

INVESTOR GUIDEBOOK 2017



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

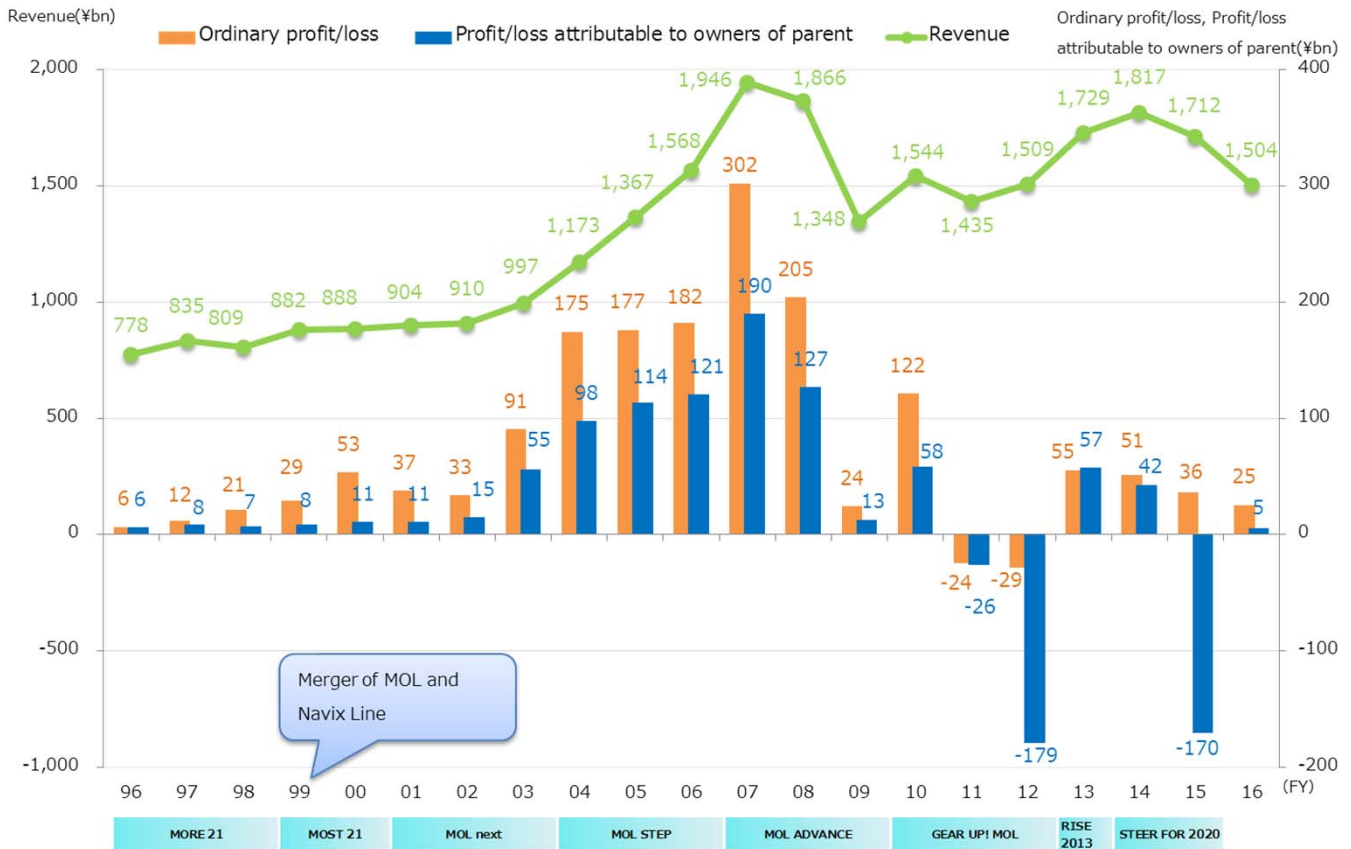
To develop the MOL Group into an excellent and resilient organization that leads the world shipping industry



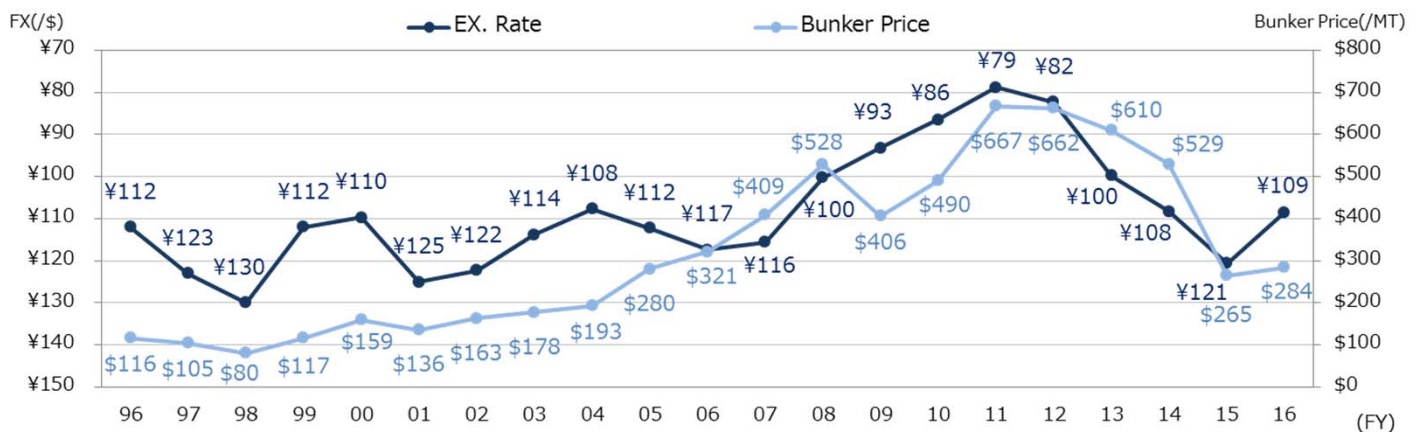
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● P/L



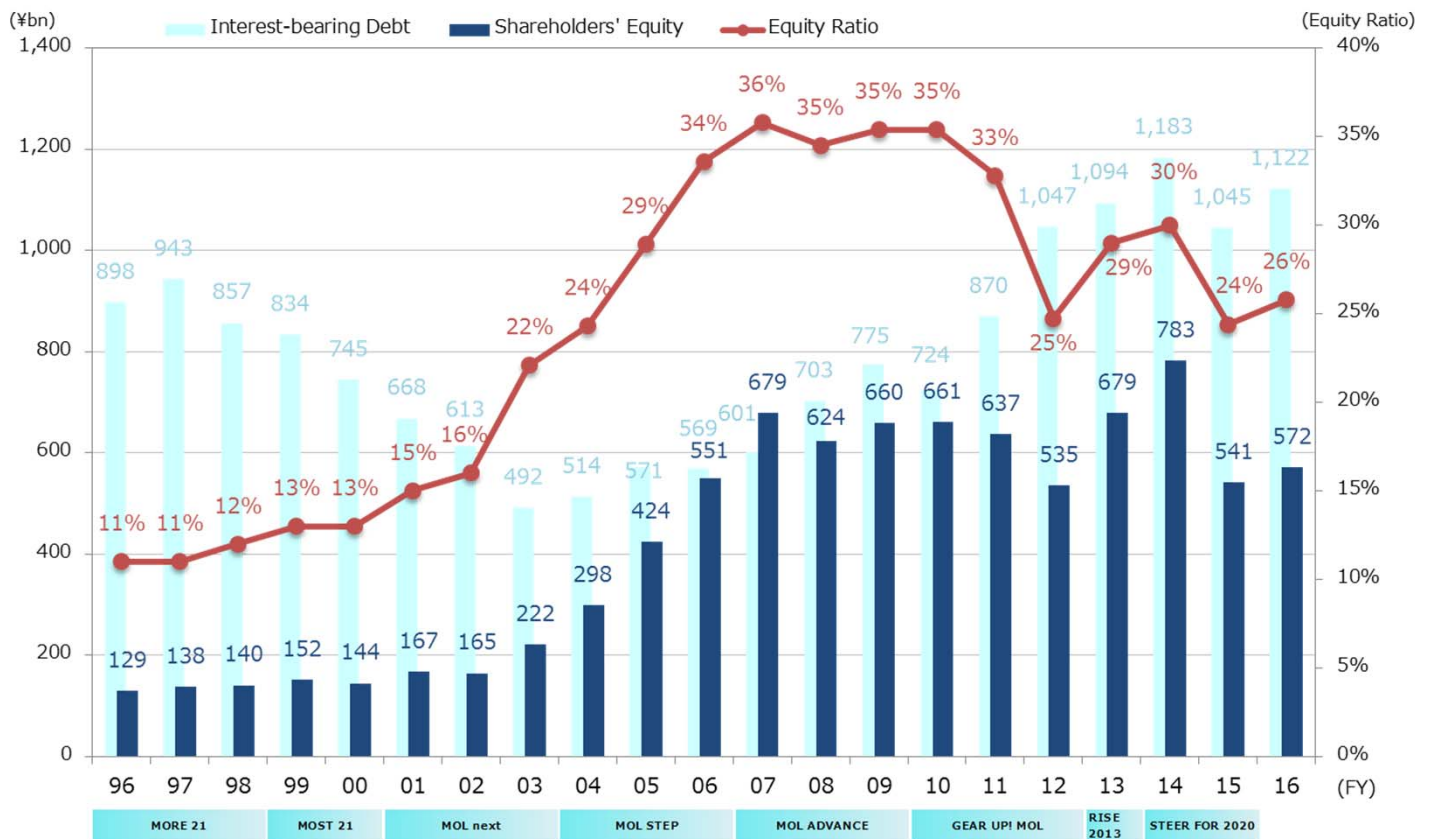
● Exchange Rate & Bunker Price (Fiscal year average)



FX Sensitivity(¥bn/¥/\$)	0.8	0.8	1.1	1.6	2.5	2.2	3.3	3.8	1.7	2	2	1.9	2	2.1	1.8	1
Bunker Price Sensitivity(¥bn/\$/MT)	0.3	0.3	0.3	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
Effect to Ordinary profit/loss(¥bn)	+19	-10	-14	-14	-15	-1	-33	-94	+12	-30	-51	+7	+44	+37	+72	-15

*Maximum estimation

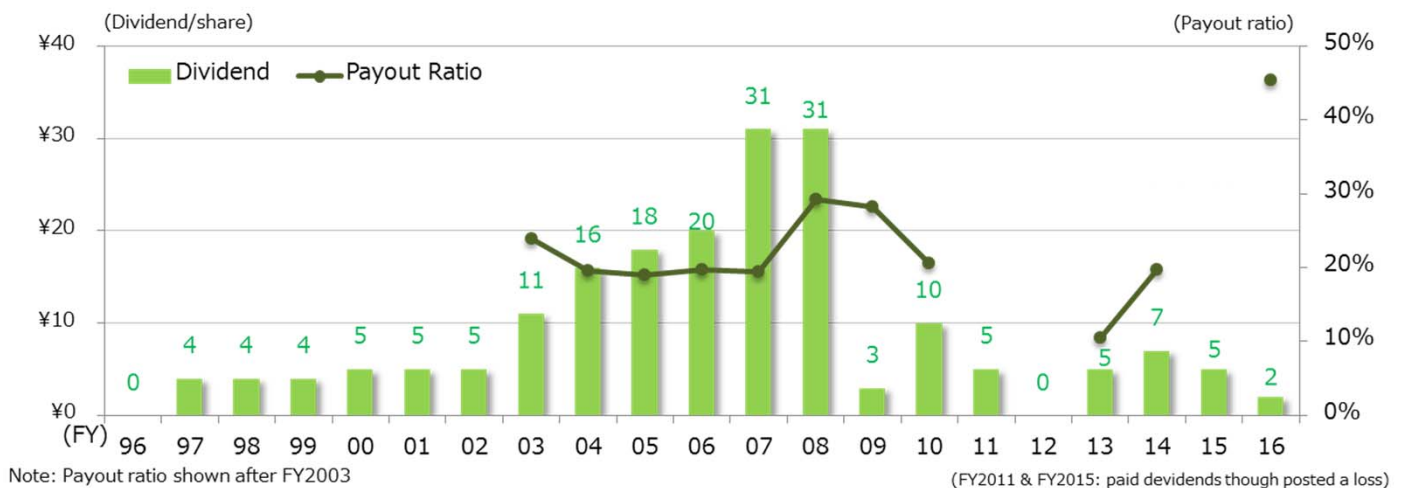
● B/S



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

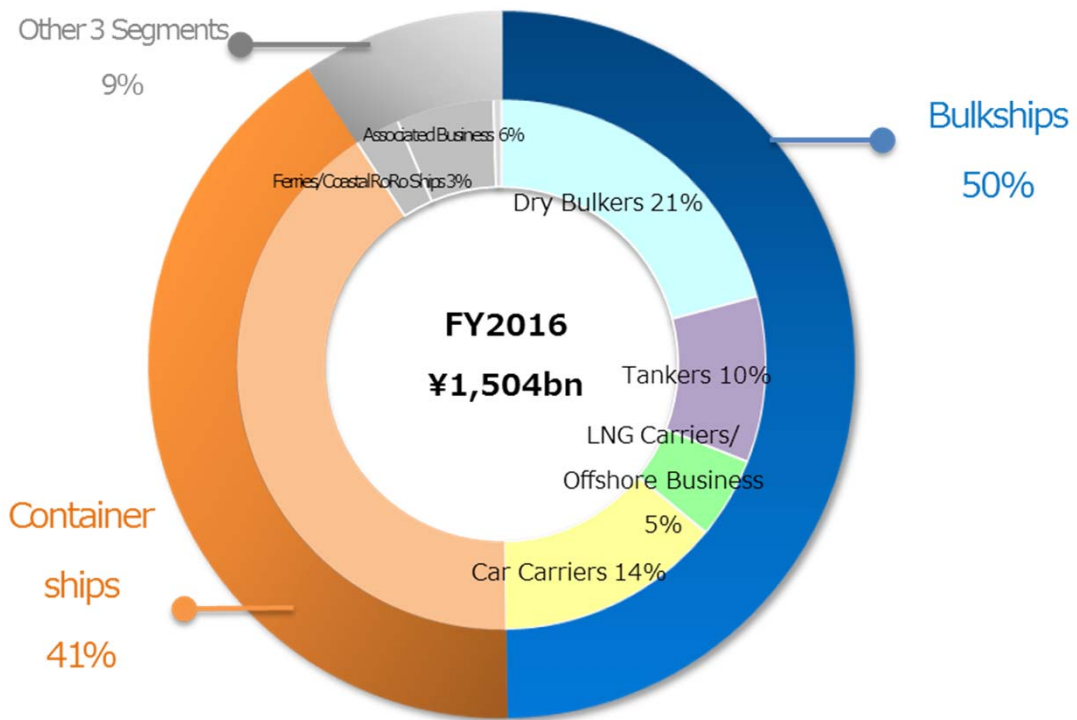
● Dividends



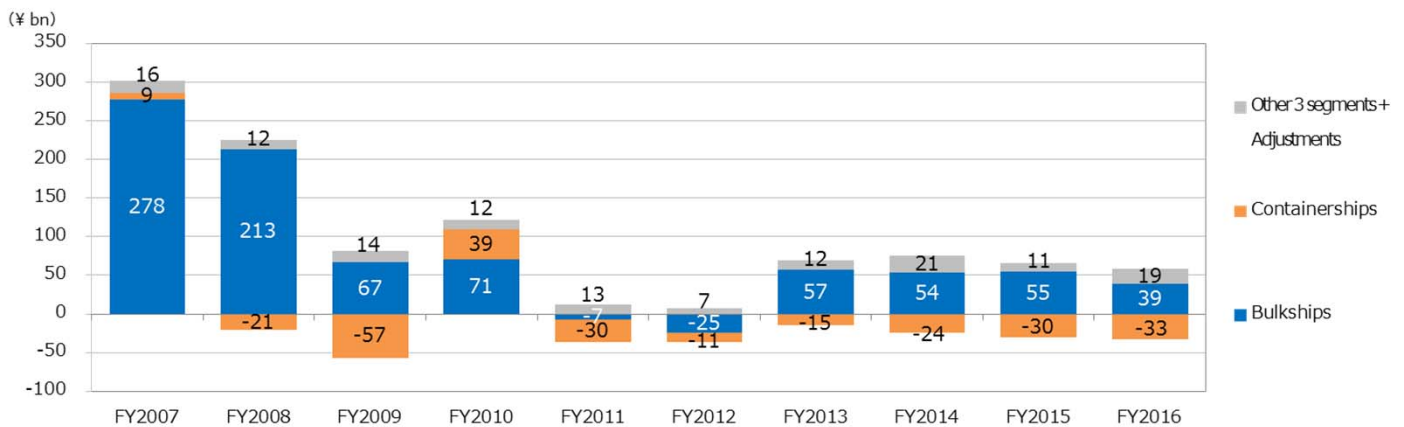
【Dividend Policy】

- ❑ 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.

