- Nippon Concept America
-  Travel Agency
- M.O. Air International, Inc.

Mexico - Monterrey

-  Logistics
- MOL Logistics (Mexico)


Mexico - Irapuato

-  Logistics
- MOL Logistics (Mexico)

Mexico - Mexico City

-  Car & RORO
- MOL (Americas) LLC
-  Logistics
- MOL Logistics (Mexico) Inc.

Brazil - Rio de Janeiro

-  Dry/Tanker/Gas/Offshore/Car & RORO
- MOL (Brazil) Ltda

Brazil - Sao Paulo ★

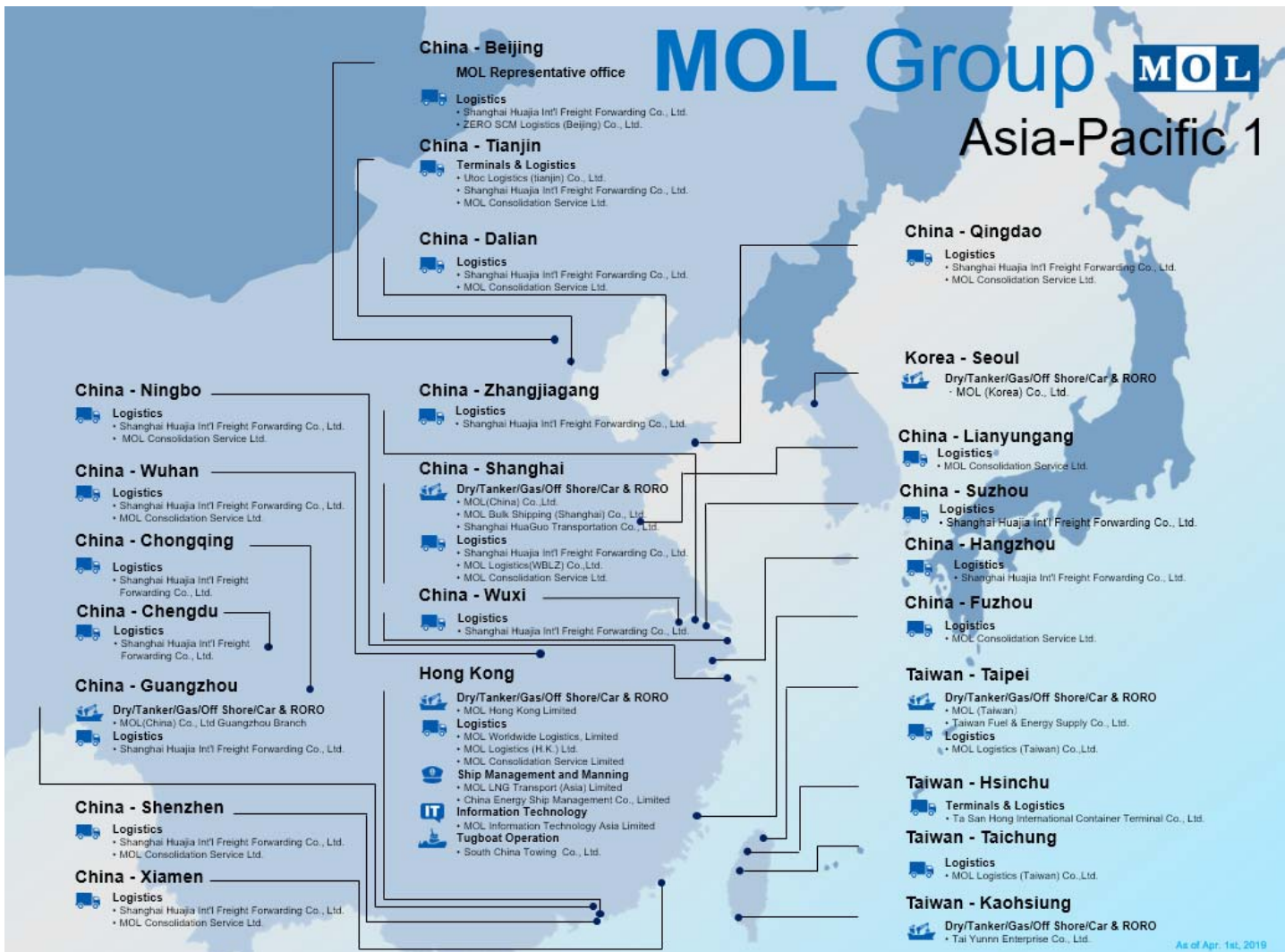
-  Dry/Tanker/Gas/Offshore/Car&RORO
- MOL (Brazil) Ltda

Chile - Santiago

-  Dry/Tanker/Gas/Off Shore/Car & RORO
- MOL (Chile) Ltda.