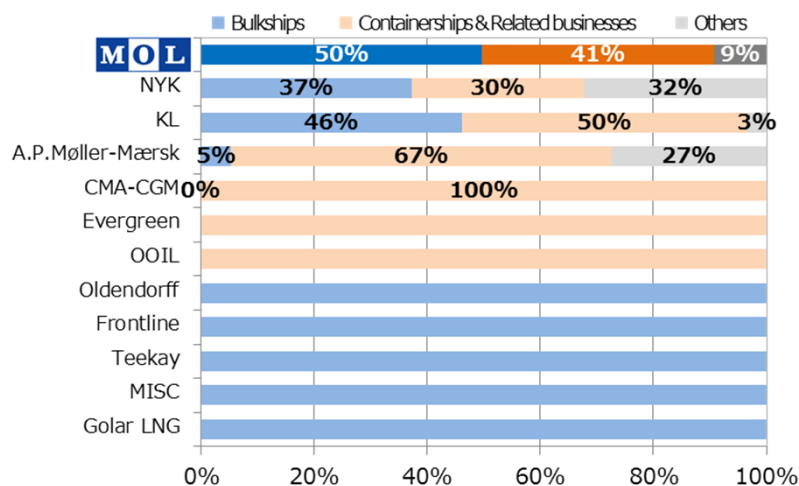
● Revenue by Segment
(Consolidated)



● Ordinary profit by Segment (Consolidated)



● Global Major Carriers' Revenue Composition by Segment



Source : MOL internal calculation based on each company's published data and News.

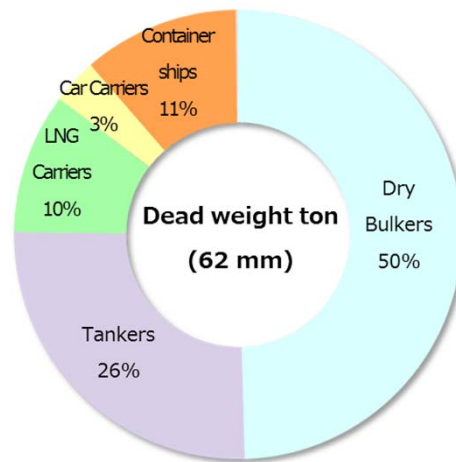
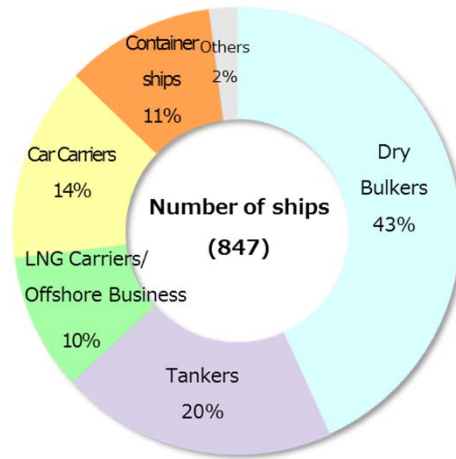
Note: ①MOL's containerships & related business to include revenues from Containerships, Terminal and Logistics ②NYK's others to include revenues from Air freighters and Logistics ③A.P.Møller-Mærsk's containerships & related business to include revenues from Terminal business.

Fleet Composition

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

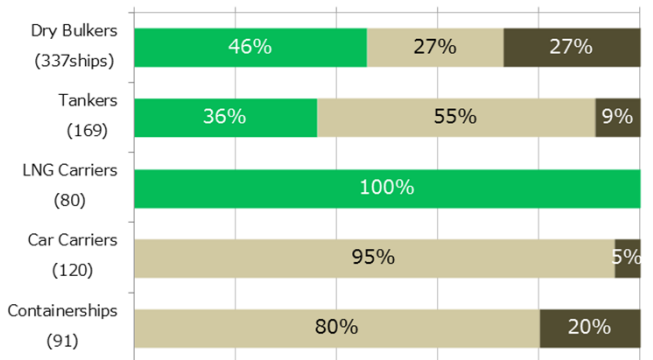
	At the end of Mar.2017		At the end of Mar.2016		
	vessels	k dwt	vessels	k dwt	
Dry Bulk Business Unit					
Capesize	90	17,579	92	17,929	
Small and medium-sized bulkers	Panamax	24	1,950	31	2,599
	Handymax	57	3,147	60	3,305
	Small Handy	31	1,102	52	1,780
	(Sub total)	112	6,199	143	7,684
Wood chip carriers	39	2,158	41	2,229	
Short sea ships	55	981	54	885	
(Sub total)	296	26,916	330	28,727	
Energy Transport Business Unit					
Tankers	Crude oil tankers	40	10,498	42	11,093
	Chemical tankers	78	2,418	79	2,324
	Product tankers	43	2,579	45	2,697
	LPG tankers	8	447	9	474
(Sub total)	169	15,942	175	16,587	
Steaming coal carriers	41	3,753	43	3,900	
LNG carriers (incl. Ethane carriers)	80	6,290	69	5,450	
Offshore (FPSO)	4	-	3	-	
Coastal ships (excl. Coastal RoRo ships)	29	93	30	92	
Product Transport Business Unit					
Car carriers	120	2,042	120	2,017	
Containerships	91	6,947	95	6,599	
Ferries/Coastal RoRo ships	14	78	15	82	
Cruise ships	1	5	1	5	
Others	2	13	2	13	
Total	847	62,079	883	63,472	

Composition



Variation of Procurement and Contract terms

(as of Mar.2017) 0% 20% 40% 60% 80% 100%



■ Owned or mid- and long-term chartered vessels with mid- and long-term contracts
 ■ Owned or mid- and long-term chartered vessels with Short-term contracts
 ■ Short-term chartered vessels with Short-term contracts

Market Exposure % by Vessel type

(as of Mar.2017)

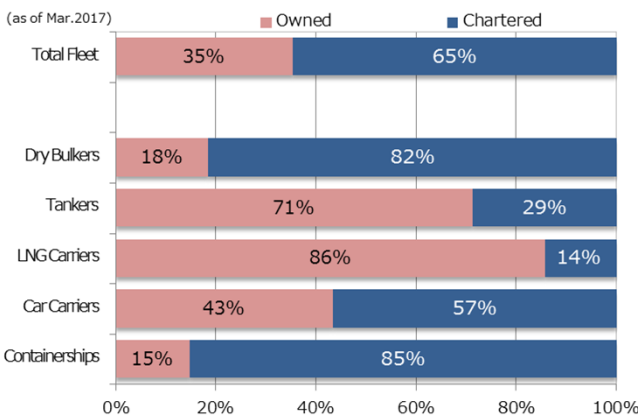
	Total number of Fleet	Market Exposure
Capesize	90	17%
Mid- and small-size bulkers	112	9%
VLCC	31	16%
Product Tanker	43	84%
LPG Tanker	8	50%

"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.)

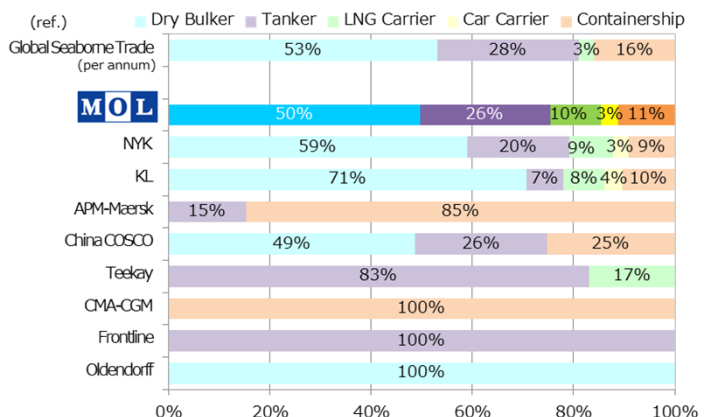
Owned/Chartered Ratio (by DWT)

(as of Mar.2017)



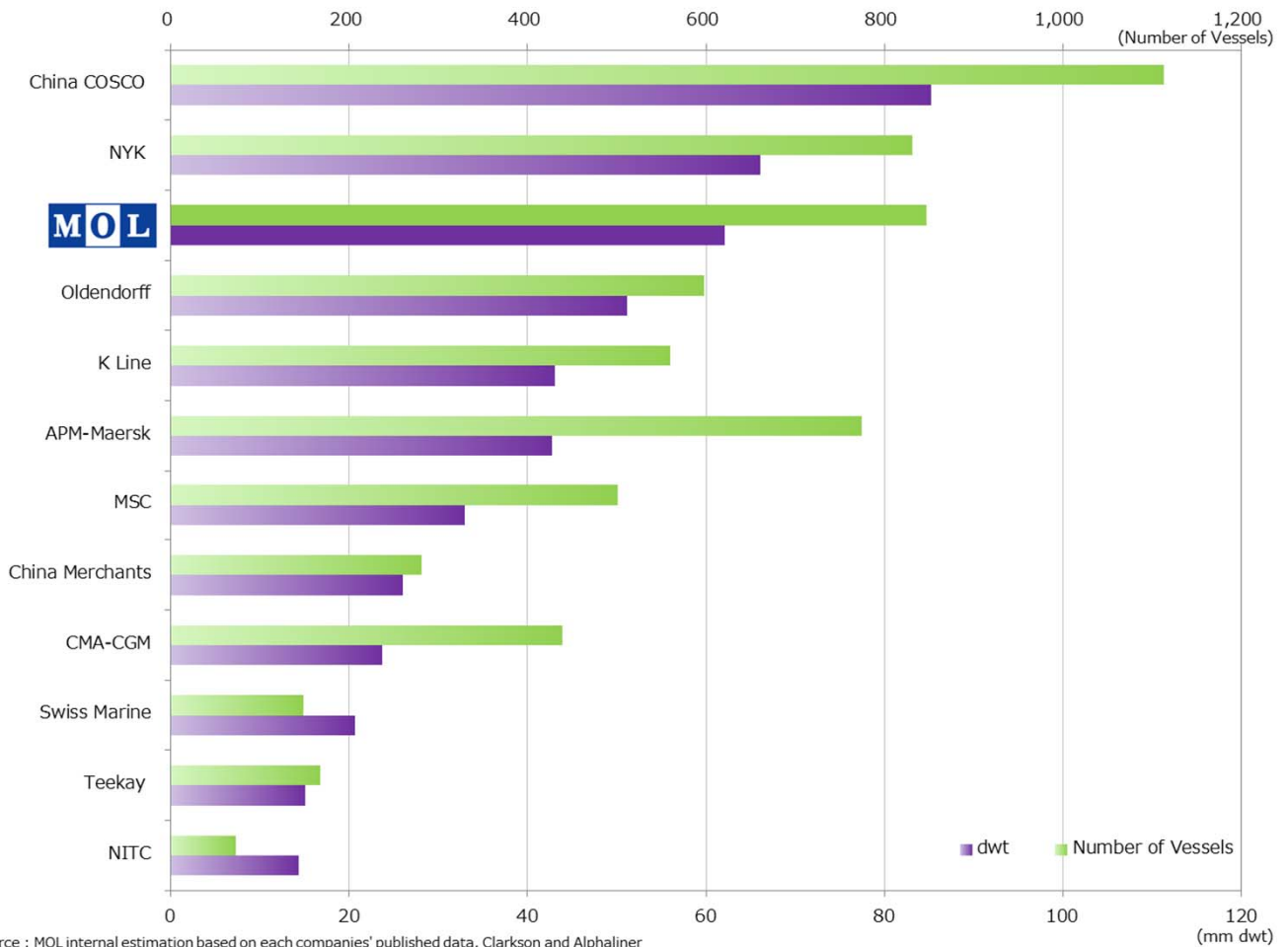
Note: "Chartered" includes short-term chartered vessels

Global Major Carriers' Fleet Composition (by DWT)

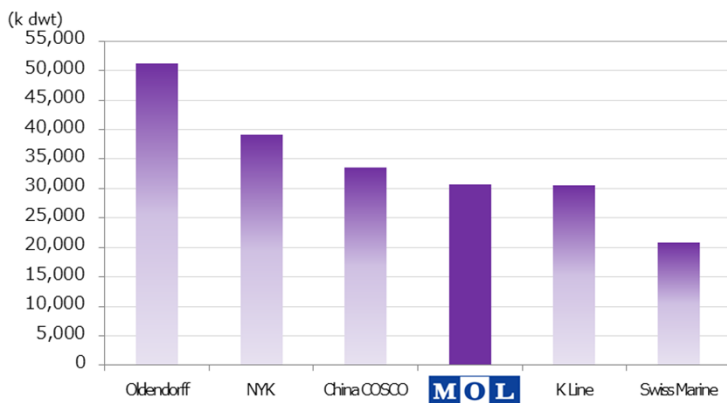


Source : ①World seaborne trade = MOL estimates based on Clarkson data and others ②Fleet composition = MOL estimates based on each company's published data and Clarkson/Alphaliner (Excluding Passenger ship, ferries and tugs)

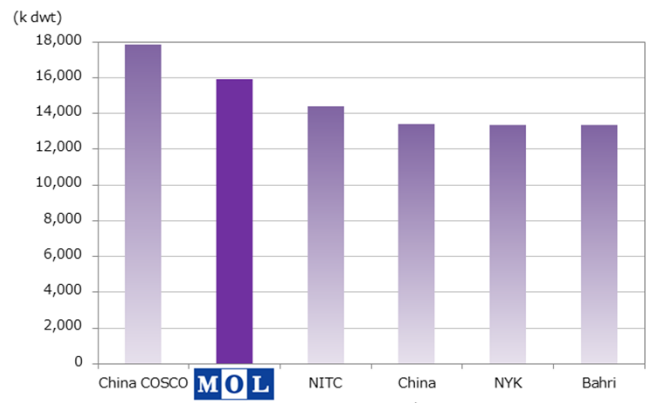
● Fleet Size of Global Major Carriers (All types of ships) (Mar.2017)



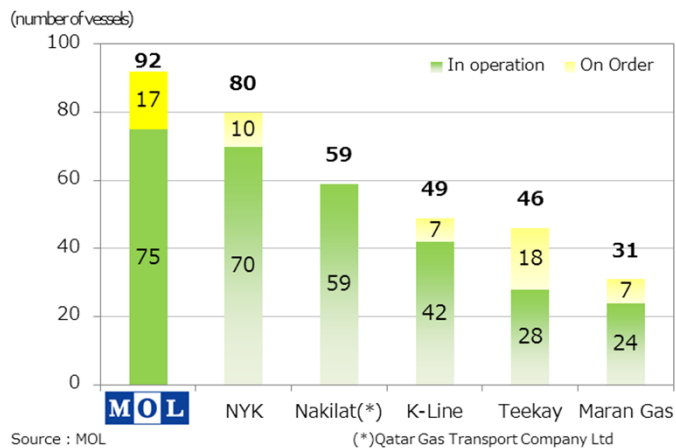
● Dry Bulkers (Mar.2017)



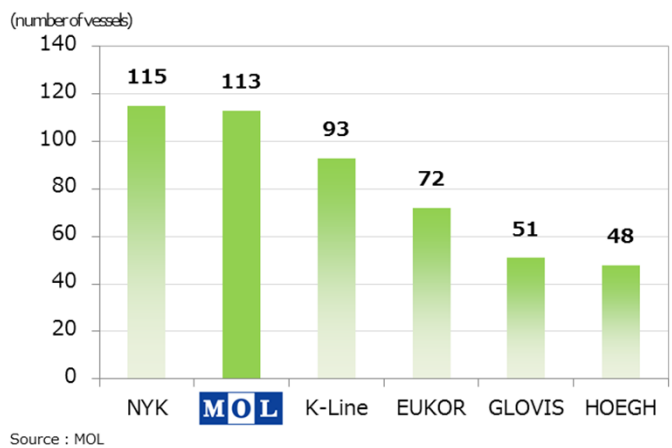
● Tankers (Mar.2017)



● LNG Carriers (Mar.2017)



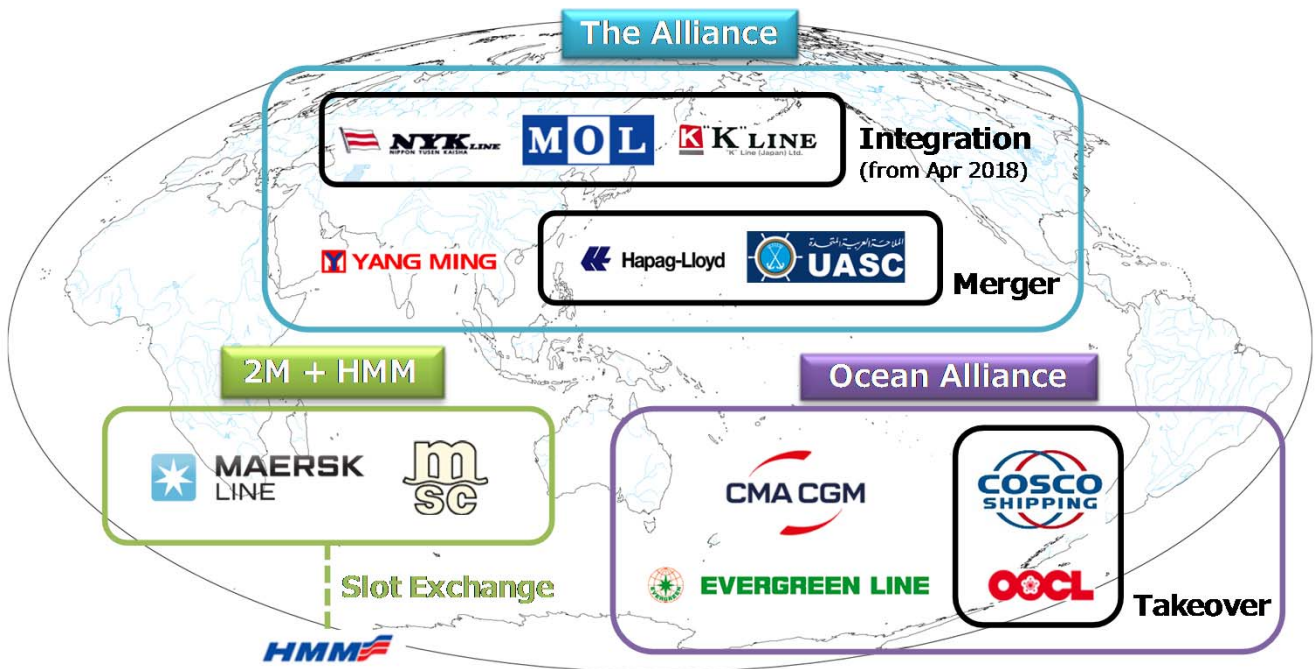
● Car Carriers (Mar.2017)



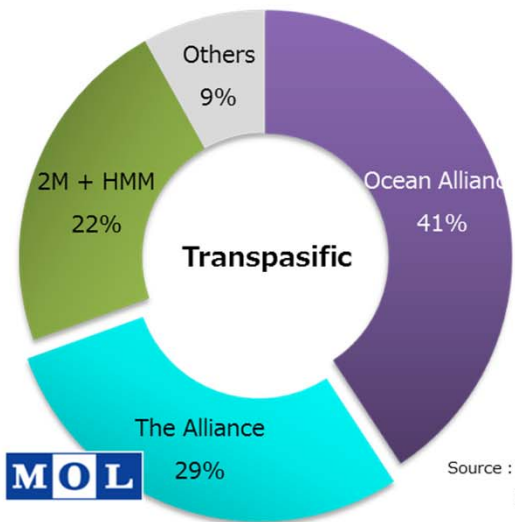
Note: The above numbers include the vessels which are owned by each company (wholly or partially) and the vessels for which vessel operation is entrusted to each company.