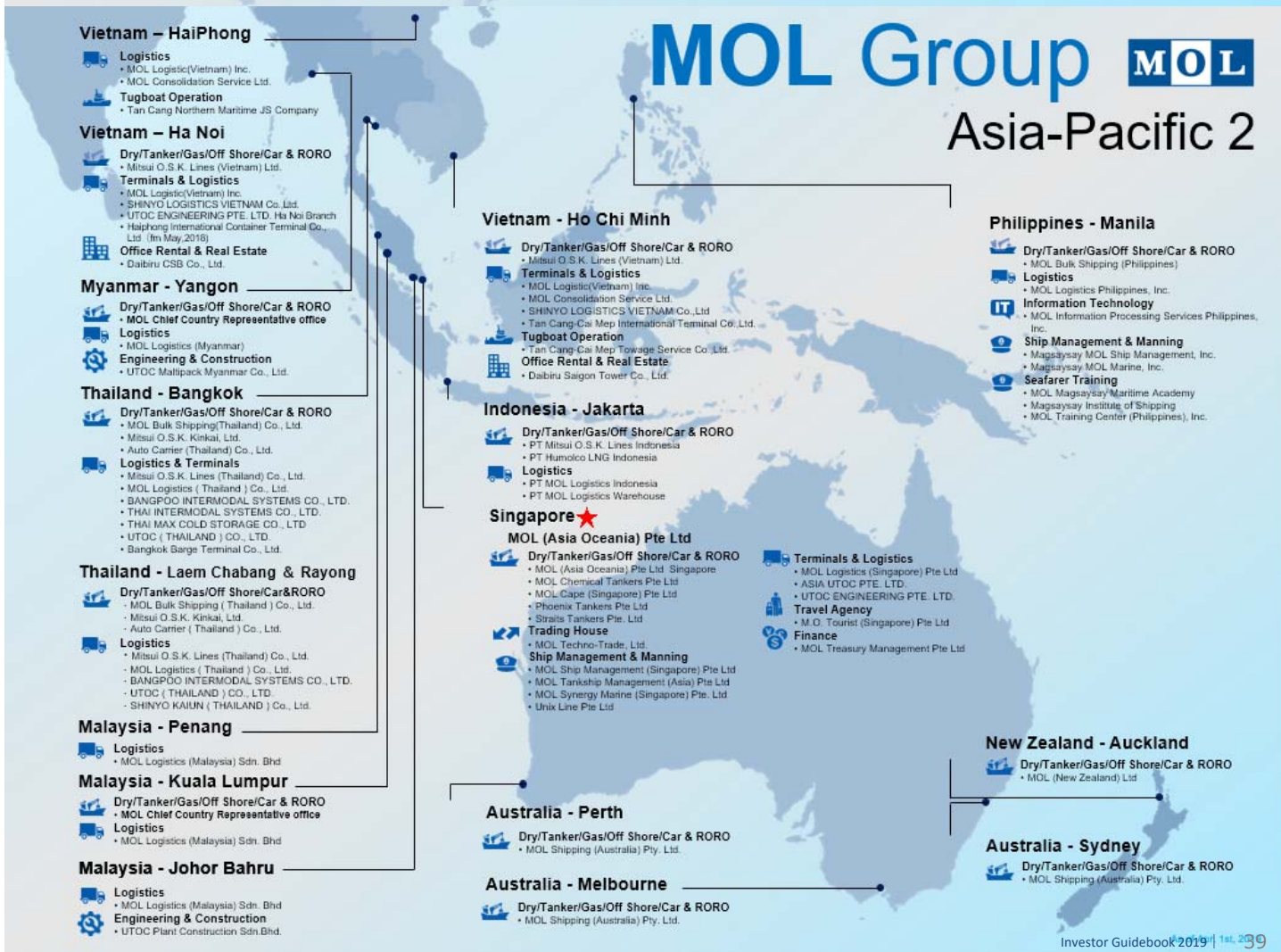
As of Apr. 1st, 2019

MOL Group Asia-Pacific 1



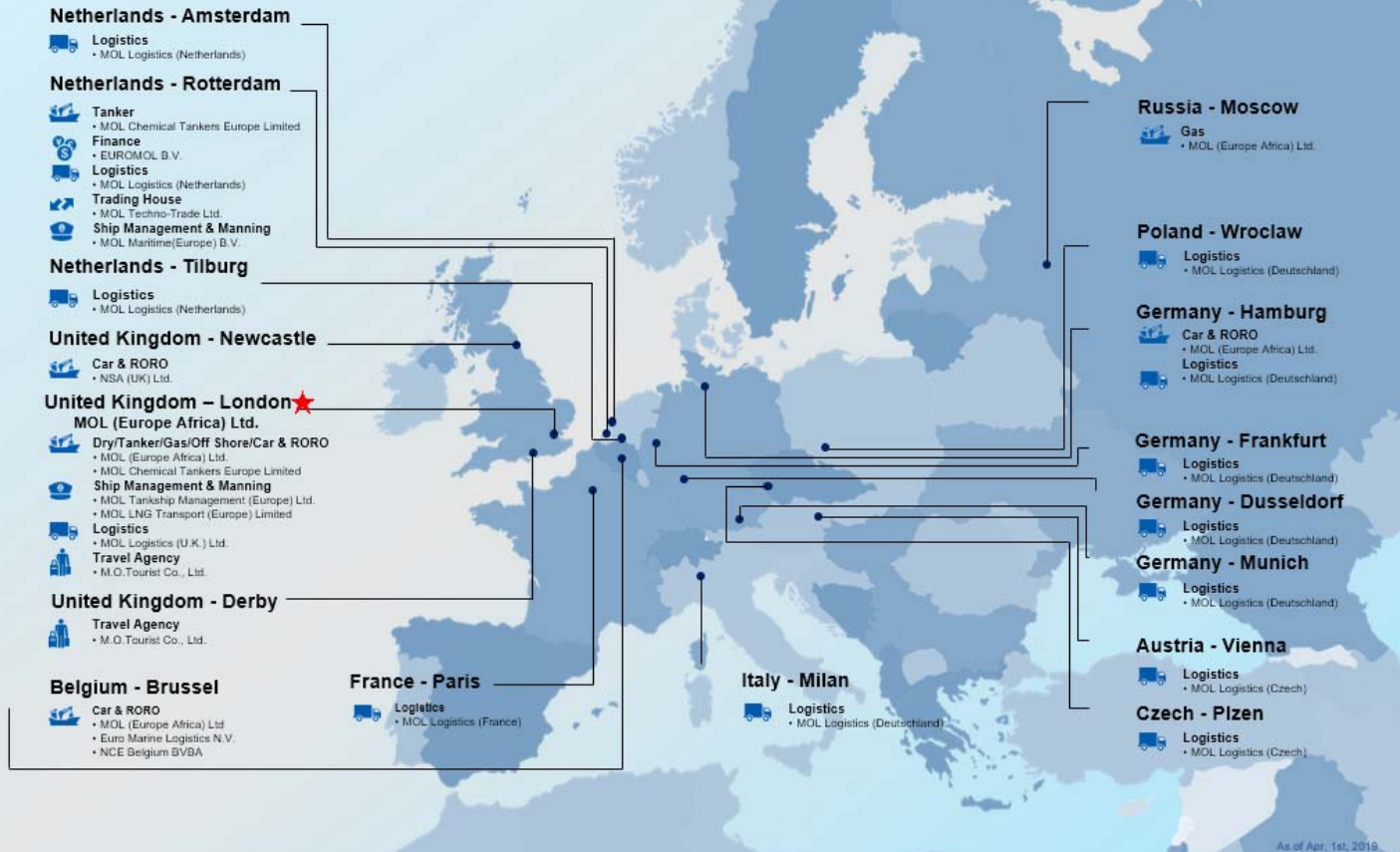
As of Apr. 1st, 2019

MOL Group Asia-Pacific 2



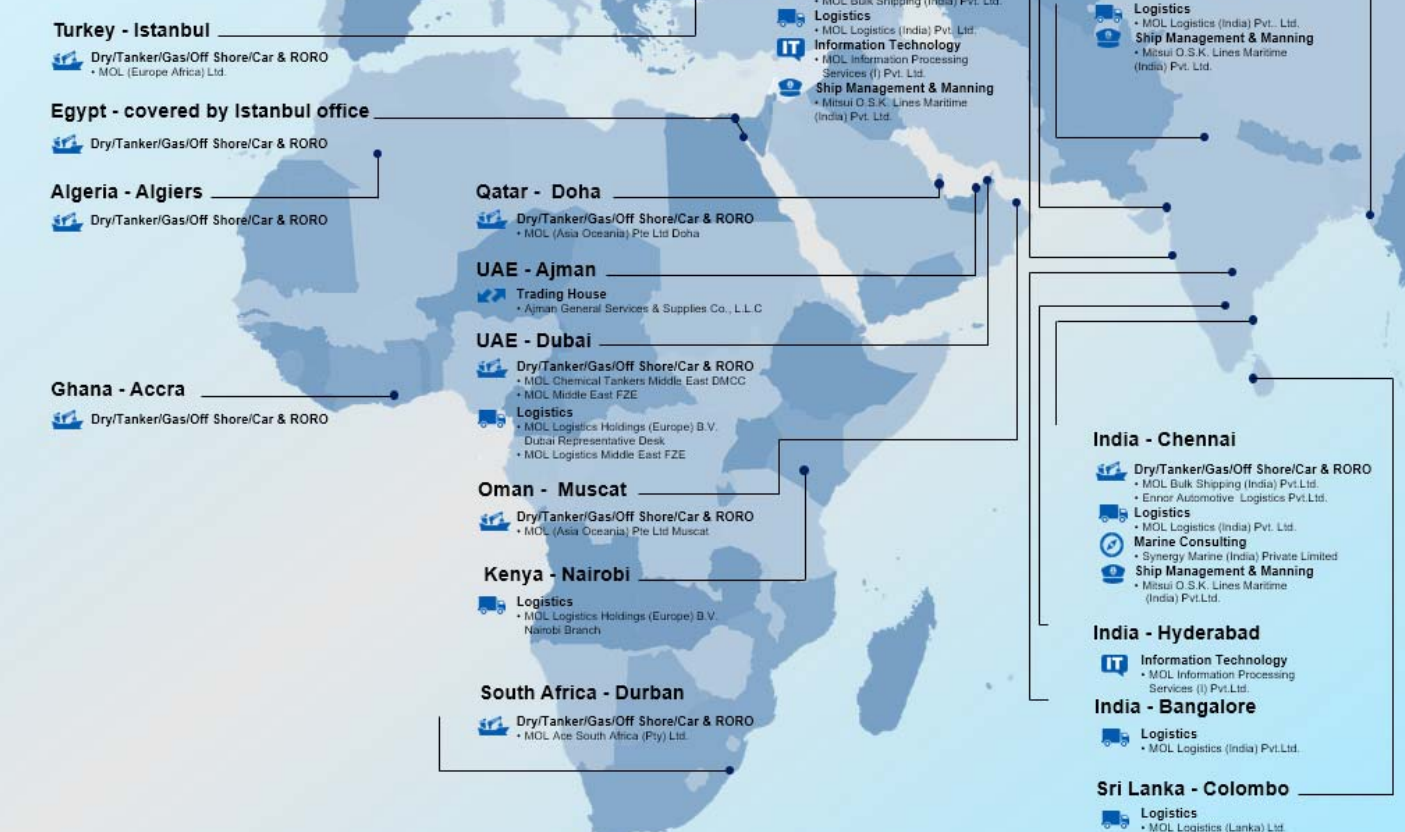
MOL Group

Europe



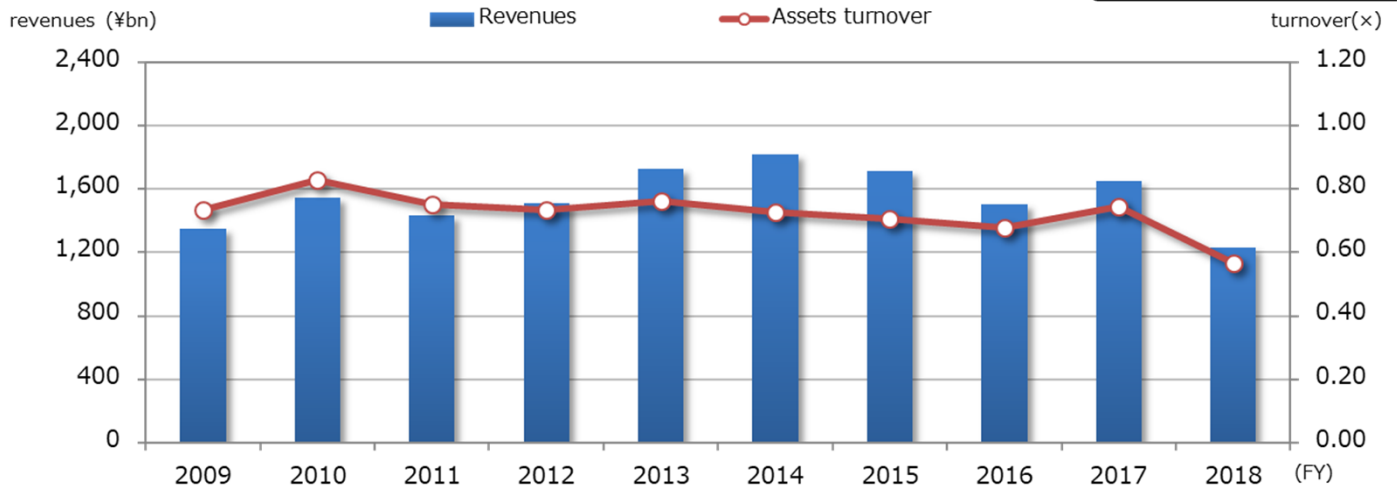
MOL Group

Africa-Middle East-Asia

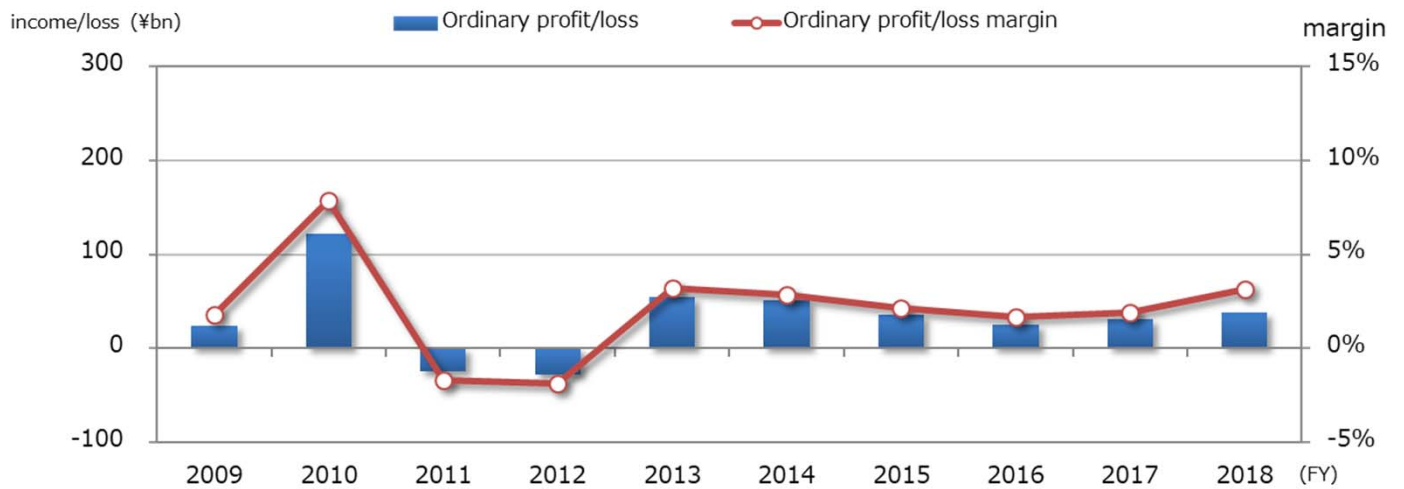


● Assets Turnover

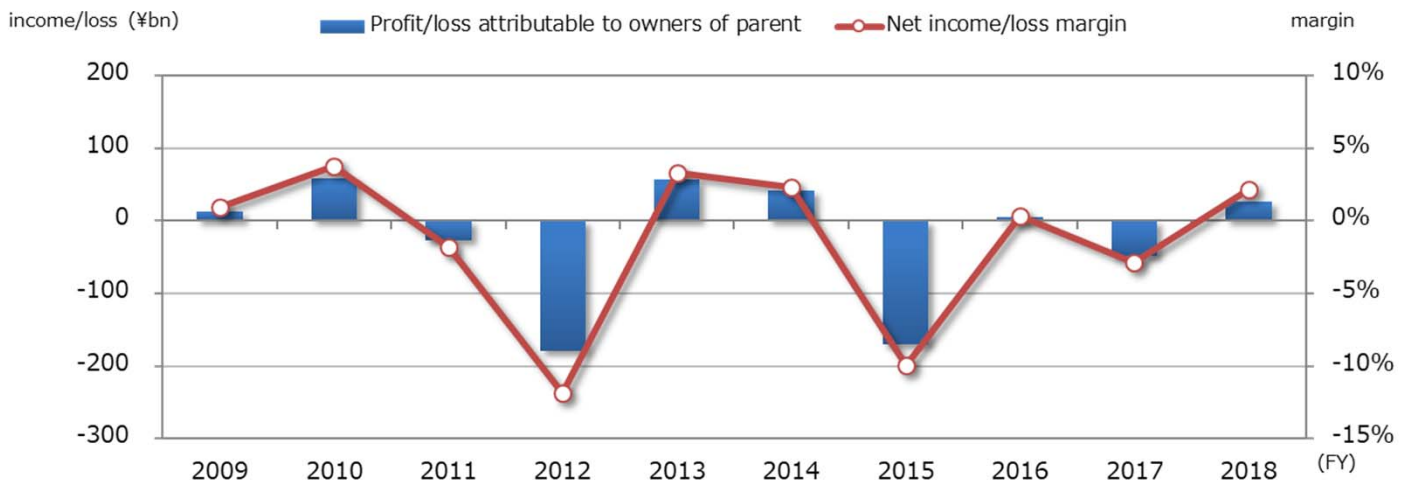
refer to P45 for figures



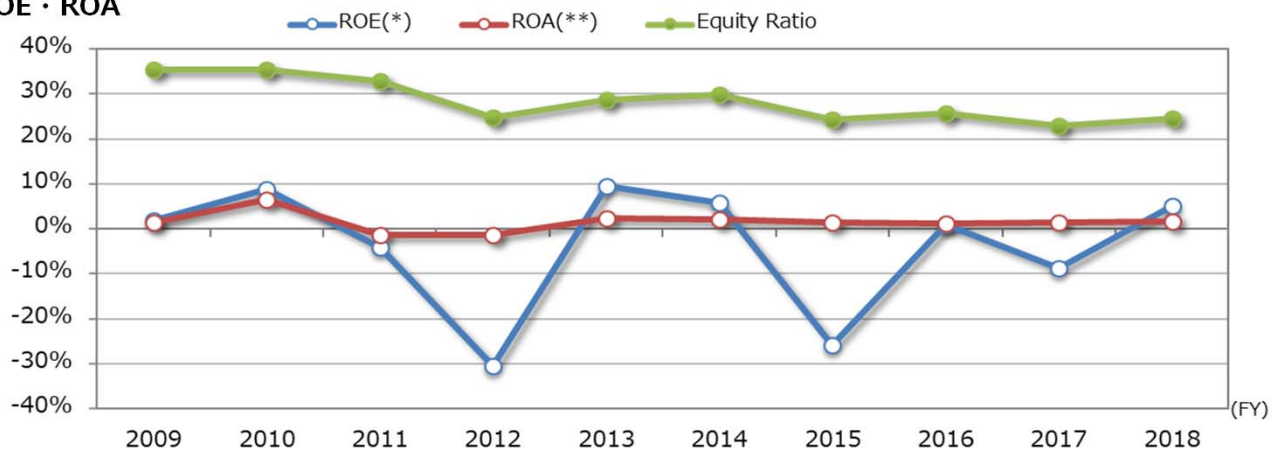
● Ordinary Profit(loss) Margin



● Net Income(loss) Margin



● ROE · ROA

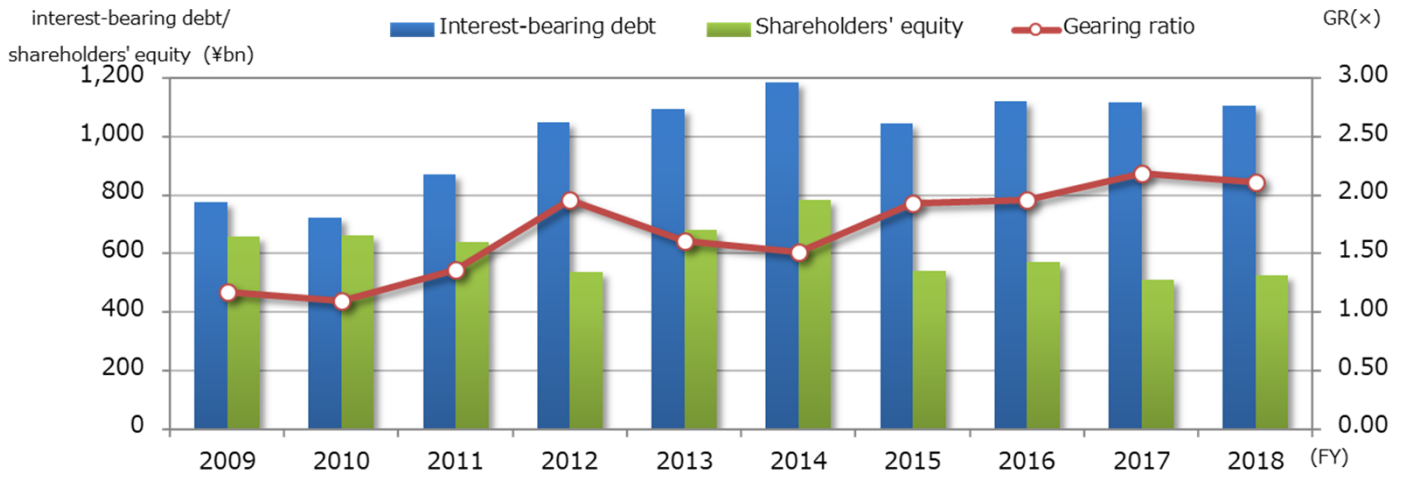


(*) Net income / Average shareholders' equity at the beginning and the end of the fiscal year

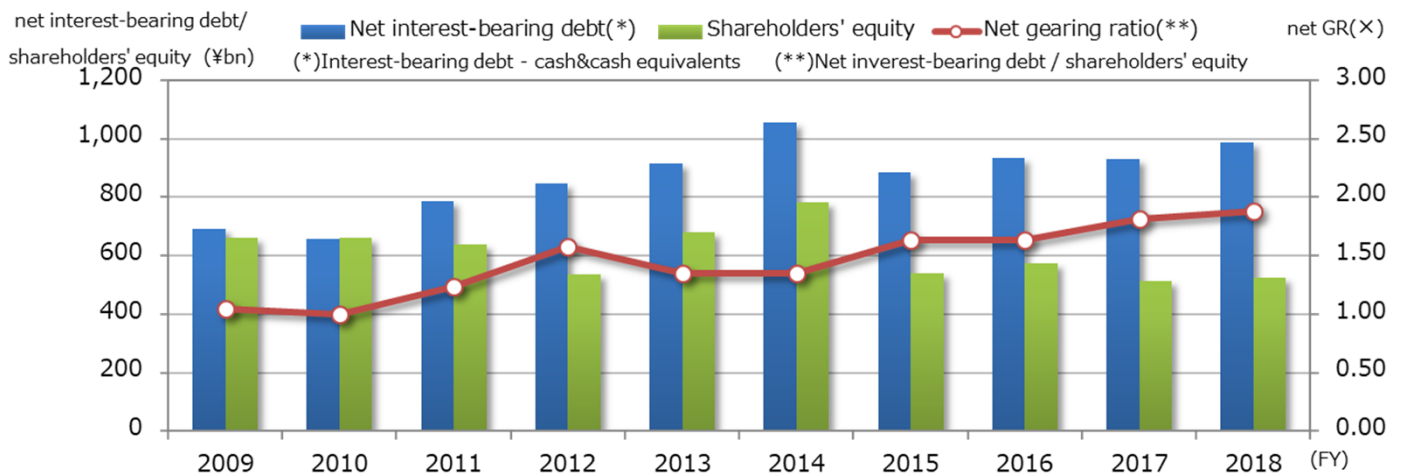
(**) Ordinary profit(loss) / Average total assets at the beginning and the end of the fiscal year