(Note)Excluding spot-chartered vessels

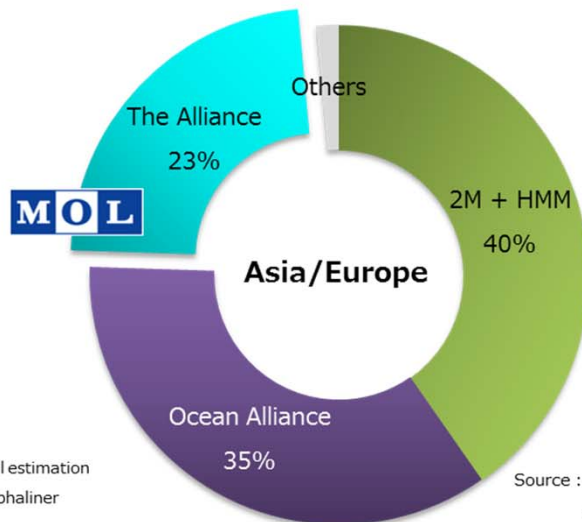
● New Alliances of Containership Industry (since Apr. 2017)



● Containerships : Major Operators/Alliances Share by TEU (Apr.2017)

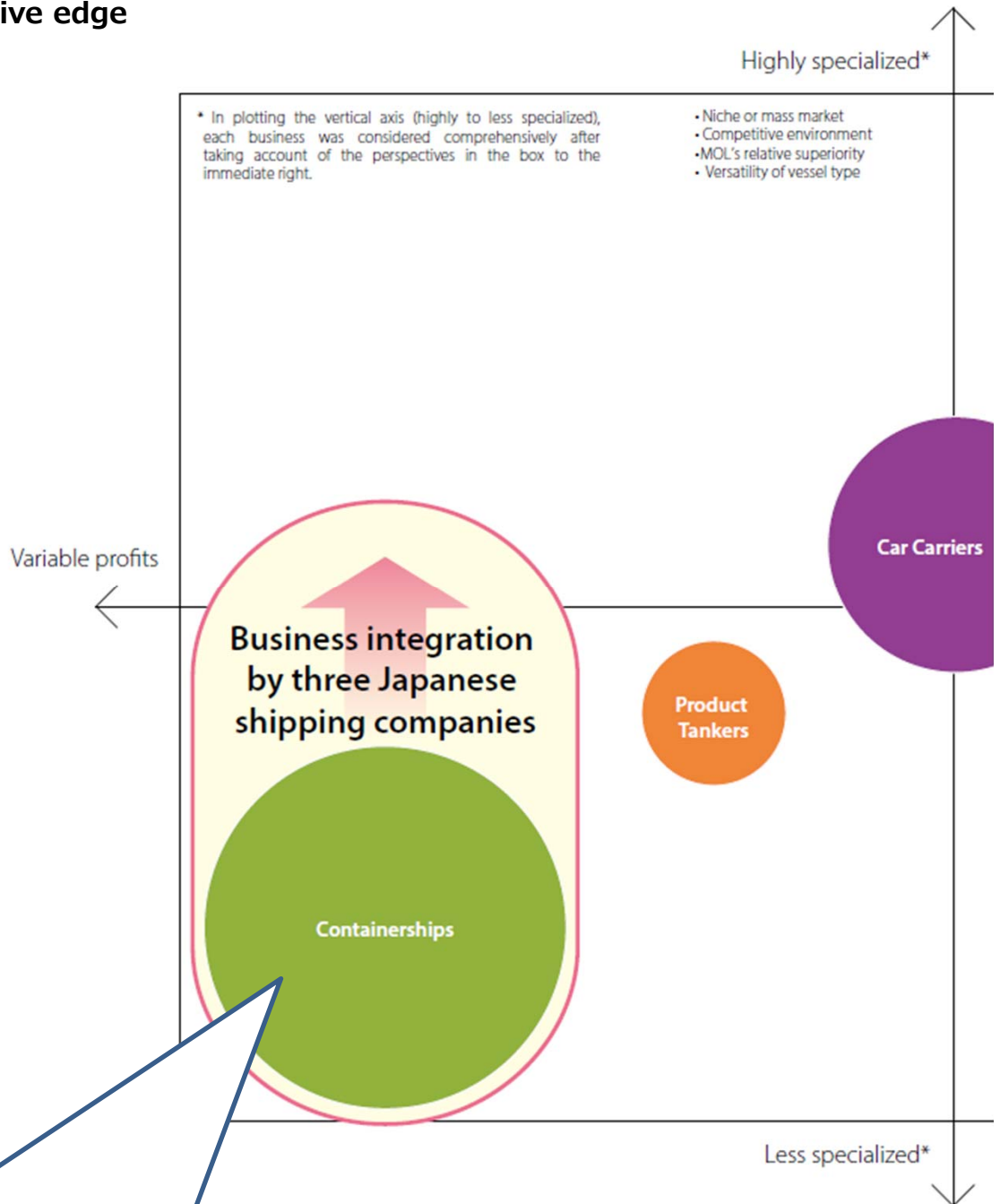


Source : MOL internal estimation based on Alphaliner



Source : MOL internal estimation based on Alphaliner

Aim to **realize stable growth** through investment of management resources in fields where MOL can leverage its competitive edge



Scale expansion by integration of the containership business

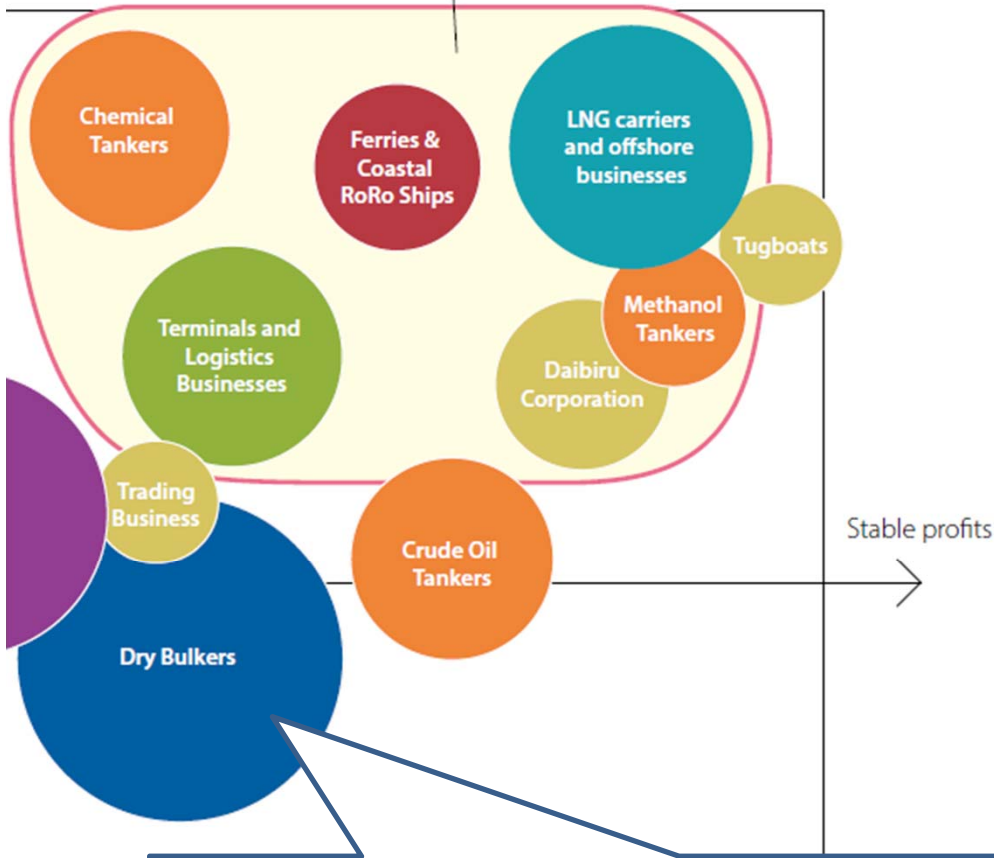
The integration of the three Company's containership businesses will expand the scale of the business to rank as a major global player in the industry. The newly formed company "Ocean Network Express" will have higher net sales than the entire MOL Group, and the sixth largest fleet in the world.

FY2016	MOL	NYK	K Line
Consolidated net sales	¥1.5 trillion	¥1.9 trillion	¥1.0 trillion
Containership business sales*	¥0.6 trillion	¥0.6 trillion	¥0.5 trillion

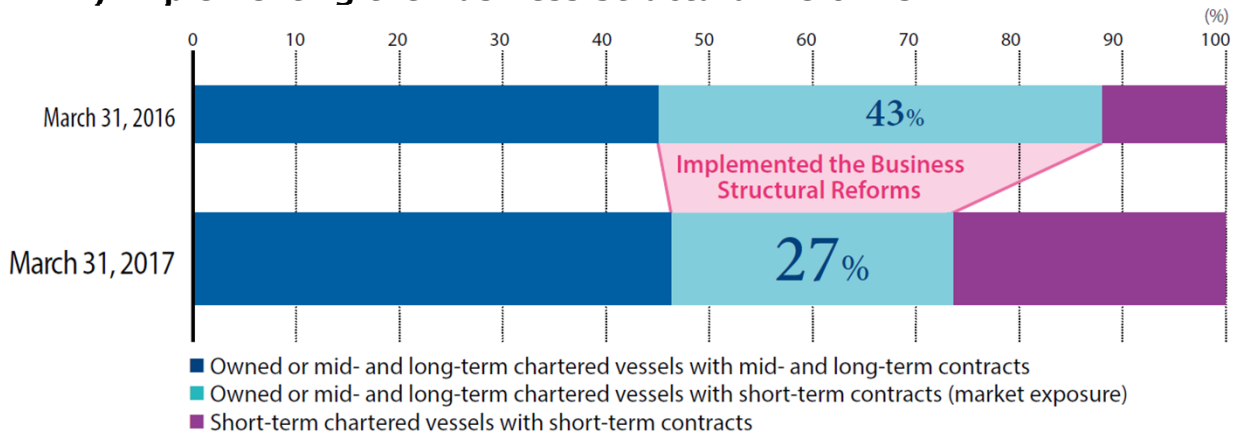
↓ ↓ ↓
Integrated company "Ocean Network Express"

(simple sum)
Net sales Approx. **¥1.7 trillion**

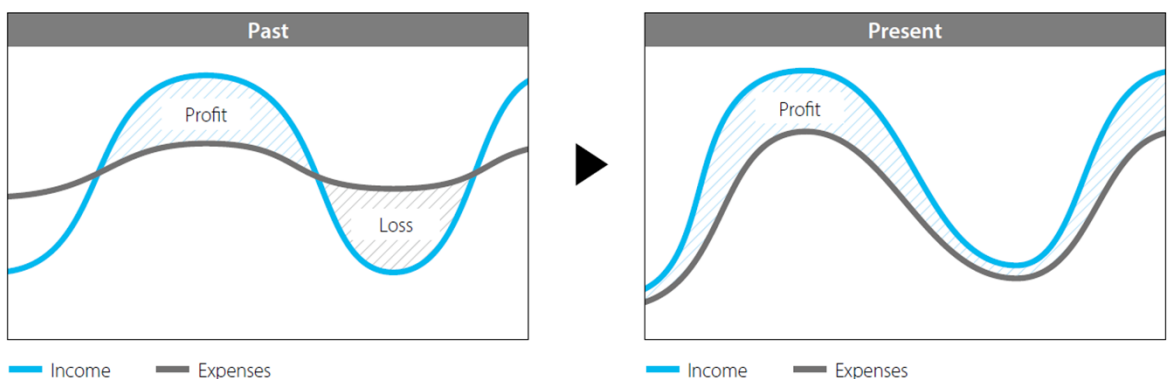
Fields for strategic resource allocation



**Dramatically reduced market exposure of dry bulkers
By implementing the Business Structural Reforms**



**Small- and medium-sized bulkers:
Shift to a business model that is resilient to market fluctuations**

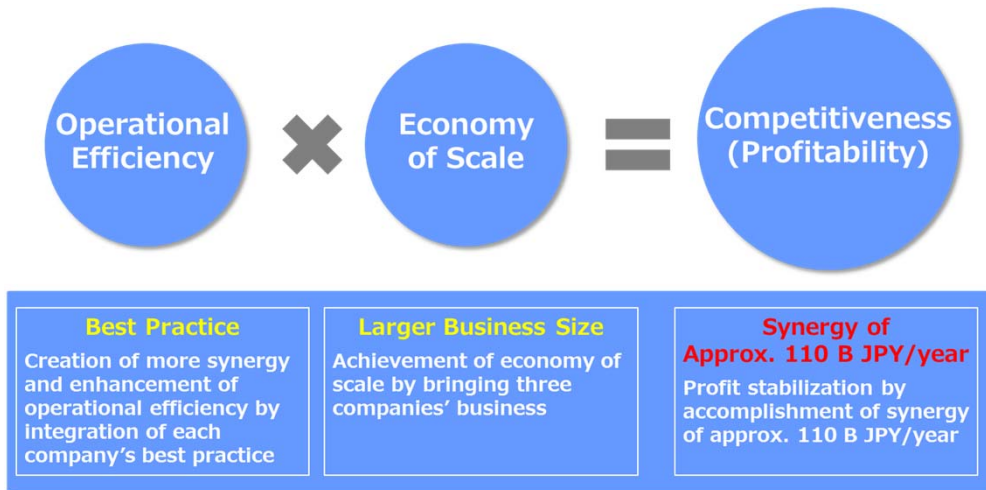


Integration of Containership Business

● Overview of the Joint-Venture "ONE" (Ocean Network Express)

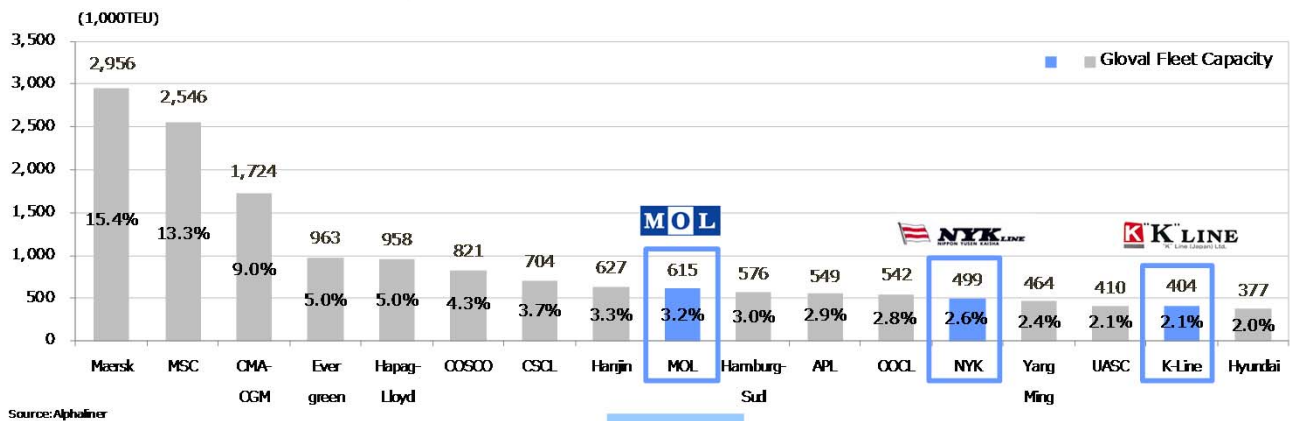
Shareholders/ Contribution ratio	MOL: 31%, NYK: 38%, K-Line: 31%
Amount of Contribution	Approx. 300Billion JPY (including shares of terminals etc as investment in kind)
Business Domain	Container Shipping Business (including terminal operating business excluding Japan)
Schedule	Establishment of J/V: July 7 th , 2017 Service Start: April 1 st , 2018 (Planned)

● The aim of the Joint-Venture "ONE"