● Interest-bearing Debt · Shareholders' Equity · Gearing Ratio

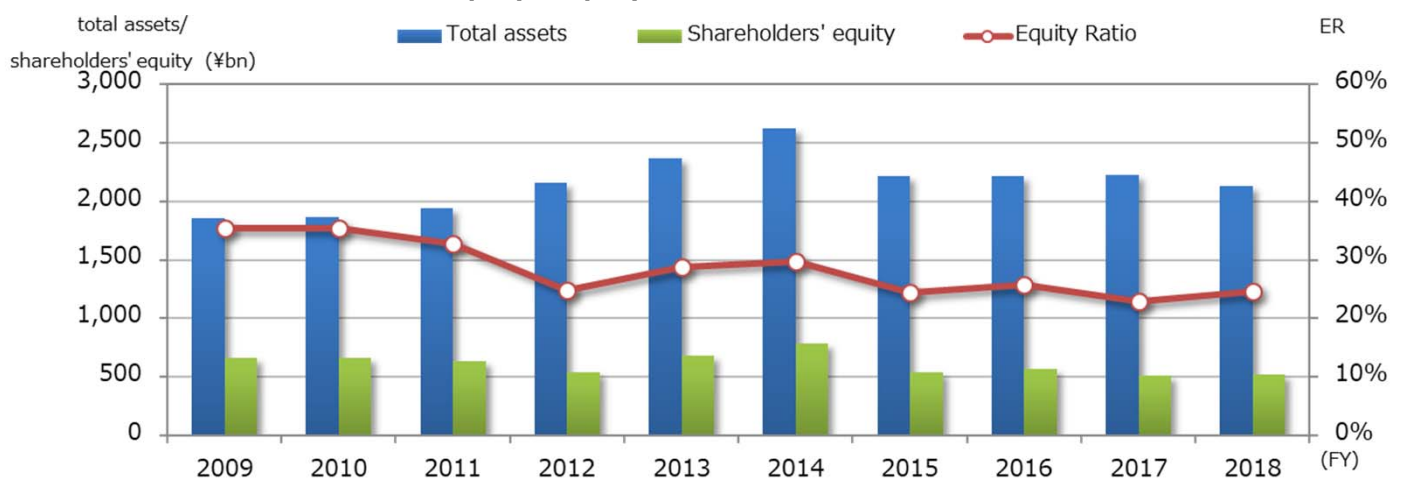
refer to P45 for figures



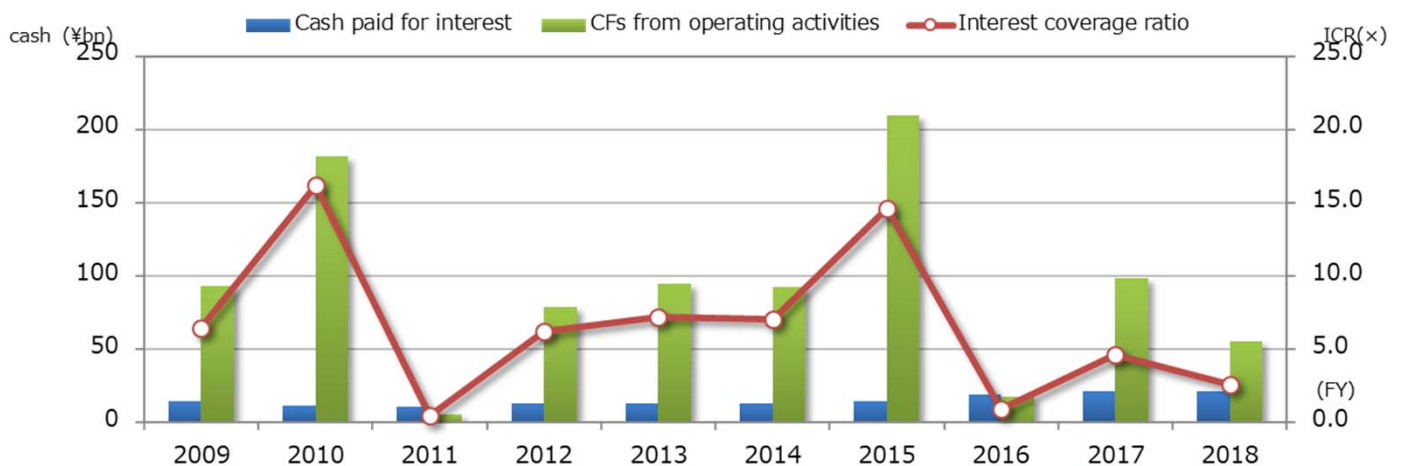
● Net Interest-bearing Debt · Net Gearing Ratio



● Total Assets · Shareholders' Equity · Equity Ratio

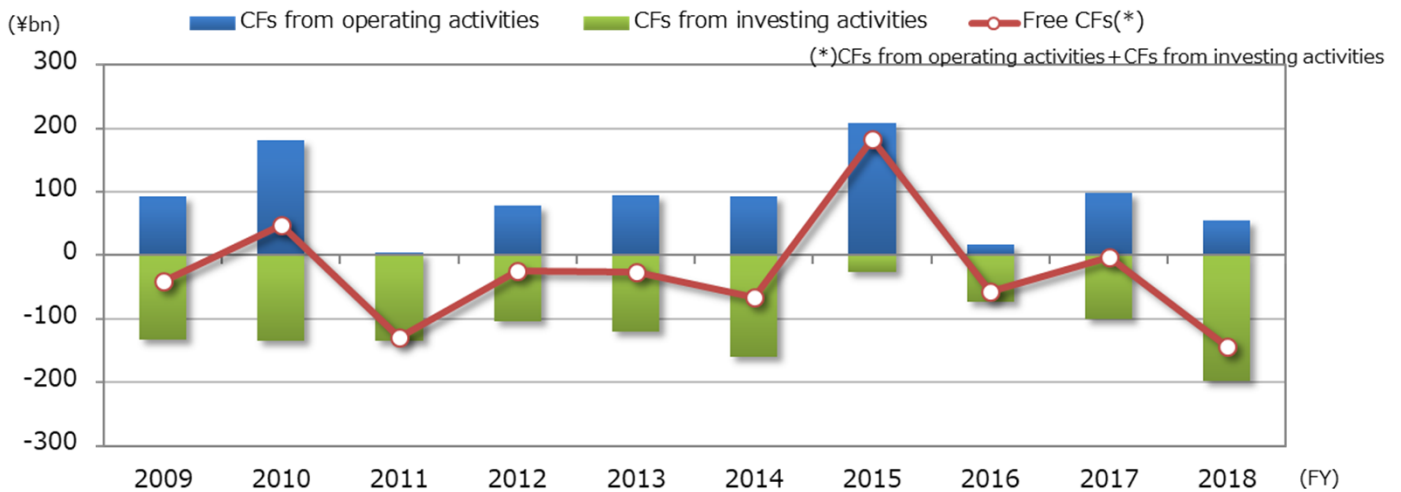


● Cash Paid for Interest · CFs from Operating Activities · Interest Coverage Ratio

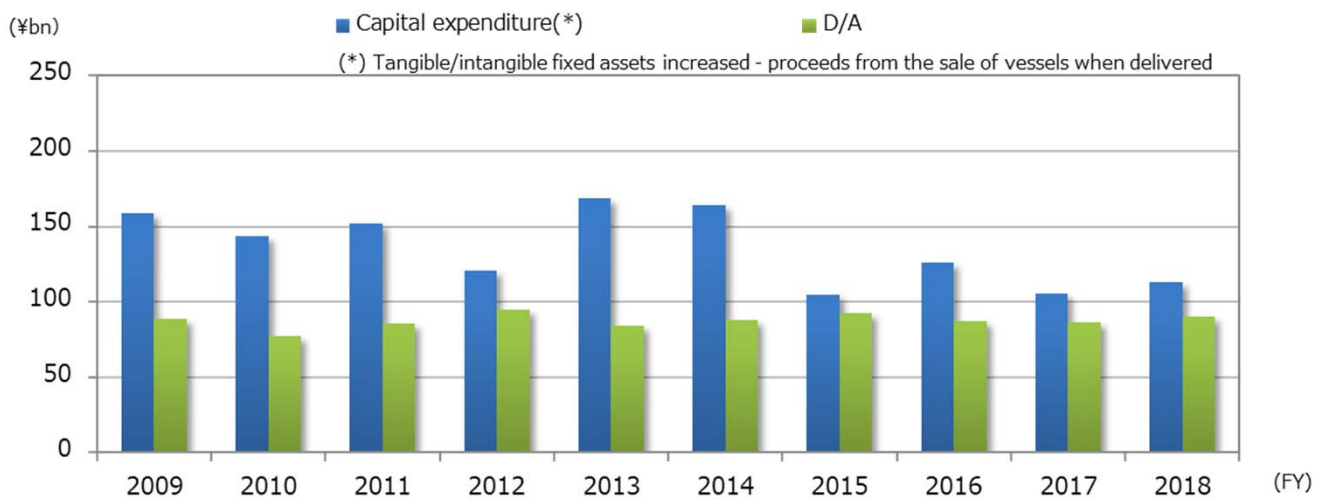


● CFs from Operating Activities · CFs from Investing Activities · Free CFs

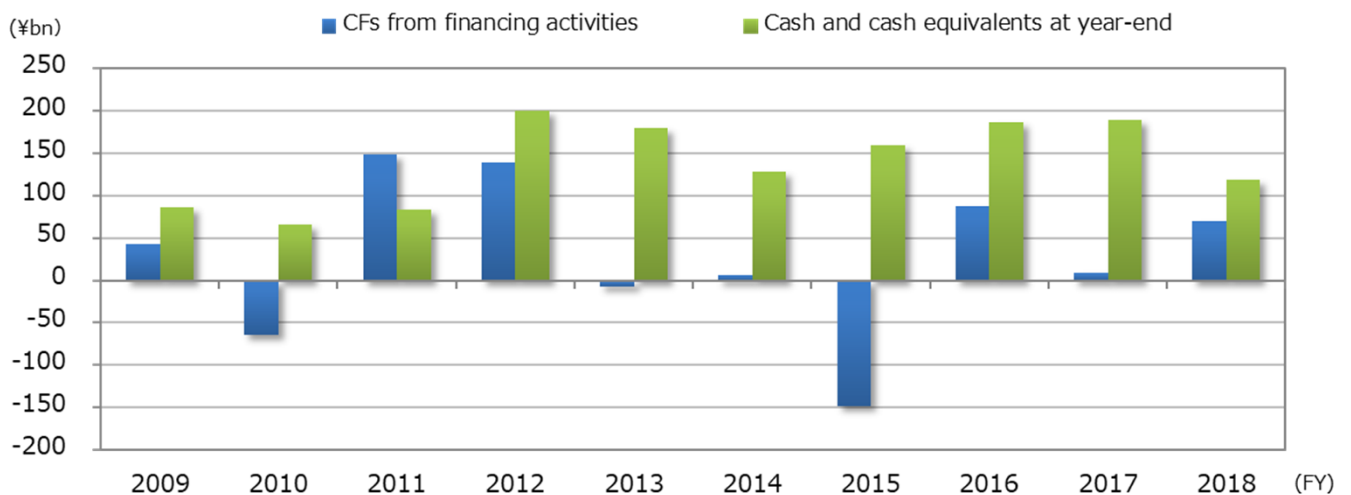
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● Capital Expenditure · Depreciation & Amortization

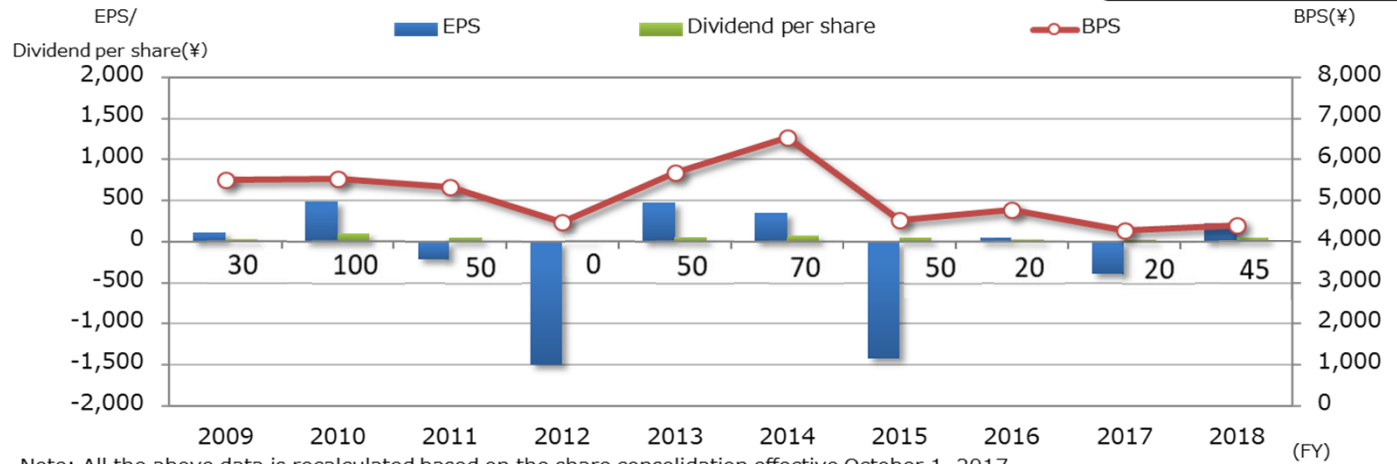


● CFs from Financing Activities · Cash & Cash Equivalents at term end



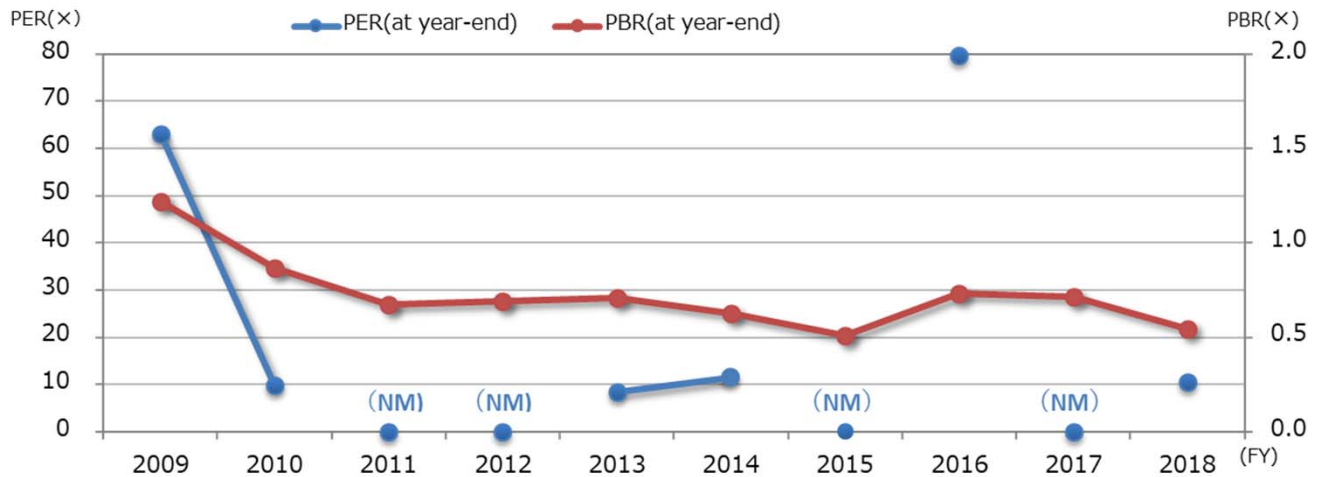
● EPS · Dividend per Share · BPS

refer to P45 for figures



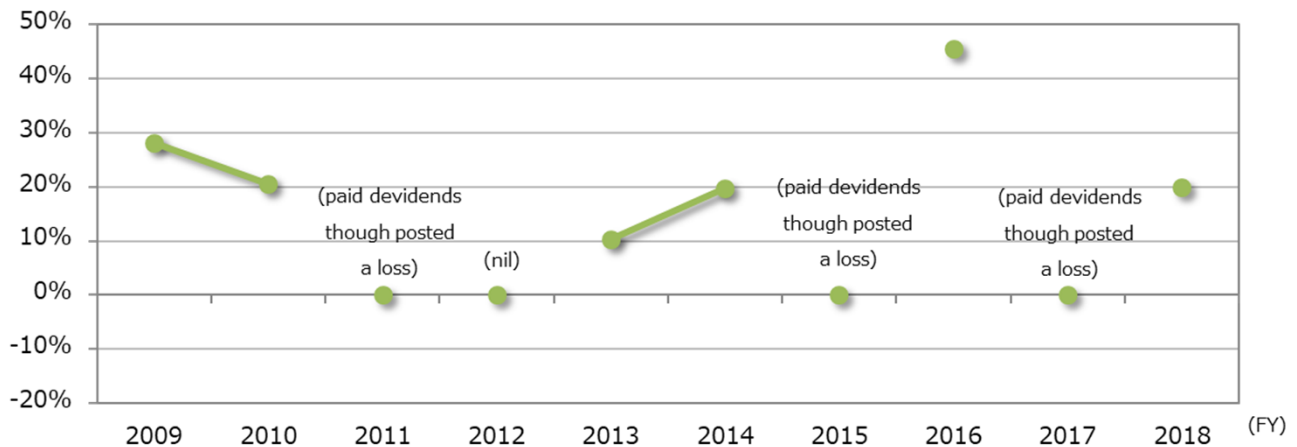
Note: All the above data is recalculated based on the share consolidation effective October 1, 2017.

● PER · PBR

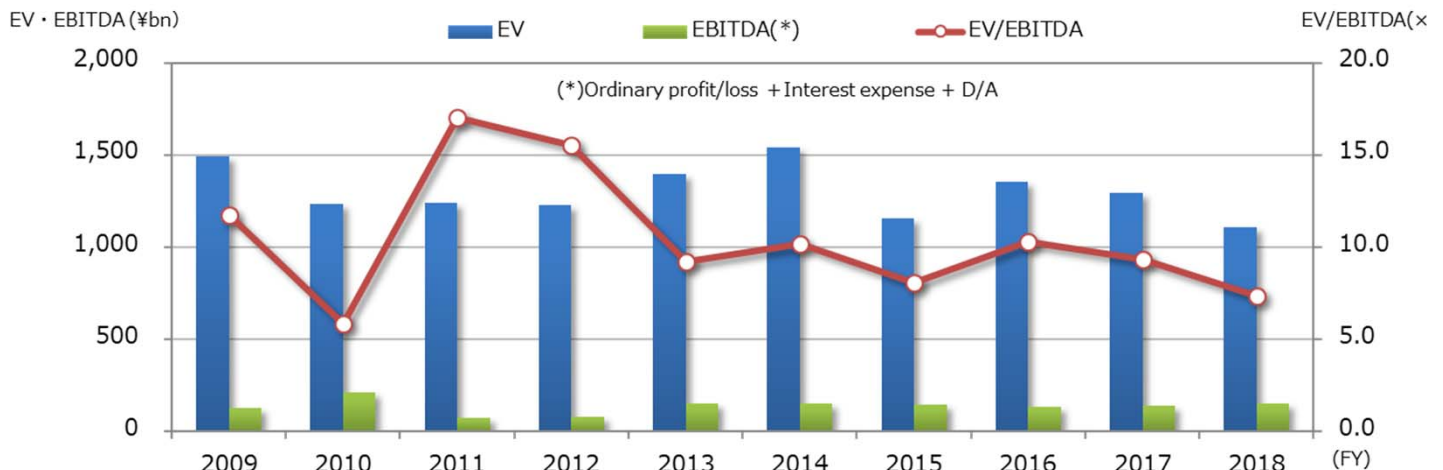


Note: PER not applicable for FY2011, 2012, 2015 and 2017.