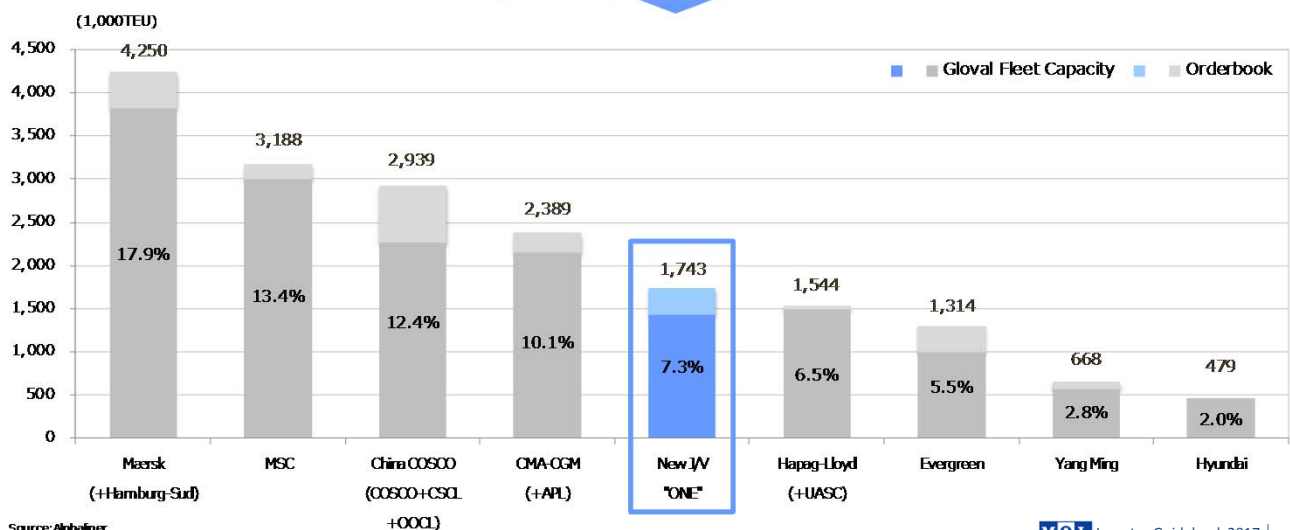


● Containerships Global Fleet Capacity Ranking

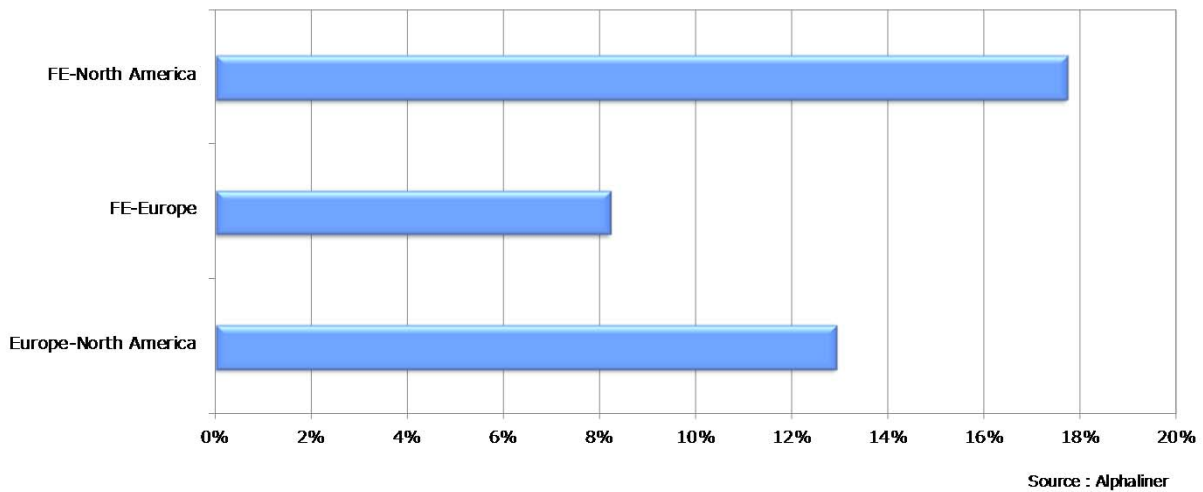
as of Apr. 2015 (existing capacity only)



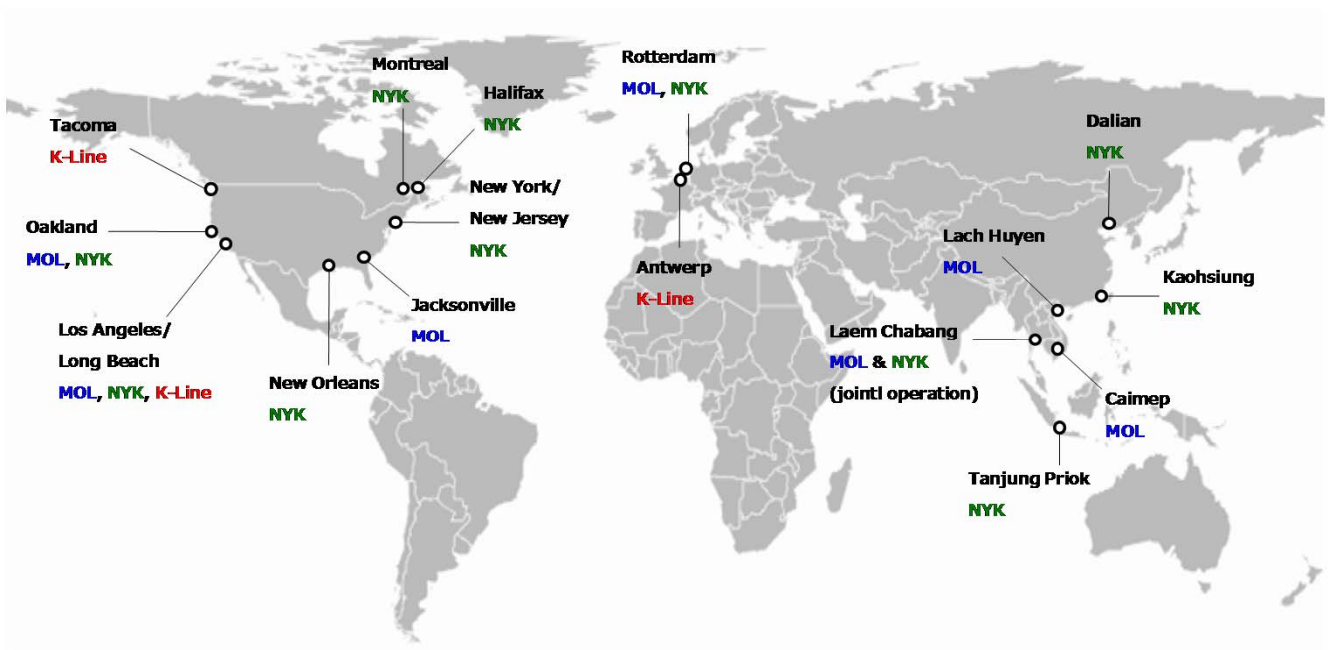
as of Apr. 2018 (estimation including orderbook)



● The Joint-Venture “ONE” Capacity Share by Trade (Estimation)



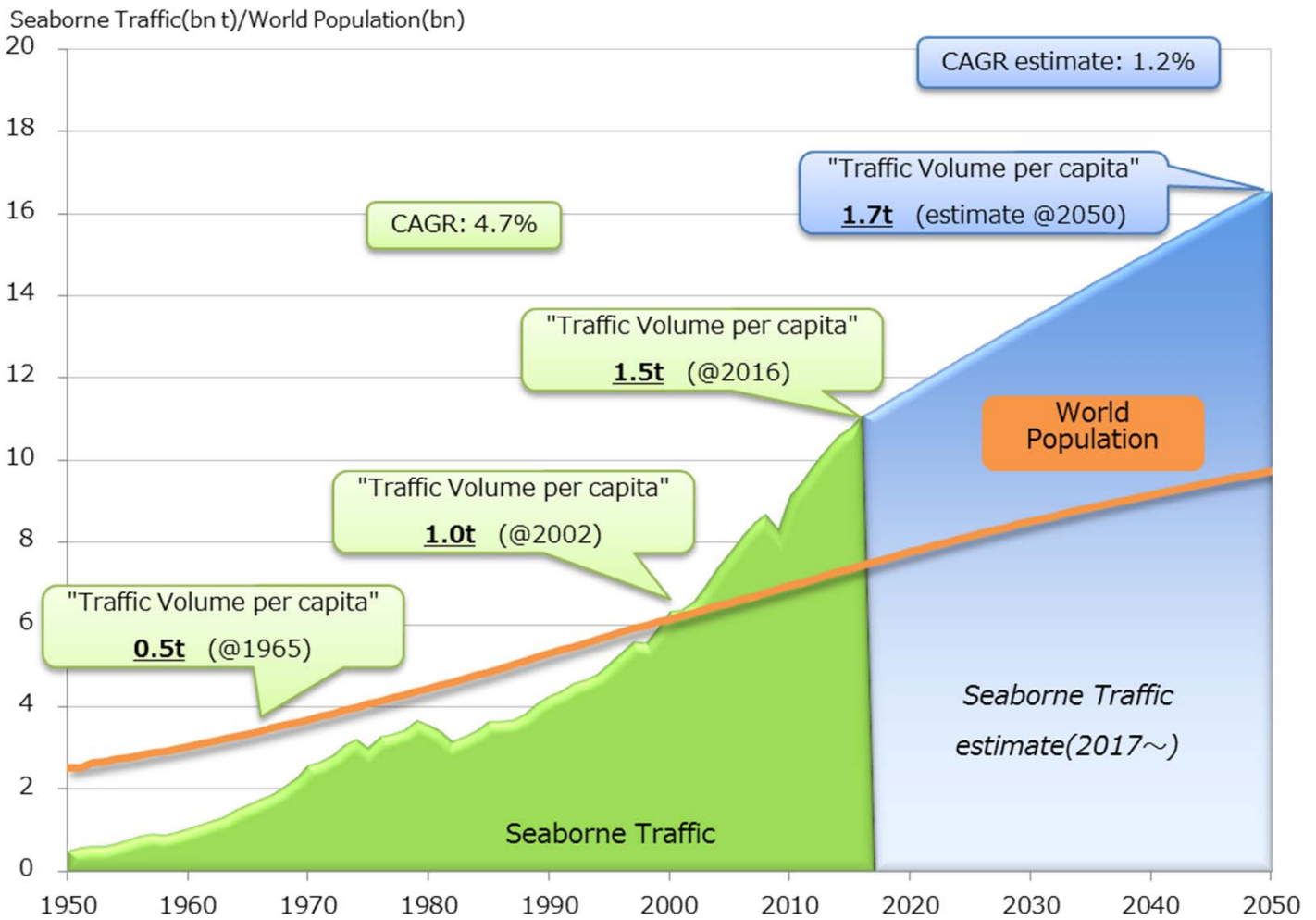
● Location of Container Terminal of MOL, NYK, and K-Line (excluding Japan)



Area	Country	Location	Carrier
North America	USA	Los Angeles / Long Beach	MOL, NYK, K-Line
		Oakland	MOL, NYK
		Tacoma	K-Line
		Jacksonville	MOL
		New Orleans	NYK
		New York / New Jersey	NYK
	Canada	Montreal	NYK
		Halifax	NYK
Asia	Thailand	Laem Chabang	MOL & NYK (joint operation)
	Vietnam	Caimep	MOL
		Lach Huyen	MOL
	Taiwan	Kaohsiung	NYK
	China	Dalian	NYK
Indonesia	Tanjung Priok	NYK	
Europe	Netherlands	Rotterdam	MOL, NYK
	Belgium	Antwerp	K-Line

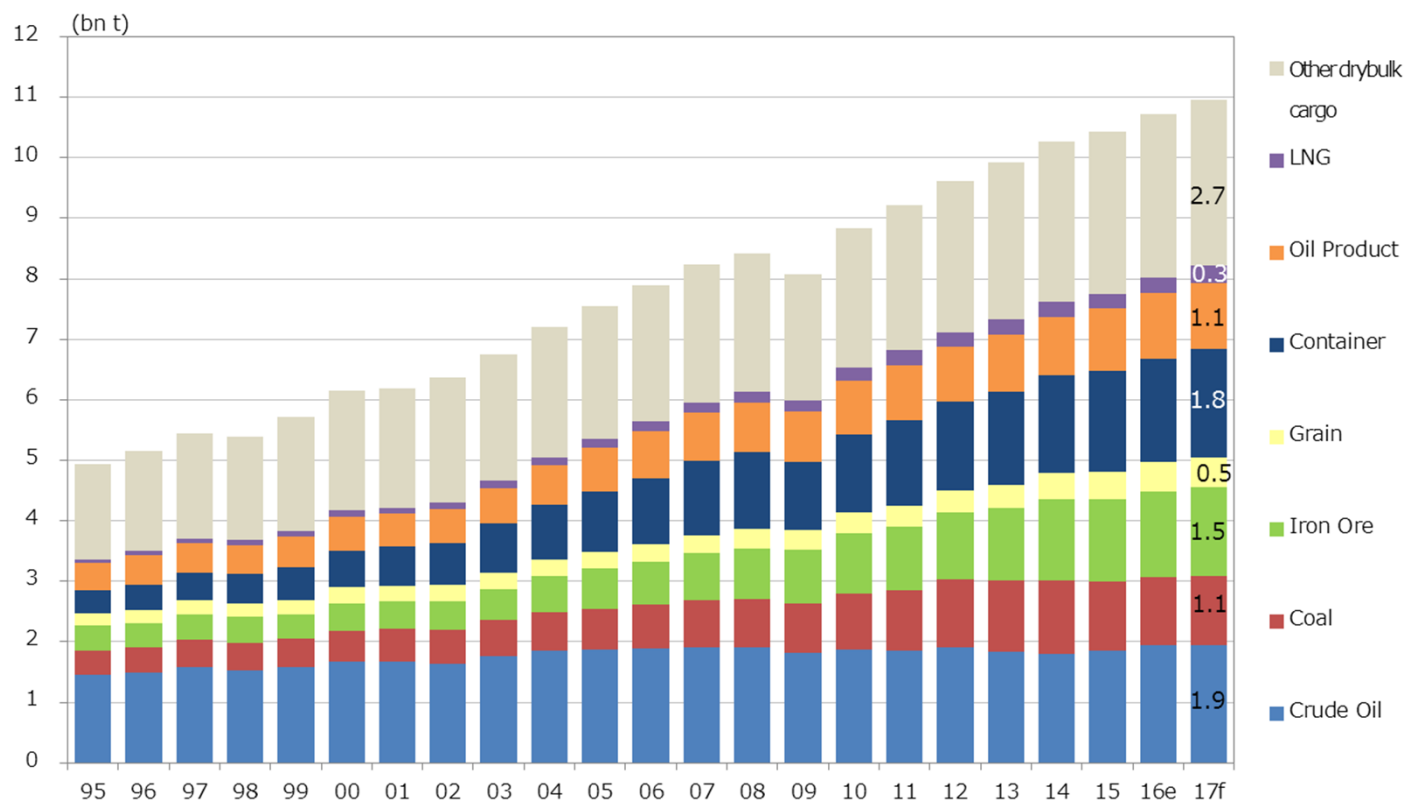
Source : MOL internal estimation based on Alphaliner, Drewry, published data and news

● World Population & Global Seaborne Traffic



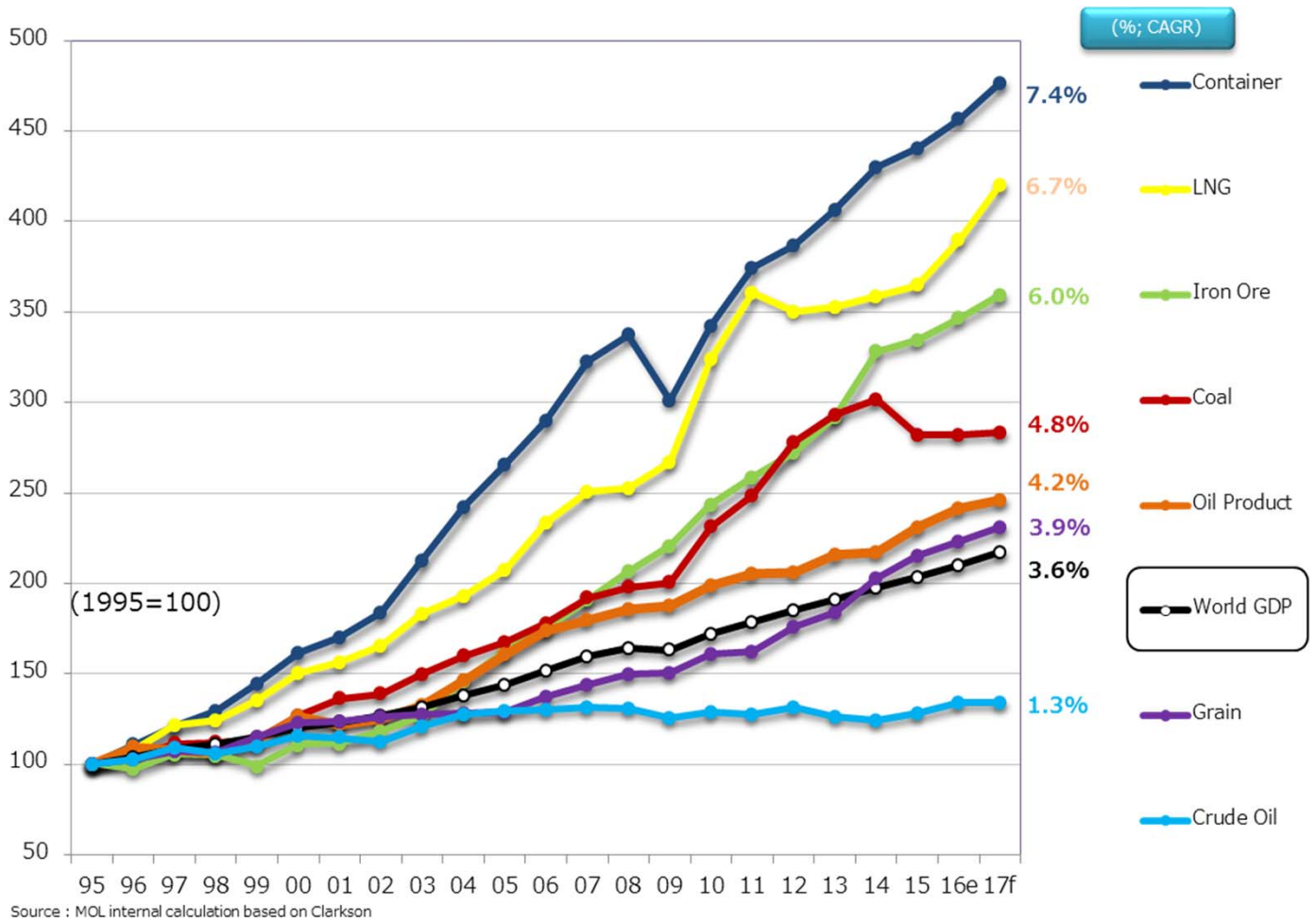
Source: World population=UN, Seaborne traffic=Fearnley/Clarksons(~2014), MOL estimation based on assumption that the trend of traffic per capita in the past continues in the future(2015~)