● Payout Ratio



● EV · EBITDA



● Financial Statements (10-year summary)

(¥ mm)

(FY)		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
(Year ended)		Mar.2010	Mar.2011	Mar.2012	Mar.2013	Mar.2014	Mar.2015	Mar.2016	Mar.2017	Mar.2018	Mar.2019	
P/L	Shipping and other revenues	1,347,964	1,543,660	1,435,220	1,509,194	1,729,452	1,817,069	1,712,222	1,504,373	1,652,393	1,234,077	
	Shipping and other expenses	1,228,478	1,328,959	1,368,794	1,432,014	1,587,902	1,683,795	1,594,568	1,388,264	1,513,736	1,094,915	
	D/A	88,366	77,445	85,624	94,685	83,983	87,803	92,771	87,190	86,629	90,138	
	Selling,general/administrative expenses	98,546	91,300	90,885	92,946	100,458	116,024	115,330	113,551	115,972	101,442	
	Operating profit/loss	20,939	123,400	-24,459	-15,766	41,092	17,249	2,323	2,558	22,684	37,718	
	Non-operating income	19,996	17,226	17,581	12,304	29,507	48,765	50,747	45,538	35,402	32,654	
	Interests and dividends	4,315	5,506	7,957	5,165	9,340	9,624	10,209	11,939	14,637	13,814	
	Equity in earnings of affiliates	5,362	8,174	3,300	-	-	4,930	9,178	5,543	-	-	
	FX gains	3,353	-	-	-	11,392	25,523	23,907	24,179	16,834	15,850	
	Non-operating expenses	16,701	19,005	17,442	25,105	15,613	14,685	16,803	22,670	26,613	31,798	
	Interests	14,175	11,371	11,511	13,020	12,583	12,555	14,576	19,037	20,413	21,806	
	Equity in losses of affiliates	-	-	-	4,935	1,234	-	-	-	-	3,428	7,804
	FX losses	-	4,584	4,440	3,296	-	-	-	-	-	-	-
	Ordinary profit/loss	24,234	121,621	-24,320	-28,568	54,985	51,330	36,267	25,426	31,473	38,574	
	Extraordinary income	27,559	11,160	14,022	16,064	36,050	26,152	30,011	35,206	21,566	14,418	
	Gain on sale of fixed assets	15,565	6,359	11,558	12,253	7,094	16,225	9,430	6,125	16,979	4,654	
	Extraordinary loss	24,017	37,415	23,218	125,434	19,325	19,150	220,665	37,328	81,748	6,214	
	Loss on sale of fixed assets	5,513	2,459	664	3,104	6,510	896	628	1,259	1,310	1,120	
	Loss for impairment	-	10,238	5,468	10,978	6,447	10,198	-	22,273	-	-	
	Income/loss before income tax	27,776	95,366	-33,516	-137,938	71,710	58,332	-154,385	23,303	-28,709	46,778	
Income taxes-current	8,078	36,431	9,546	11,324	13,796	12,440	11,133	13,323	10,729	8,793		
Income taxes-deferred	3,763	-2,797	-20,814	24,799	-4,525	-2,577	260	-625	2,002	4,309		
Profit/loss attributable to non-controlling interests	3,211	3,455	3,761	4,783	5,045	6,113	4,668	5,348	5,939	6,799		
Profit/loss attributable to owners of parent	12,722	58,277	-26,009	-178,846	57,393	42,356	-170,447	5,257	-47,380	26,875		
B/S	Total assets	1,861,312	1,868,740	1,946,161	2,164,611	2,364,695	2,624,049	2,219,587	2,217,528	2,225,096	2,134,477	
	Current assets	352,030	344,443	386,936	514,246	533,639	511,795	456,475	481,477	478,702	387,460	
	Tangible fixed assets	1,209,175	1,257,823	1,293,802	1,303,967	1,379,244	1,498,028	1,376,431	1,323,665	1,290,929	1,193,910	
	Total liabilities	1,125,609	1,128,493	1,228,252	1,545,118	1,581,146	1,731,614	1,572,662	1,533,907	1,597,051	1,482,870	
	Current liabilities	355,185	374,268	322,851	425,725	430,045	505,346	463,794	383,456	477,696	446,649	
	Interest-bearing debt	775,114	724,259	869,619	1,046,865	1,094,081	1,183,401	1,044,980	1,122,400	1,118,089	1,105,873	
	Shareholders' equity *1	659,508	660,795	637,422	535,422	679,160	782,556	540,951	571,983	511,242	525,064	
	Ownes' equity	719,532	767,380	732,402	550,714	605,768	636,530	458,121	459,226	410,620	433,909	
	Retained earnings	616,736	664,645	629,667	447,829	502,833	533,484	354,179	355,263	306,642	329,888	
C/F	Free cash flows : [a]+[b]	-40,055	46,970	-129,298	-25,285	-25,615	-66,656	182,508	-56,318	-2,471	-143,093	
	CFs from operating activities[a]	93,428	181,755	5,014	78,955	94,255	92,494	209,189	17,623	98,380	55,248	
	CFs from investing activities[b]	-133,483	-134,785	-134,312	-104,240	-119,870	-159,150	-26,681	-73,941	-100,851	-198,341	
	Capital Expenditure *2	158,918	143,579	152,151	120,886	169,028	164,275	104,813	126,080	105,638	113,081	
Indices	Ordinary income margin	1.8%	7.9%	-1.7%	-1.9%	3.2%	2.8%	2.1%	1.7%	1.9%	3.1%	
	Return on assets(ordinary income)	1.3%	6.5%	-1.3%	-1.4%	2.4%	2.1%	1.5%	1.1%	1.4%	1.8%	
	Assets turnover	0.73	0.83	0.75	0.73	0.76	0.73	0.71	0.68	0.74	0.57	
	EBITDA *3	126,775	210,437	72,815	79,137	151,551	151,688	143,614	131,653	138,515	150,518	
	EV/EBITDA	11.8	5.9	17.0	15.5	9.2	10.15	8.03	10.26	9.32	8.41	
	Interest coverage ratio	6.4	16.2	0.5	6.2	7.2	7.1	14.6	0.9	4.6	2.6	
	ROE *4	2.0%	8.8%	-4.0%	-30.5%	9.5%	5.8%	-25.8%	0.9%	-8.7%	5.2%	
	ROA *5	1.3%	6.5%	-1.3%	-1.4%	2.4%	2.1%	1.5%	1.1%	1.4%	1.8%	
	Gearing ratio *6	118%	110%	136%	196%	161%	151%	193%	196%	219%	211%	
Net gearing ratio *7	105%	100%	123%	158%	135%	135%	164%	164%	182%	188%		
Equity ratio	35.4%	35.4%	32.8%	24.7%	28.7%	29.8%	24.4%	25.8%	23.0%	24.6%		
*9 Per share	EPS(¥)	106	488	-218	-1,496	480	354	-1,425	44	-396	225	
	Shareholders' equity per share(¥)	5,517	5,528	5,333	4,478	5,679	6,543	4,523	4,782	4,275	4,390	
	Dividend per share(¥)	30	100	50	0	50	70	50	20	20	45	
	PER(at fiscal year-end)	63.12	9.83	NM	NM	8.38	11.52	NM	79.64	NM	10.60	
	PBR(at fiscal year-end)	1.22	0.87	0.68	0.69	0.71	0.62	0.51	0.73	0.72	0.54	
	Payout ratio(consolidated)	28.2%	20.5%	NM	NM	10.4%	19.8%	NM	45.5%	NM	20.0%	
	Cash flows per share(¥)	782	1,520	42	660	788	773	1,749	147	823	462	
	Number of shares issued and outstanding at year-end *8	119,540,772	119,604,338	119,605,223	119,606,784	119,595,529	119,611,158	119,607,590	119,606,742	119,595,611	119,595,516	

*1 After FY2006: "Owners' equity" + "accumulated gains/losses from valuation and translation adjustments"

*2 The actual amount calculated by deducting proceeds from the sale of vessels when delivered from "tangible/intangible fixed assets increased"

*3 Ordinary profit(loss) + Interest expense + Depreciation and amortizaion

*4 Net income / Average shareholders' equity at the beginning and the end of the fiscal year

*5 Ordinary profit(loss) / Average total assets at the beginning and the end of the fiscal year

*6 Interest-bearing debt / Shareholders' equity

*7 (Interest-bearing debt- cash&cash equivalents) / Shareholders' equity

*8 Excluding "Treasury shares"

*9 The company consolidated its common shares on the basis of one (1) unit for every ten (10) shares effective October 1, 2017. Accordingly, the relevant figures are calculated on the assumption that the consolidation of shares was conducted at the beginning of FY2008.

● Segment Information(10-year summary)