● Seaborne Traffic by Commodity

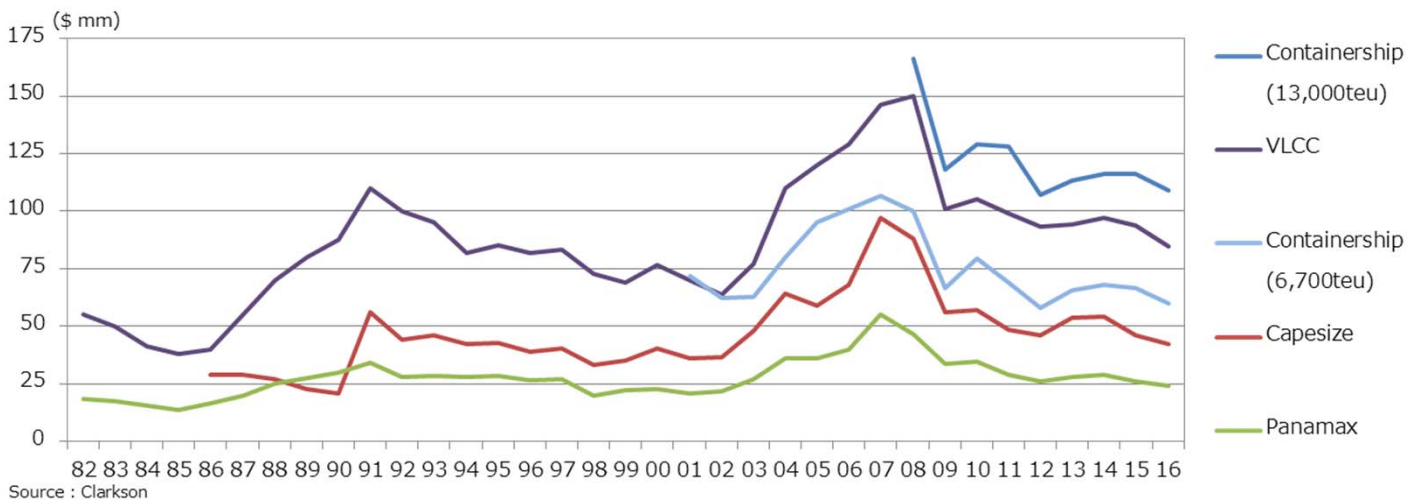


Source : Clarkson

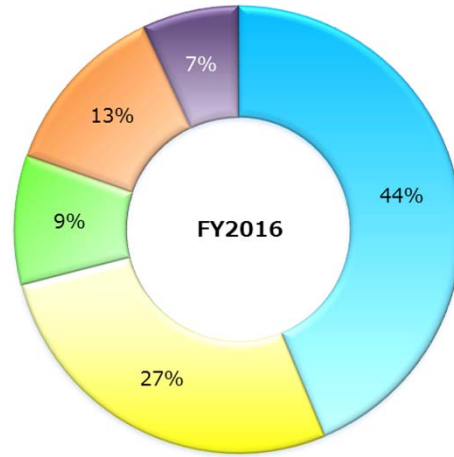
● Growth of World GDP & Seaborne Traffic by Commodity



● (Ref.) Ship Prices

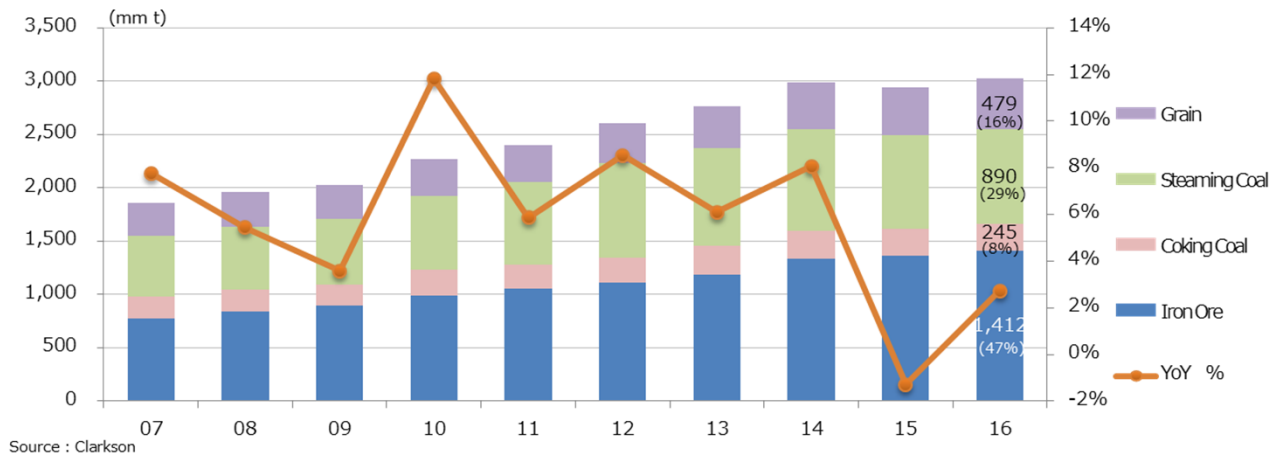


● MOL Dry Bulkers : Revenue Breakdown(Consolidated)



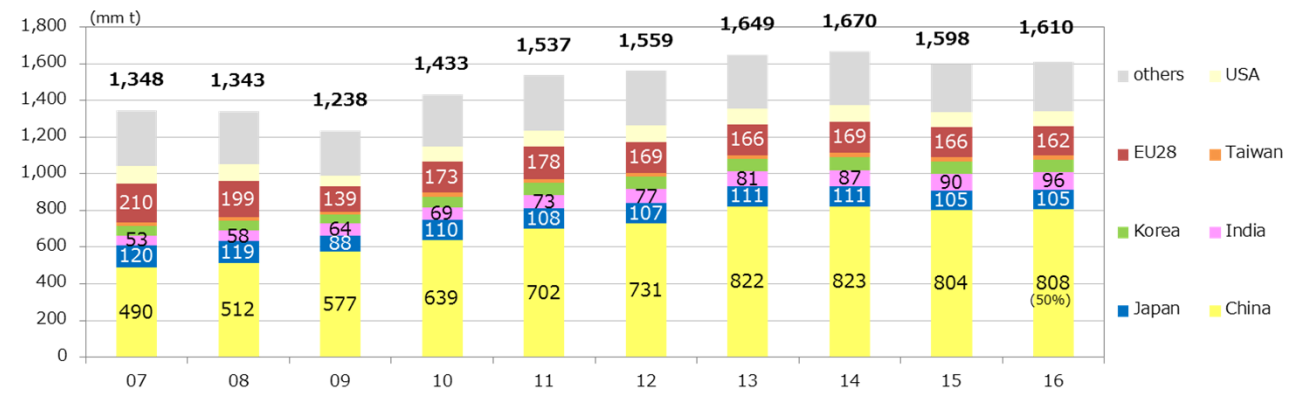
- Iron ore & coal carrier
- General bulk carrier
- Wood chip carrier
- Steaming coal carrier
- General cargo carrier/Heavy Lifter

● Global Seaborne Trade of Major Dry Bulk Cargoes



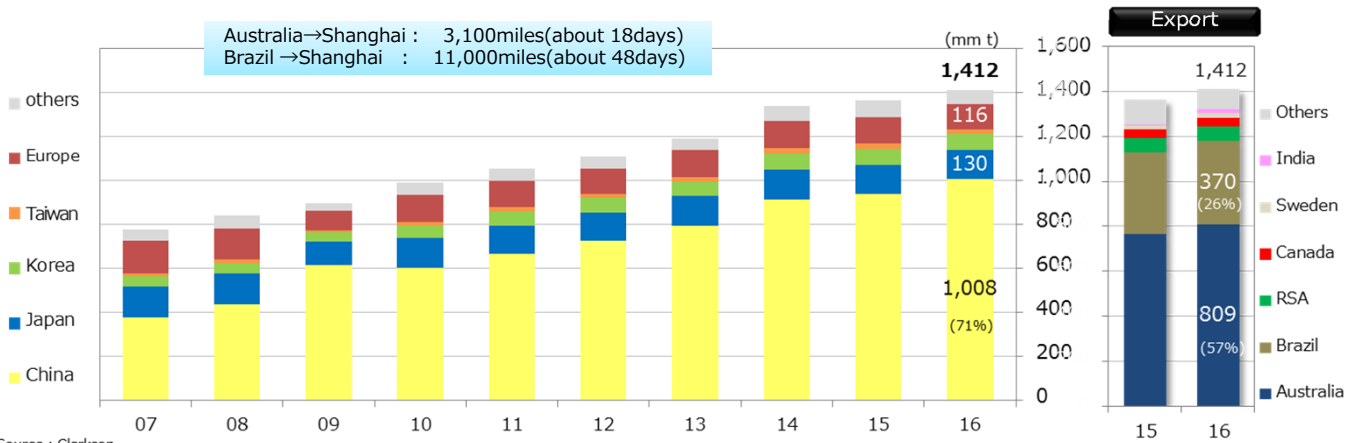
Source : Clarkson

● Crude Steel : Global Production by Area



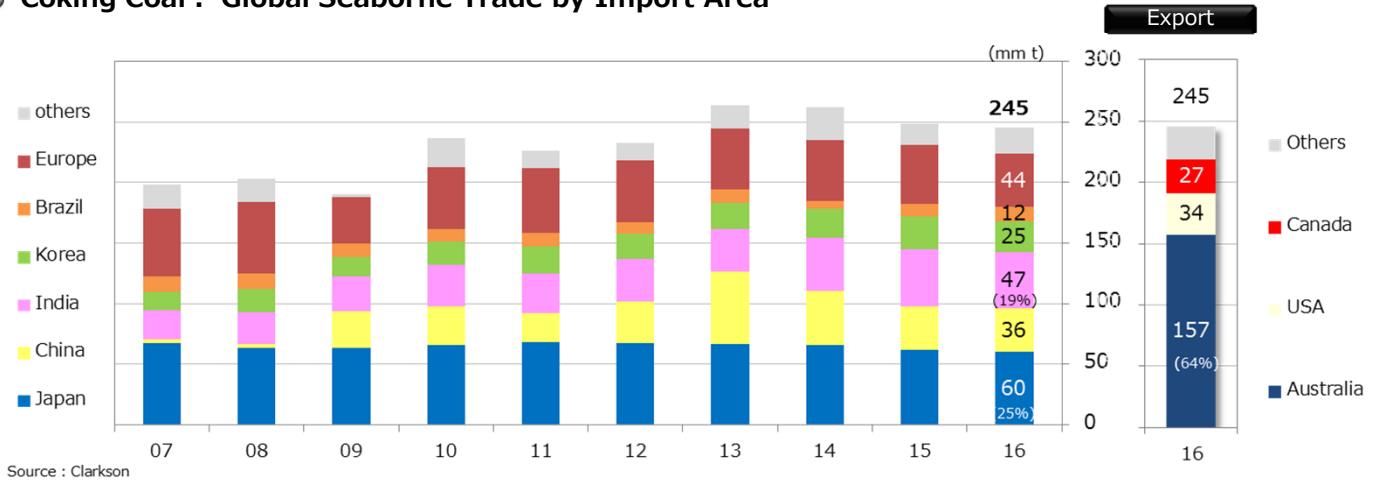
Source : WSA

● Iron Ore : Global Seaborne Trade by Import Area

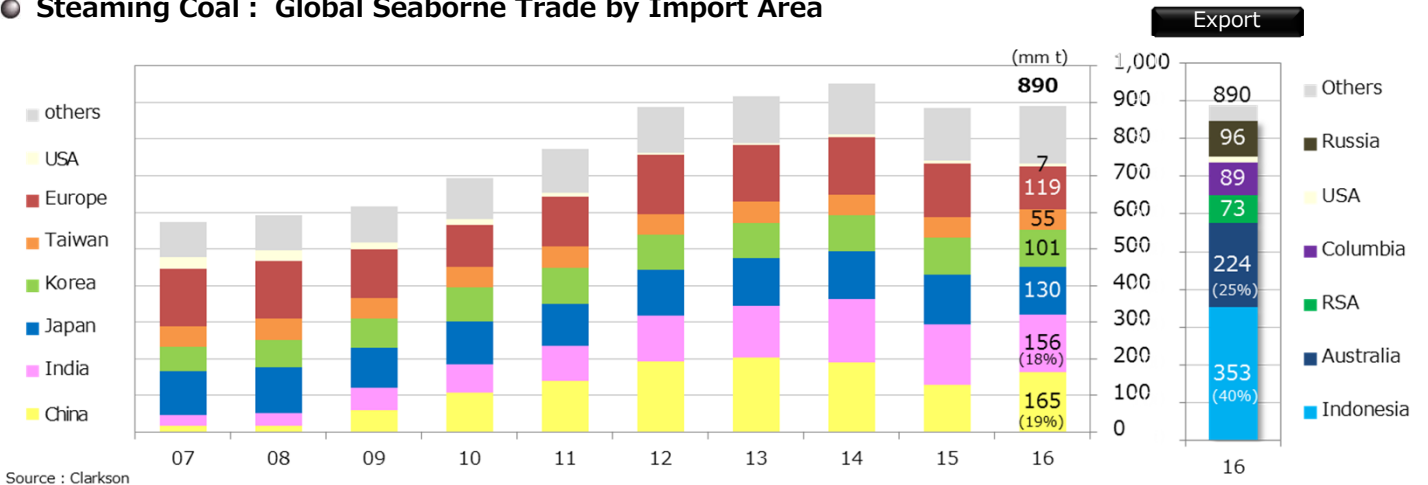


Source : Clarkson

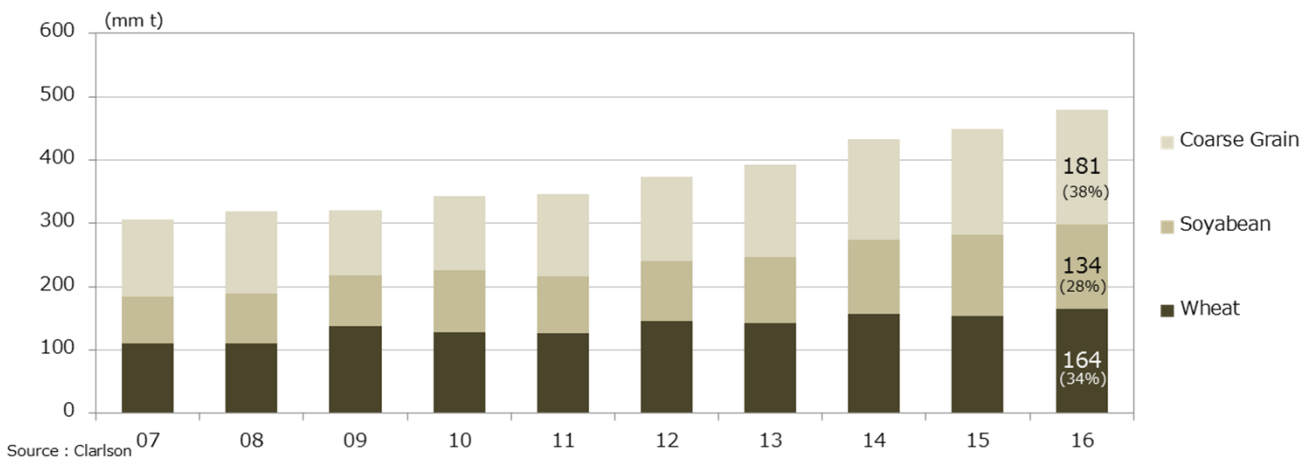
● Coking Coal : Global Seaborne Trade by Import Area