		(¥ mm)										
(FY)		2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	
Shipping and other revenues	Bulkships	721,725	790,572	726,011	731,269	836,408	857,289	838,893	744,287	Dry Bulk Business	272,956	291,140
	Containerships	466,378	586,649	542,426	606,588	713,503	787,068	719,108	620,714	Energy Transport Business	262,245	280,972
	Logistics	-	-	-	-	-	-	-	-	Product Transport Business	1,010,885	545,174
	Ferries/Coastal RoRo ships	50,815	50,089	52,134	54,285	55,603	56,032	49,618	42,036	(Containerships only)	(749,714)	(276,994)
	Associated businesses	99,795	108,447	106,709	109,649	116,599	108,388	96,606	90,025	Associated businesses	90,095	101,125
	Others	9,250	7,901	7,939	7,401	7,338	8,290	7,996	7,310	Others	16,208	15,665
	Total	1,347,964	1,543,660	1,435,220	1,509,194	1,729,452	1,817,069	1,712,222	1,504,373	Total	1,652,393	1,234,077
Ordinary profit/loss	Bulkships	66,986	70,837	-6,921	-24,799	57,121	54,105	54,857	39,051	Dry Bulk Business	15,414	21,924
	Containerships	-56,878	38,853	-29,910	-11,291	-14,553	-24,146	-29,831	-32,864	Energy Transport Business	13,633	21,135
	Logistics	-	-	-	-	-	-	-	-	Product Transport Business	-6,328	-12,264
	Ferries/Coastal RoRo ships	-2,340	-565	-533	1,282	2,236	4,461	4,424	4,506	(Containerships only)	(-10,691)	(-14,378)
	Associated businesses	9,712	10,676	9,098	10,745	11,146	10,925	10,171	12,337	Associated businesses	12,657	12,907
	Others	1,263	3,361	4,303	2,449	4,576	4,183	3,549	1,810	Others	2,601	2,580
	Adjustment	5,490	-1,542	-356	-6,954	-5,541	1,802	-6,903	585	Adjustment	-6,506	-7,709
Total	24,234	121,621	-24,320	-28,568	54,985	51,330	36,267	25,426	Total	31,473	38,574	
Assets	Bulkships	1,008,724	1,173,526	1,194,813	1,298,682	1,501,313	1,719,713	1,526,582	1,441,137	Dry Bulk Business	341,637	329,592
	Containerships	357,412	386,911	365,975	403,166	449,725	496,486	397,080	388,029	Energy Transport Business	866,404	852,162
	Logistics	-	-	-	-	-	-	-	-	Product Transport Business	648,311	601,945
	Ferries/Coastal RoRo ships	42,721	38,407	36,089	36,420	35,088	40,535	44,096	54,418	(Containerships only)	(384,449)	(350,962)
	Associated businesses	315,924	342,748	355,341	379,969	386,851	426,130	416,454	415,399	Associated businesses	421,803	439,630
	Others	376,316	317,865	278,060	303,649	325,937	346,182	162,724	359,526	Others	347,310	286,559
	Adjustment	-239,786	-390,718	-284,118	-257,276	-334,220	-404,999	-327,357	-440,981	Adjustment	-400,372	-375,413
Total	1,861,312	1,868,740	1,946,161	2,164,611	2,364,695	2,624,049	2,219,587	2,217,528	Total	2,225,096	2,134,477	
D/A	Bulkships	54,612	50,509	58,370	66,689	55,545	59,234	62,112	62,246	Dry Bulk Business	11,749	11,777
	Containerships	17,778	11,776	13,433	14,900	15,014	16,109	16,907	12,130	Energy Transport Business	37,105	38,802
	Logistics	-	-	-	-	-	-	-	-	Product Transport Business	27,283	28,634
	Ferries/Coastal RoRo ships	5,231	4,255	3,866	3,530	3,302	2,278	2,022	1,905	(Containerships only)	(11,525)	(11,622)
	Associated businesses	8,640	9,049	8,254	7,963	8,622	8,510	10,090	9,395	Associated businesses	9,143	9,489
	Others	1,921	1,604	1,446	410	326	283	272	319	Others	361	351
	Adjustment	183	250	252	1,190	1,171	1,388	1,366	1,192	Adjustment	985	1,083
Total	88,366	77,445	85,624	94,685	83,983	87,803	92,771	87,190	Total	86,629	90,138	
tangible/intangible fixed assets increased	Bulkships	146,949	136,262	158,188	128,440	140,188	138,058	87,115	87,182	Dry Bulk Business	5,912	8,490
	Containerships	30,592	38,604	8,209	11,462	28,510	21,782	15,525	28,307	Energy Transport Business	87,430	81,497
	Logistics	-	-	-	-	-	-	-	-	Product Transport Business	48,508	39,974
	Ferries/Coastal RoRo ships	1,131	1,316	829	1,101	1,424	3,193	5,865	20,229	(Containerships only)	(21,735)	(9,532)
	Associated businesses	24,374	41,187	5,442	20,339	10,484	32,341	5,177	4,937	Associated businesses	5,967	17,432
	Others	1,180	2,342	2,768	621	145	181	123	180	Others	763	375
	Adjustment	-37	730	289	2,924	5,395	587	1,903	955	Adjustment	612	1,673
Total	204,190	220,443	175,726	164,890	186,148	196,145	115,712	141,793	Total	149,195	149,443	

Note1: Logistics segment has been integrated into Containerships segment since FY2009.

Note2: A segment name change from Ferry/Domestic transport to Ferries/Coastal RoRo ships in FY2016.

Note3: From FY2017, the segments for disclosure is changed.

● Quarterly Segment Information (two years)

		(¥ mm)									
(FY)		2017					2018				
(Quarter)		Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3	Q4	Full-year
Shipping and other revenues	Dry Bulk Business	69,325	64,254	66,711	72,666	272,956	66,001	76,631	78,131	70,377	291,140
	Energy Transport Business	64,596	63,506	67,836	66,307	262,245	64,770	70,754	78,299	67,149	280,972
	Product Transport Business	242,359	261,283	259,270	247,973	1,010,885	145,034	138,591	135,513	126,036	545,174
	(Containerships only)	(179,758)	(193,518)	(192,798)	(183,640)	(749,714)	(82,470)	(64,524)	(67,759)	(62,241)	(276,994)
	Associated businesses	22,899	22,345	22,511	22,340	90,095	24,906	25,317	25,804	25,098	101,125
	Others	4,103	4,228	4,432	3,445	16,208	3,721	4,168	4,581	3,195	15,665
	Total	403,284	415,617	420,760	412,732	1,652,393	304,434	315,461	322,331	291,851	1,234,077
Ordinary income/loss	Dry Bulk Business	4,845	3,131	3,270	4,168	15,414	3,882	4,864	8,551	4,627	21,924
	Energy Transport Business	3,483	1,504	4,392	4,254	13,633	3,155	4,855	5,769	7,356	21,135
	Product Transport Business	-4,954	5,237	4,609	-11,220	-6,328	-5,665	-2,969	-3,416	-214	▲ 12,264
	(Containerships only)	(-6,256)	(2,113)	(3,771)	(-10,319)	(-10,691)	(-4,700)	(-5,314)	(-4,250)	(-114)	(-14,378)
	Associated businesses	3,785	2,928	3,576	2,368	12,657	3,376	2,728	3,933	2,870	12,907
	Others	1,173	77	1,080	271	2,601	640	497	645	798	2,580
	Adjustment	-2,449	-1,415	292	-2,934	-6,506	-5,136	48	-1,081	-1,540	▲ 7,709
Total	5,885	11,462	17,217	-3,091	31,473	251	10,026	14,400	13,897	38,574	

Note: The figures for FY2016 are reclassified in line with the new disclosure segment, with adjustment of inter-segment transactions.