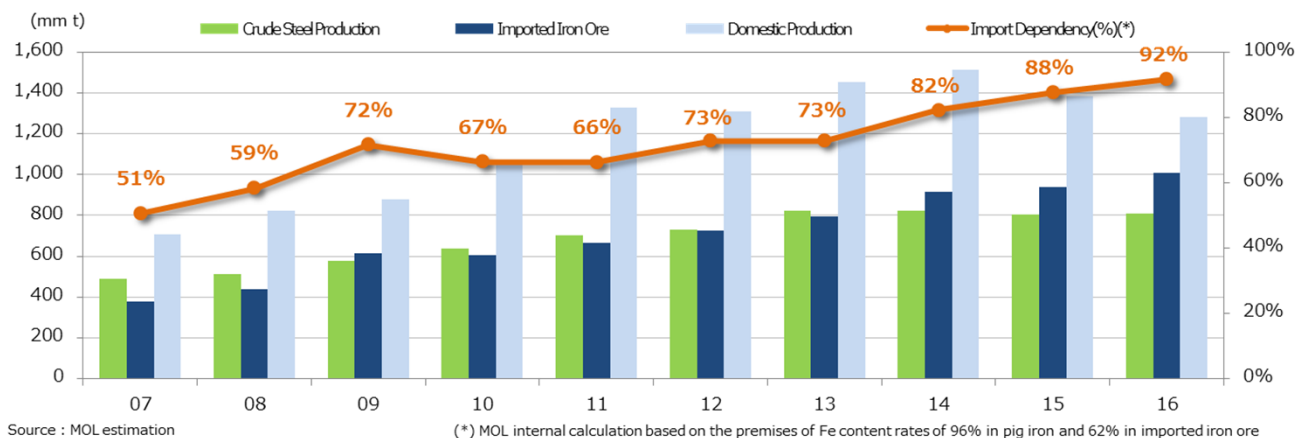
● Steaming Coal : Global Seaborne Trade by Import Area



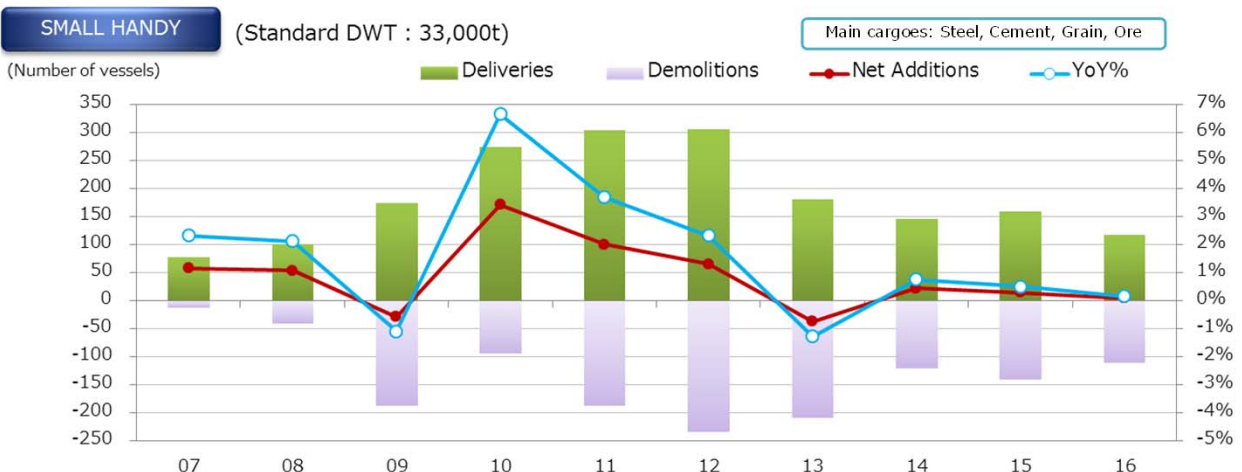
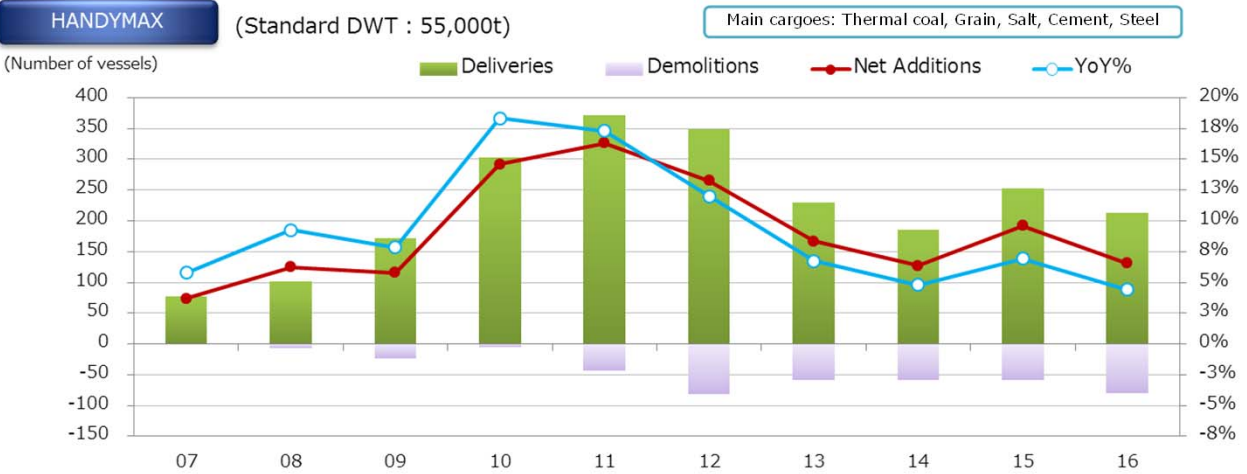
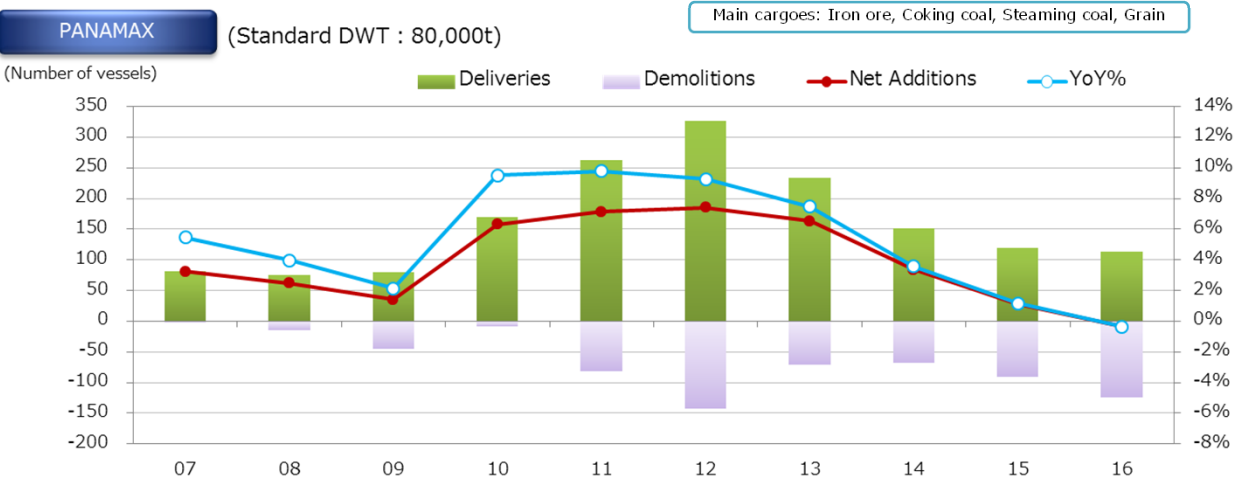
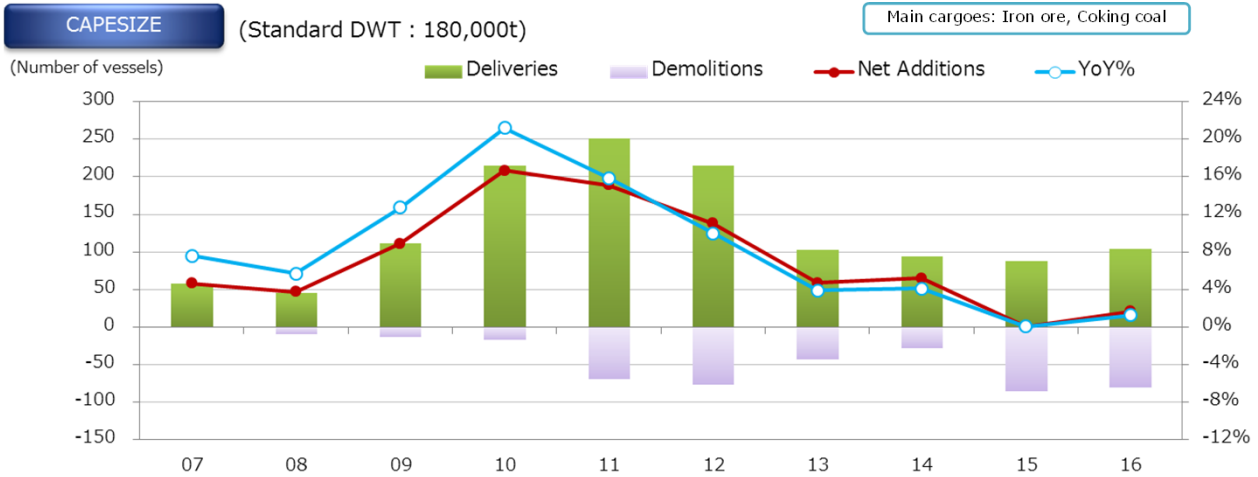
● Grain : Global Seaborne Trade by Commodity



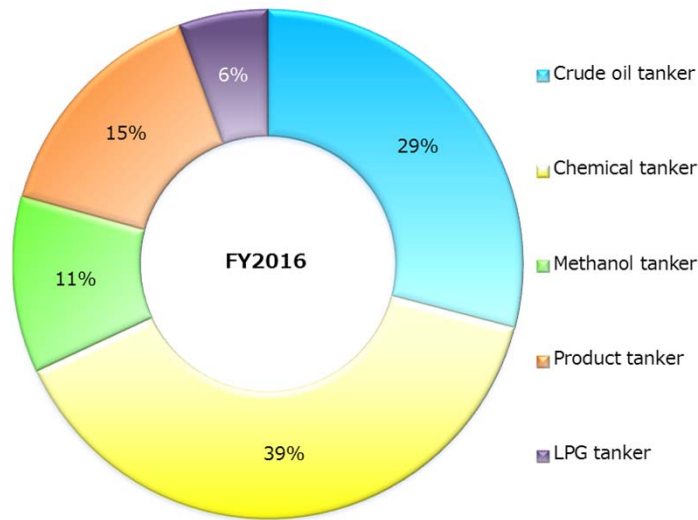
● China : Dependence on Imported Iron Ore



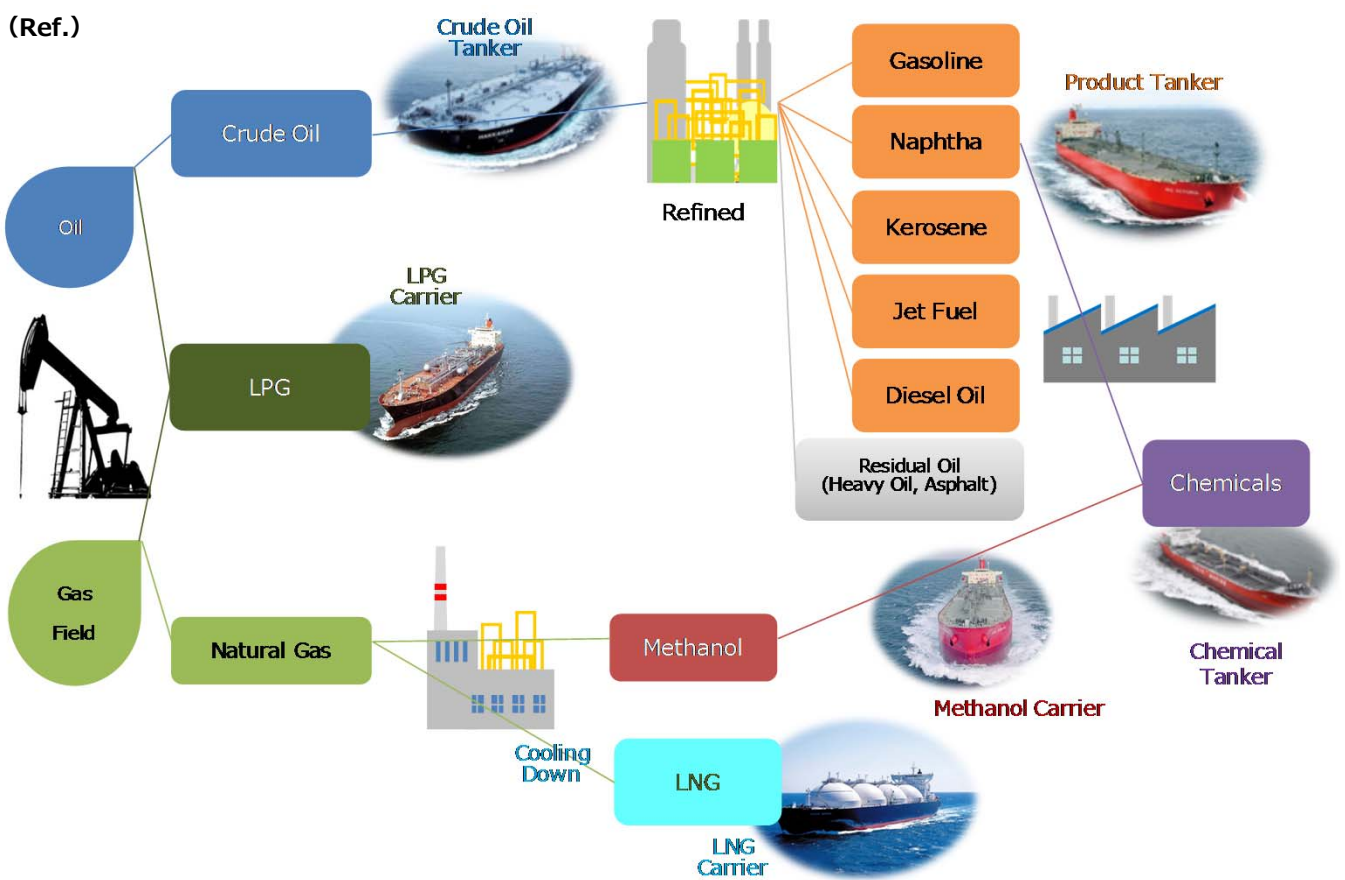
● **Vessel Supply** (Source : MOL internal calculation based on IHS-Fairplay)



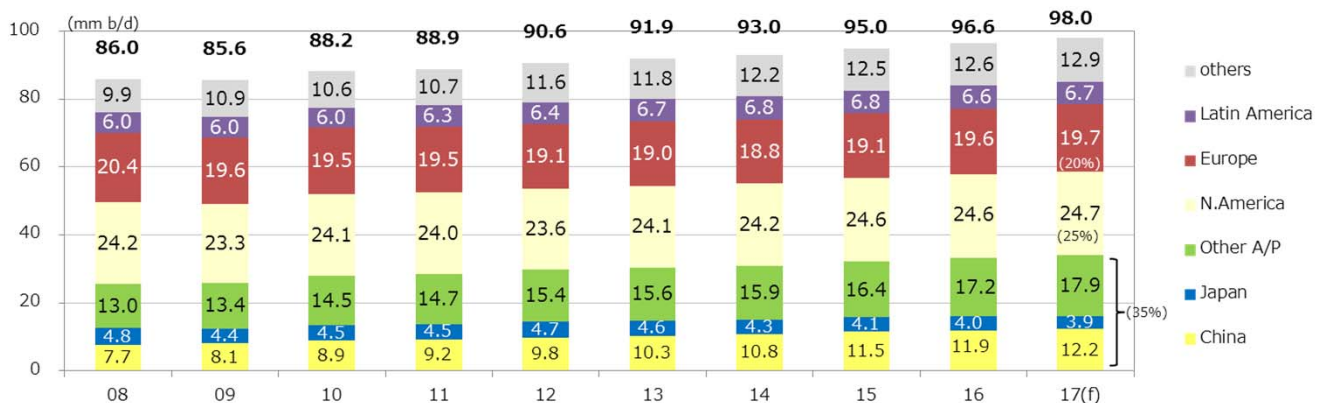
● MOL Tankers : Revenue Breakdown(Consolidated)



(Ref.)

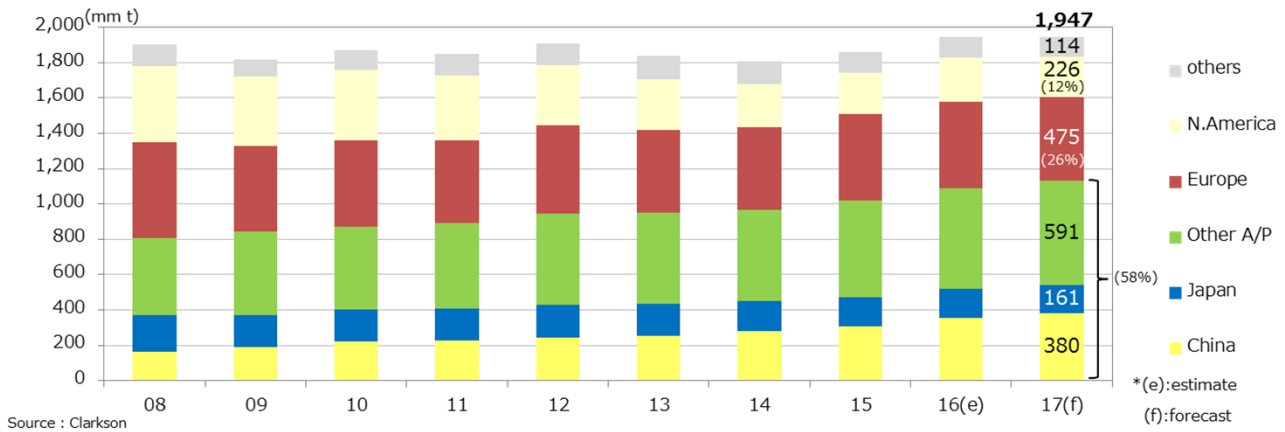


● Oil : Global Demand

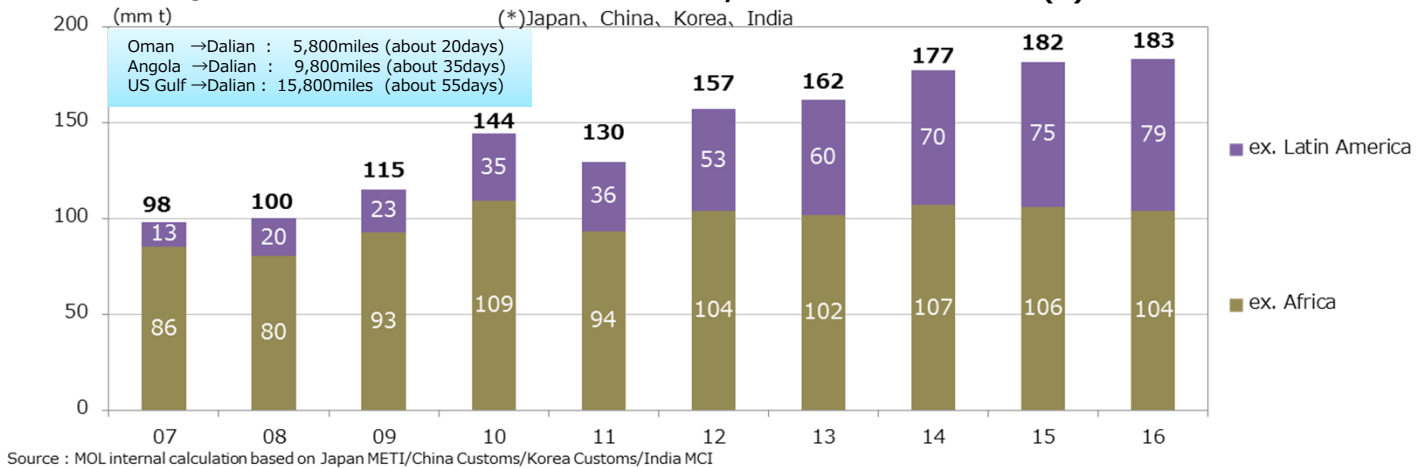


Source : IEA

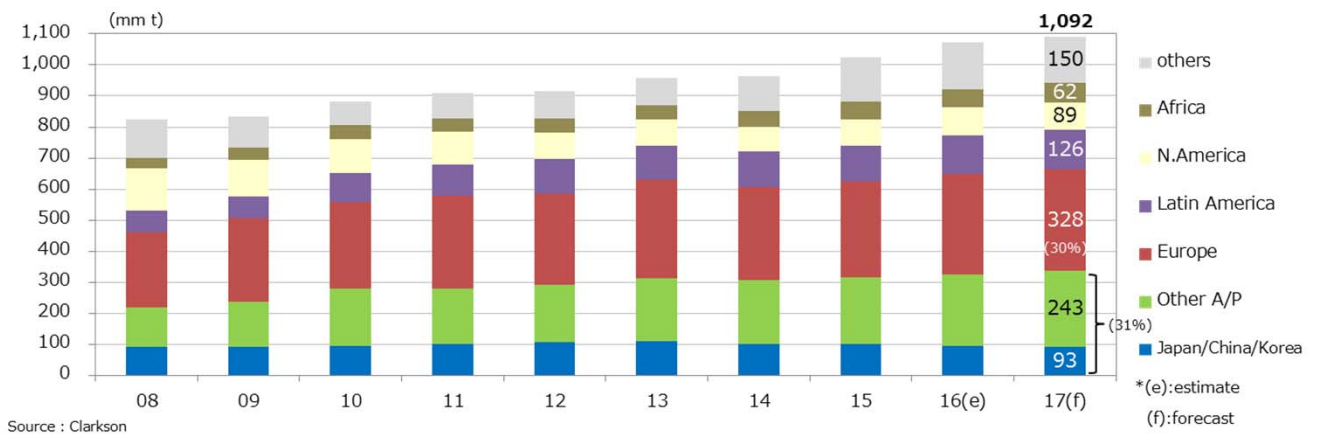
● Crude Oil① : Global Seaborne Trade by Import Area



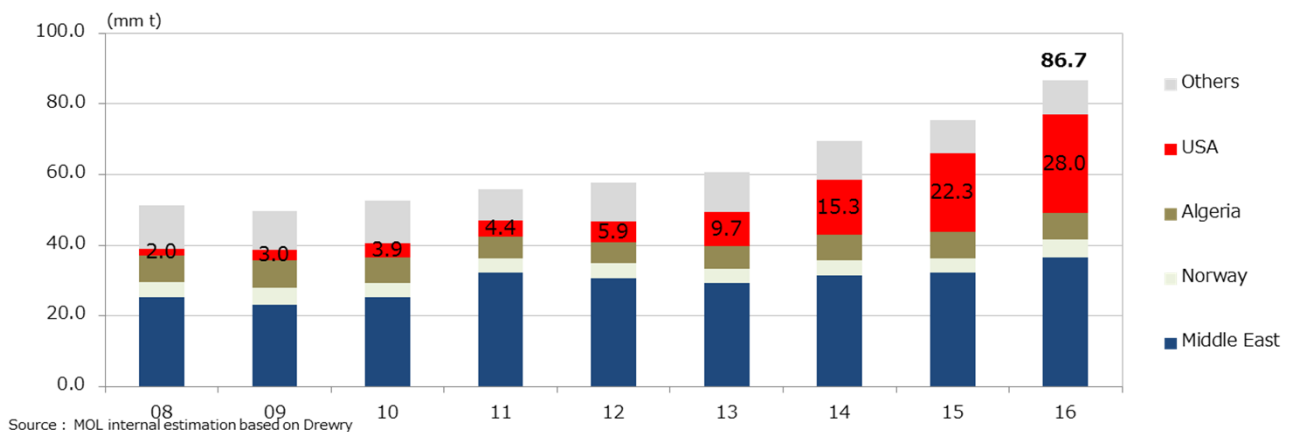
● Crude Oil② : Global Seaborne Trade from Africa/Latin America to Asia(*)



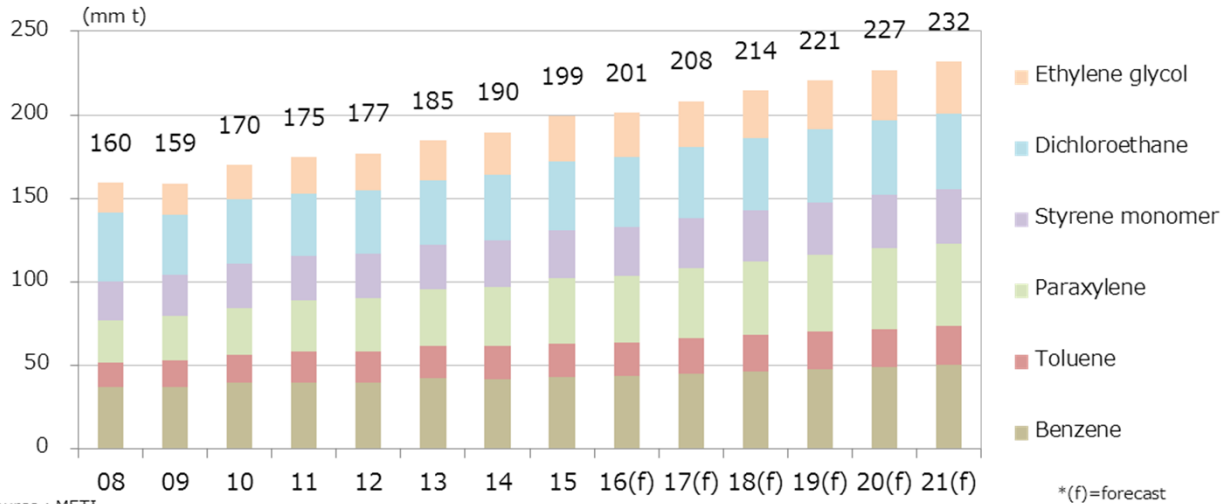
● Petroleum Products : Global Seaborne Trade by Import Area



● LPG : Global Seaborne Trade by Export Area



● Chemical Products : Demand Forecast by Product



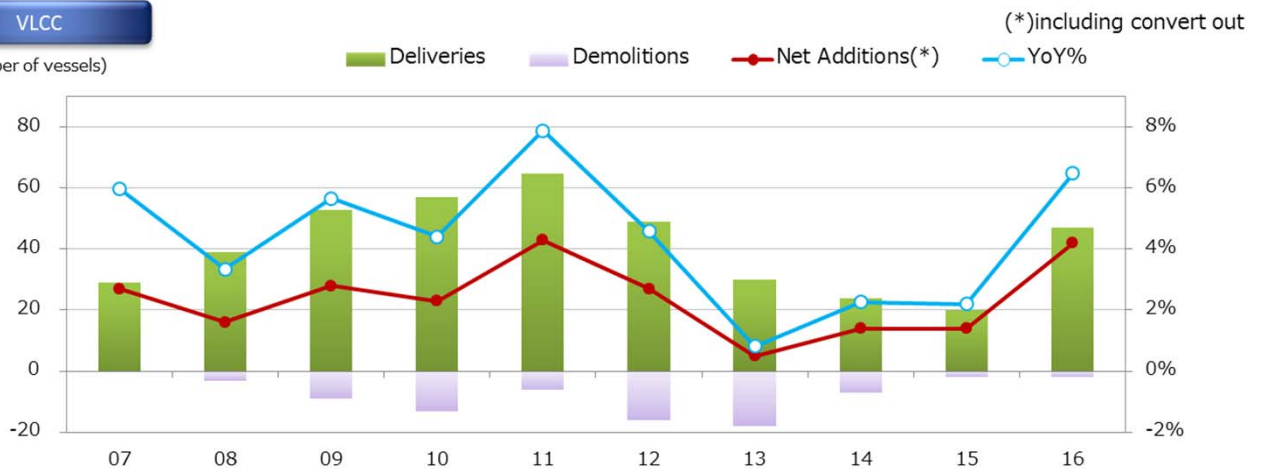
Source : METI

*(f)=forecast

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

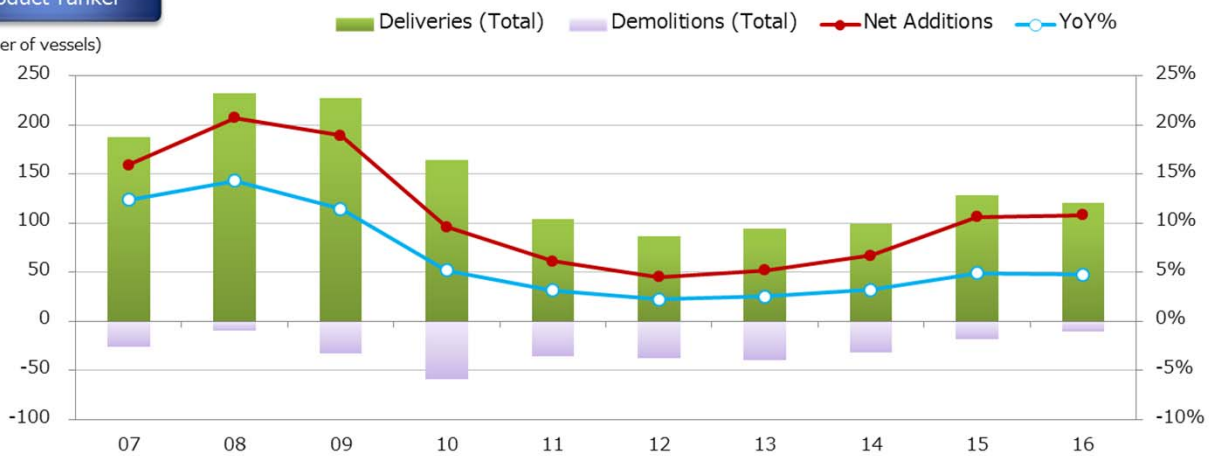
VLCC

(Number of vessels)



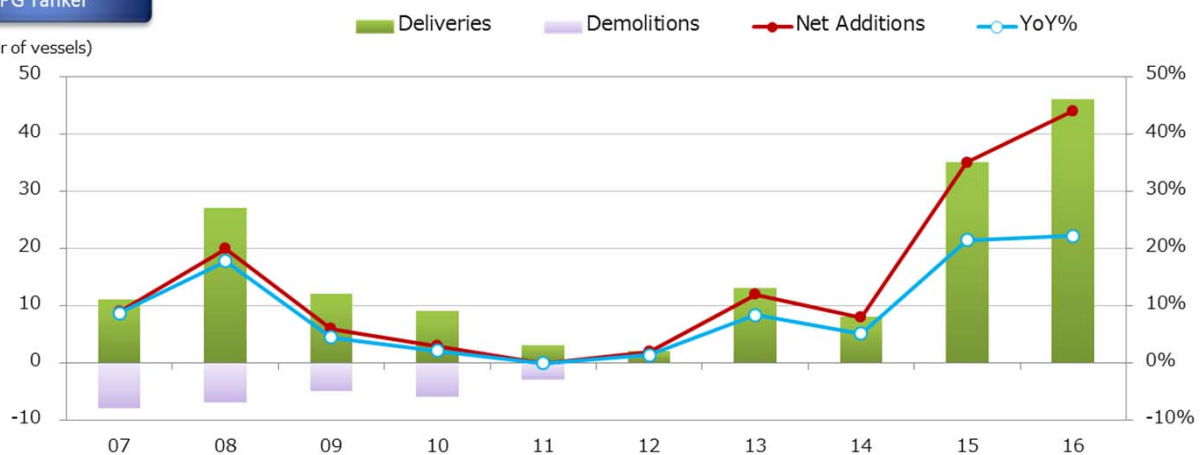
Product Tanker

(Number of vessels)

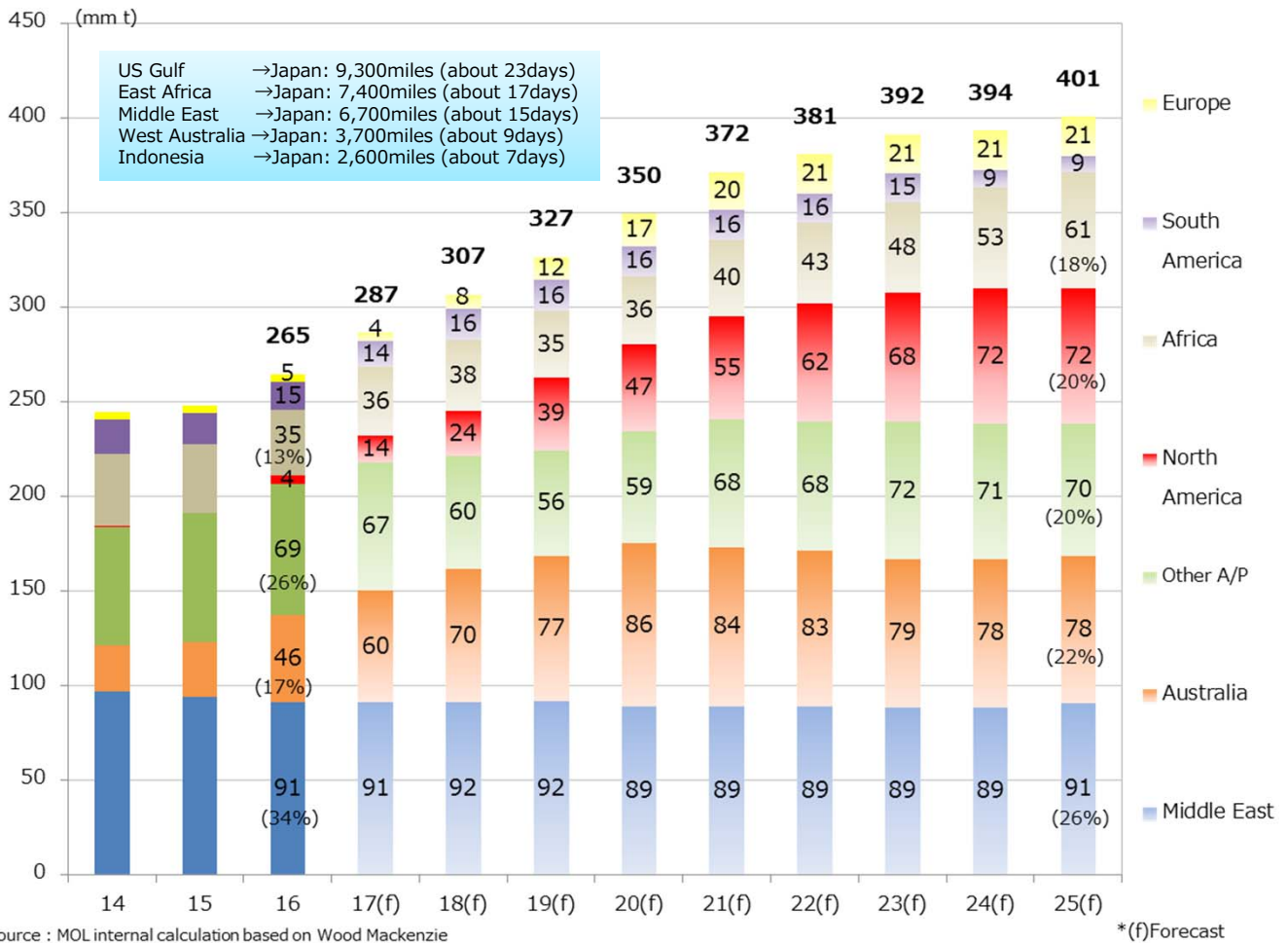


LPG Tanker

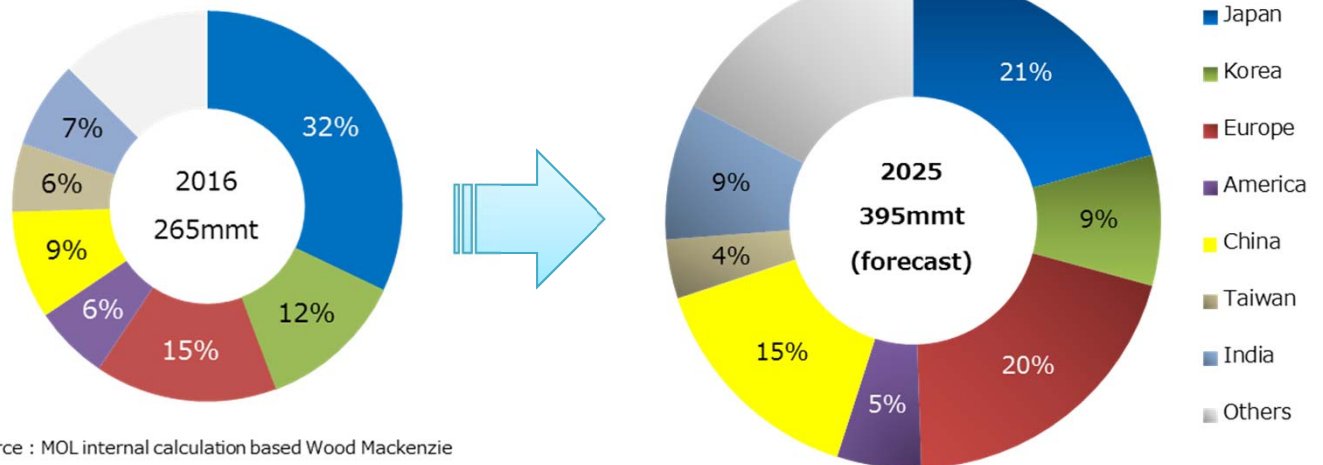
(Number of vessels)