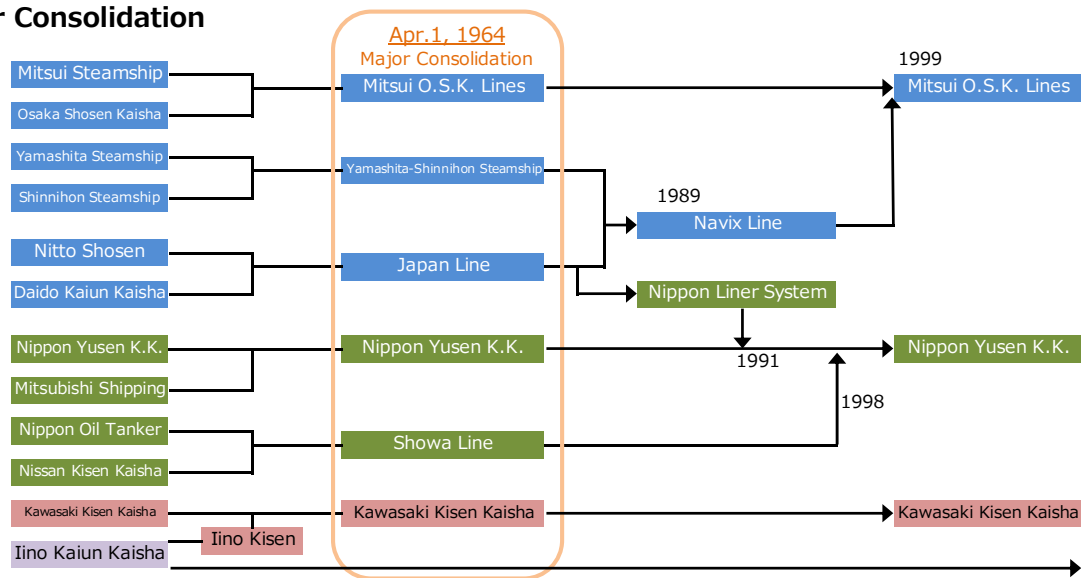
History

- 1884 Osaka Shosen Kaisha(OSK Line) is founded.
- 1930 The high-speed cargo ship *KINAI MARU* is launched, and covers the Yokohama-NYC route in 25 days and 17.5 hours, well below the industry average of 35 days.
- 1939 The *ARGENTINA MARU* and *BRASIL MARU* are built as cargo/passenger liners on the South America route, which represent the state-of-the-art in Japanese shipbuilding at the time.
- 1942 Mitsui & Co., Ltd. spins off its Shipping Department to create Mitsui Steamship Co., Ltd.
- 1961 World's first automated ship, the *KINKASAN MARU*, with an engine room operated entirely from the bridge, is launched.
- 1964 Japan's shipping industry undergoes a major consolidation, with mergers creating six companies; Mitsui O.S.K. Lines(MOL) by a merger of OSK Lines/Mitsui Steamship, Japan Line(JL) by a merger of Nitto Shosen/Daido Kaiun, Yamashita-Shinnihon Steamship(YSL) by a merger of Yamashita Kisen/Shinnihon Kisen.
- 1965 Japan's first specialized car carrier, the *OPPAMA MARU*, is launched.
- 1968 MOL, JL, and YSL launch the full containerships *AMERICA MARU*, *JAPAN ACE*, and *KASHU MARU*, respectively, on the Japan-California route.
- 1982 MOL enters methanol transport business.
- 1983 LNG carrier, the *SENSHU MARU*, is launched, and MOL enters LNG transport business.
- 1984 MOL expands into product tanker business.
- 1985 The container terminal company TraPac, Inc. is founded in Los Angeles.
Double-stack container train(DST) operations begin from Los Angeles.
- 1989 Navix Line is established by the merger of JL and YSL.
Japan's first full-fledged cruise ship, the *FUJI MARU*, is launched, ushering in the era of leisure cruises in Japan.
- 1990 MOL acquires a share in forwarder J.F. Hillebrand of Germany / MOL takes over the logistics company Wassing of the Netherlands.
- 1991 MOL acquires a share in Gearbulk, a Norwegian open-hatch bulker operator.
- 1993 Crew training school is established in Manila.
- 1994 A series of the mid-term management plans calling for "Creative Redesigning" begin.
- 1995 Container route service through a strategic international tie-up called The Global Alliance (TGA), begins.
- 1996 MOL acquires a share in chemical tanker operator Tokyo Marine(becomes a consolidated subsidiary of MOL).
- 1998 The New World Alliance (TNWA) is inaugurated.
- 1999 New Mitsui O.S.K. Lines is established by the merger of MOL and Navix Line.
MOL (Japan) Ltd. is established.
- 2000 Corporate governance system is reformed; introduce executive officer system and invites outside directors.
MOL Environmental Policy Statement is established.
- 2001 MOL Group Corporate Principles is issued.
- 2004 Mid-term management plan MOL STEP, with the main theme of "Growth" starts.
Daibiru Corporation becomes a consolidated subsidiary of MOL.
- 2005 MOL forms a strategic tie-up with Kintetsu World Express.
- 2006 Utoc Corporation becomes a consolidated subsidiary of MOL.
MOL Formulates Measures to Reinforce Safe Operation Structure with the Slogan "Returning to Basics", addressing four marine incidents with utmost seriousness.
- 2007 Mid-term management plan MOL ADVANCE, with the main theme of "Growth with Enhanced Quality" starts.
The world's largest iron ore carrier, third-generation *BRASIL MARU* is launched.
- 2009 MOL forms the concept for its next generation vessels "ISHIN "Series.
Japan's first Shuttle and Regasification Vessel(SRV) the *GDF SUEZ NEPTUNE* is launched.
- 2010 Mid-term management plan GEAR UP! MOL, with the main theme of "Challenge to Create New Growth " starts.
MOL signs a contract for long-term charters of LNG vessels by ExxonMobil, which are planned to be built in China.
The first participation in FPSO chartering for Petrobras, the Brazilian national oil company.
- 2011 Support Activities by MOL cruise ship and ferry in areas stricken by the Great East Japan earthquake and Tsunami.
The G6 Alliance is inaugurated in Asia/Europe trade by TNWA and GA(Grand Alliance).
The LR1 product tanker pool management company "Straits Tankers" is founded.
The VLCC pool management company "Nova Tankers" is founded.
MOL wins orders for Indonesia's 1st Coastal LNG Transport Project.
- 2012 World's first Hybrid car carrier *Emerald Ace* is launched.
- 2013 Business Structural Reforms executed; Transferred sales and vessel operations of the dry bulker fleet (over 130 vessels) to Singapore.
The single-year management plan "RISE 2013", with the target of absolutely achieving profitability in FY2013.
G6 Alliance expands cooperation to Transpacific(Asia/USEC) trade.
- 2014 Mid-term management plan STEER FOR 2020, with the main theme of "Solid growth through innovative changes" starts.
G6 Alliance expands cooperation to Transpacific(Asia/USWC) and Transatlantic trades.
MOL signs the first contract for a LNG carrier to transport shale gas from USA to Japan (for Tokyo Gas).
MOL signs ship building contracts for ice class LNG carriers for Yamal (Russia) LNG project.
MOL establishes a J/V with Viken Shipping and embarks on a shuttletanker business.
MOL seals long term shipping deal with Reliance, which makes MOL to be the first shipping company to serve liquefied ethane transportation by very large ethane carriers (VLEC).
The MR product tanker pool management company "Clean Products Tankers Alliance" is founded.

MOL General Information

- 2015 [New LNG carrier Papua delivered - 1st LNG carrier built in China for non-Chinese shipping company.](#)
[The VLGC product tanker pool management company "Helios LPG" is founded.](#)
[MOL announces building and chartering 6x 20,000TEU containerships, which are the world's largest among existing and on-order containerships.](#)
 MOL Introduces "MOL CHART".
- 2016 [MOL moves into offshore vessel support field.](#)
 MOL launches "ISHIN NEXT - MOL SMART SHIP PROJECT -", a new technological development project.
- 2017 [MOL to invest in self-elevating platform vessel operator.](#)
[A new container alliance "THE Alliance" is inaugurated.](#)
 New management plan "Rolling Plan 2017" starts.
[New FSRU "MOL FSRU Challenger" delivered - 1st FSRU independently owned and operated by Japanese shipping company.](#)
- 2018 [MOL's first ice-breaking LNG Carrier "Vladimir Rusanov" for Yamal LNG Project \(World's First Ice-Breaking LNG Carrier Project\) completed the first voyage](#)
[The new J/V "Ocean Network Express" commences service.](#)
 Management plan "Rolling Plan 2018" starts.
 Opening of MOL Magsaysay Maritime Academy
 Issuance of 'Green' Bonds used to raise funds for business aimed at protecting and improving the environment. (Japan's first for individual investors as an operational company)
- 2019 [Delivery of LNG-fueled Tugboat "Ishin"](#)
 Management plan "Rolling Plan 2019" starts.

(Ref.) Major Consolidation



● Credit Ratings (as of May 2019)

☛ for latest information <https://www.mol.co.jp/en/ir/stock/rate/index.html>

Credit Agency	Type of Rating	Rating
JCR	Long-term senior debt(issuer) rating	A-(Stable)
R&I	Issuer rating	BBB(Stable)
Moody's	Corporate family rating	Ba2(Stable)

● Bonds (as of May 2019)

	Date of issue	Years	Interest Rate	Total amount of issue	Outstanding
Straight bonds No.12	May/27/2009	10 years	1.999%	JPY 20 bn	JPY 18.5 bn
Straight bonds No.15	Jun/21/2011	10 years	1.361%	JPY 20 bn	JPY 17.8 bn
Straight bonds No.18	Jul/12/2012	10 years	1.139%	JPY 10 bn	JPY 8.7 bn
Euro USD Zero Coupon Convertible bonds(*1)(*2)	Apr/24/2014	6 years	Zero coupon	USD 200 mm	USD 200 mm
Straight bonds No.19	Jun/19/2014	10 years	0.970%	JPY 29.6 bn	JPY 29.5 bn
Straight bonds No.20 (Green Bonds)(*3)	Aug/30/2018	5 years	0.420%	JPY 5.0 bn	JPY 5.0 bn
Straight bonds No.21 (Retail Green Bonds)(*3)	Sep/10/2018	5 years	0.420%	JPY 5.0 bn	JPY 5.0 bn

(*1) Conversion Price USD4.78:However, a bondholder may exercise its stock acquisition rights only if the closing price of the shares is more than 130 per cent of the conversion price for a certain period of time.

(*2) The anticipated future dilution ratio would be 3.47% (which is the percentage by which the total number of issued shares as of 31 March 2014 would increase in case that the bond is fully converted into shares at the above initial conversion prices). However, the Company may give notice to the bondholders, no earlier than three months before the maturity date of each Bond, to acquire from the Bondholders all the Bonds in exchange for an amount equal to 100 per cent of the principal amount of such bonds plus the Acquisition Shares, in order to mitigate the dilutive impact of conversion.

"Acquisition Shares" means such number of Shares per Bonds calculated by dividing (i) the amount by which the Acquisition Share Value exceeds the principal amount of each Bond by (ii) the Average VWAP per Share.

"Acquisition Share Value" means USD amount of the Bond calculated in accordance with the formula below :

Principal amount of the Bond/Conversion Price × Average VWAP per share

☛Please refer to our press release of 25/4/2014 for further information.

(*3) Used to raise funds for businesses aimed at protecting and improving the environment.

☛Please refer to our press release of 7/8/2018 and 24/8/2018 for further information.

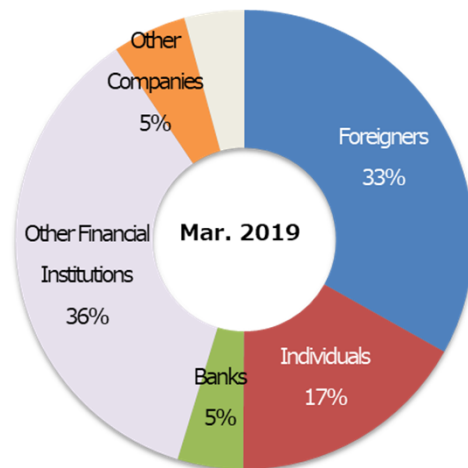
● Share Price



Note: MOL consolidated its common shares on the basis of one (1) unit for every ten (10) shares effective October 1, 2017.

All the above MOL share price data is recalculated based on the share consolidation.

● Shareholder Composition



● Shareholder Information (as of Mar. 2019)

□ Capital	JPY 65,400,351,028
□ HQ	2-1-1, Toranomon, Minato-ku, Tokyo 105-8688, Japan
□ Number of employees	8,941 (Consolidated)
□ Number of shares authorized	315,400,000
□ Number of shares issued	120,628,611
□ Trading unit	100(*1)
□ Dividend record dates	Mar.31 for Year-end dividend / Sep.30 for Interim dividend
□ Number of shareholders	85,217
□ Listed in	Tokyo(*2)
□ Transfer agent	Sumitomo Mitsui Trust Bank, Limited 1-4-1, Marunouchi, Chiyoda-ku, Tokyo

(*1)The number of shares constituting one unit was changed from 1,000 shares to 100 shares, simultaneously with consolidating every 10 shares into one share on October 1, 2017.

(*2)Delisting of common stock on the Nagoya Stock Exchange was made on May 18, 2017.

[Disclaimer]

Information contained in Investor Guidebook is provided solely for informational purposes and is not an offer or a solicitation of an offer to buy or sell securities. You are requested to make investment decisions using your own judgment. Although the Company has made sufficient effort to ensure the accuracy of information provided herein, the Company assumes no responsibility for any damages or liabilities including, but not limited to, those due to incorrect information or any other reason.

[Forward-Looking Statements]

This Investor Guidebook contains forward-looking statements concerning MOL's future plans, strategies and performance. These statements represent assumptions and beliefs based on information currently available and are not historical facts. Furthermore, forward-looking statements are subject to a number of risks and uncertainties that include, but are not limited to, economic conditions, worldwide competition in the shipping industry, customer demand, foreign currency exchange rates, price of bunker, tax laws and other regulations. MOL therefore cautions readers that actual results may differ materially from these predictions.

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(IR Tools)

- Website : <https://www.mol.co.jp/en/ir/index.html>
- Integrated Report "MOL Report"
- Investor Guidebook
- Corporate Profile
- MOL Environmental Digest