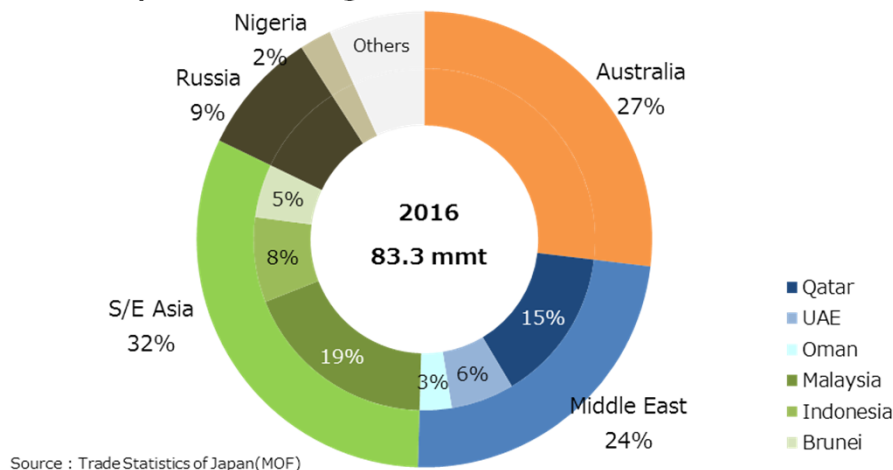
● LNG : Seaborne Trade (Result & Forecast)



● LNG : Demand Forecast by Area



● Japan : Import % of LNG by Nation of Origin



● FPSO



○ An FPSO (Floating Production Storage and Offloading) is a floating production system that receives fluids (crude oil, water and a host of other things) from a subsea reservoir.

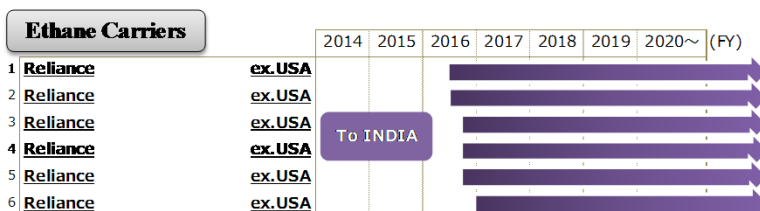
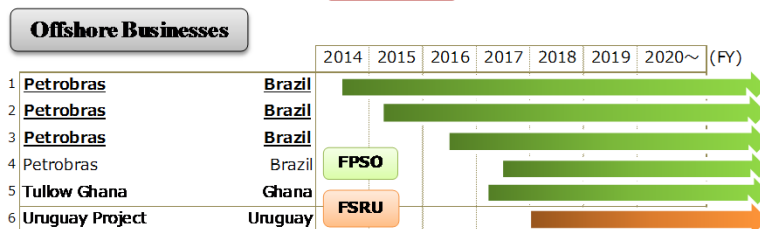
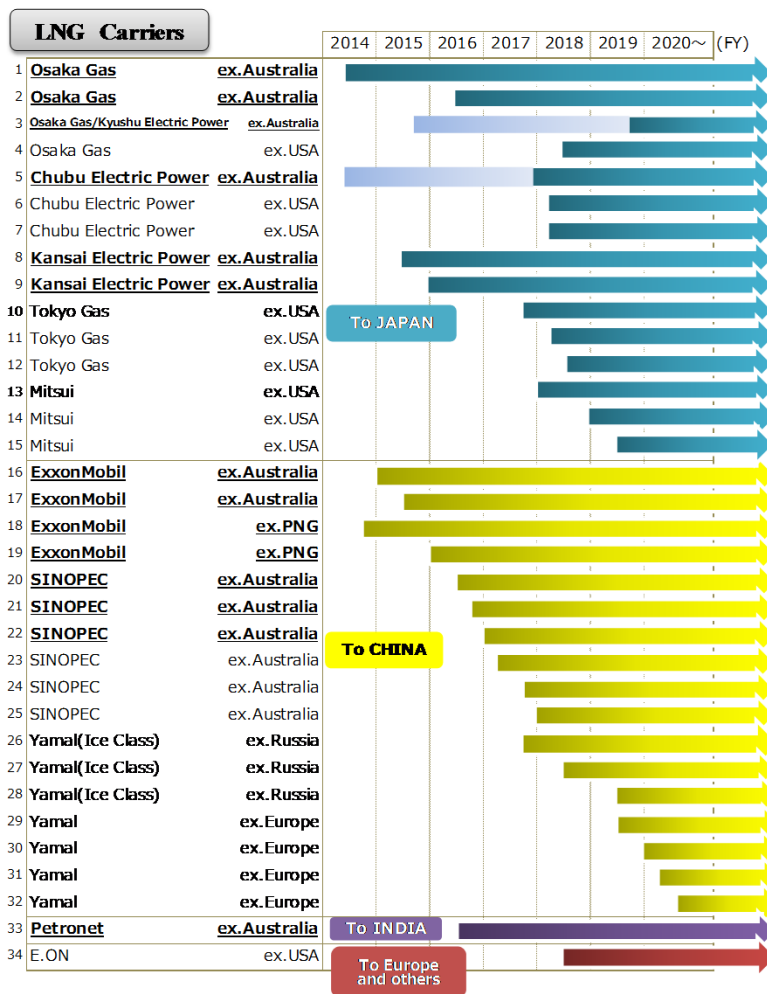
Photo: MODEC, Inc

● FSRU

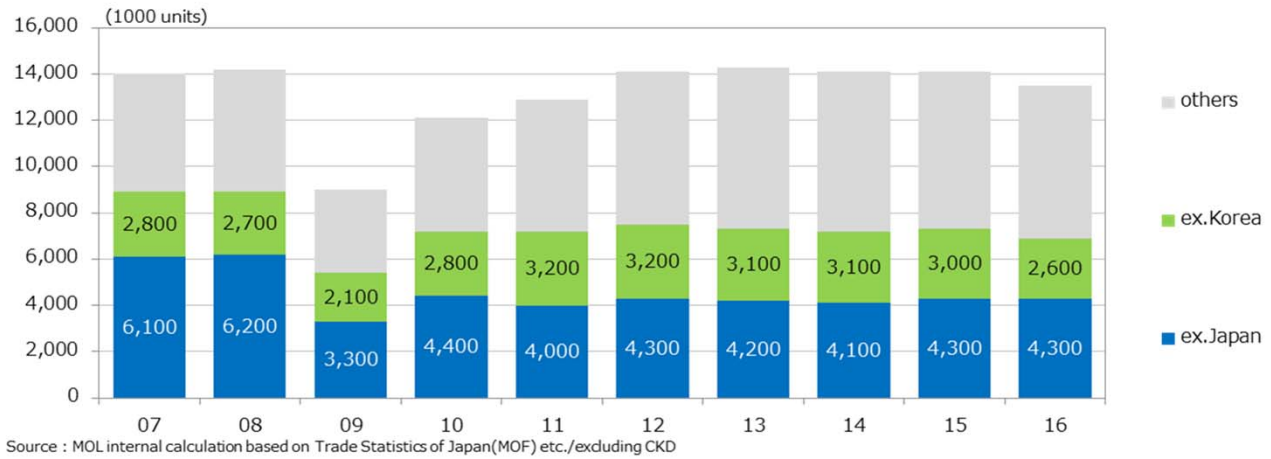


○ An FSRU (Floating Storage & Regasification Unit) is a floating facility for storing and regasifying LNG, which then pressurized and piped ashore.

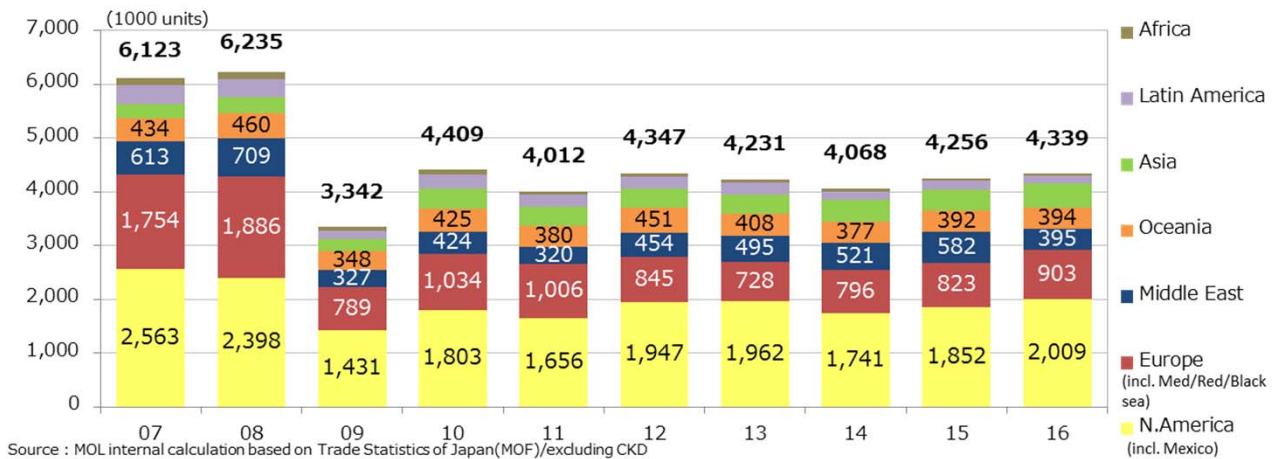
● MOL : Signed Long-Term Contracts as of Jul.2017 (to start in/after Apr.2014) ***Bold**=In operation



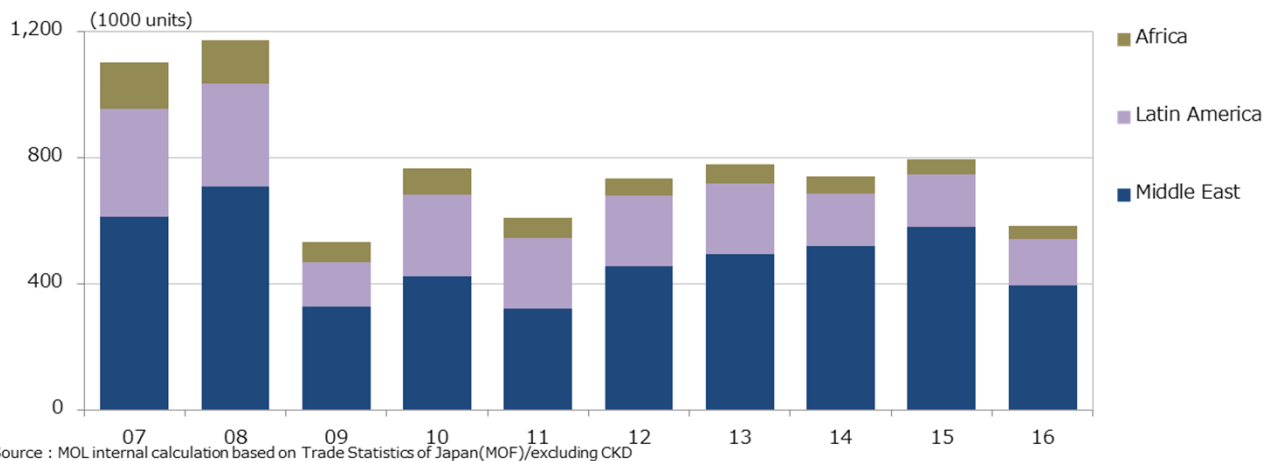
● Global Car Seaborne Trade



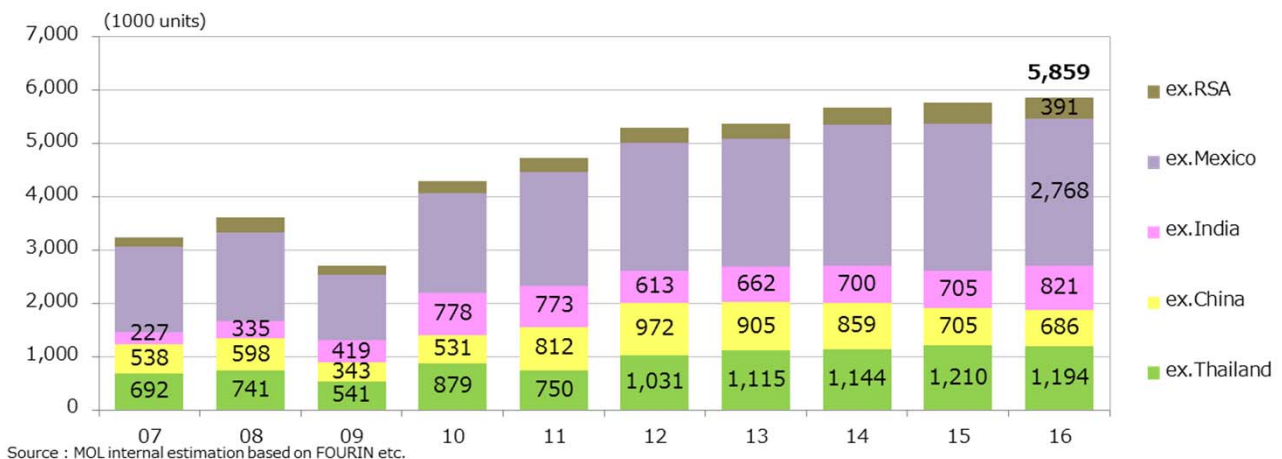
● Car Export from Japan



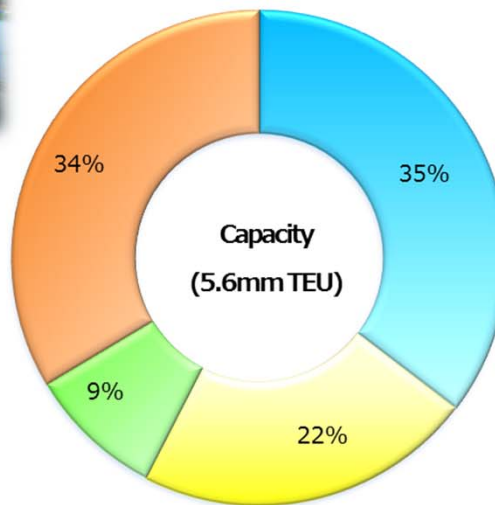
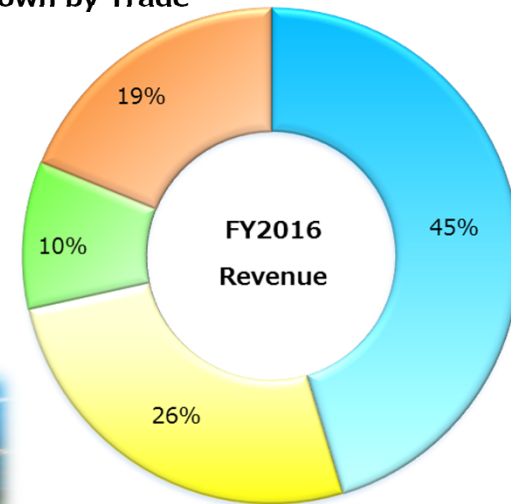
Of which, Car Export for the Middle East, Central and South America, and Africa



● Car Export from Emerging Countries



● MOL Containerships : Breakdown by Trade



■ North America Trade (*1)

■ Europe Trade (*2)

■ North-South Trade (*3)

■ Asia Trade (*4)

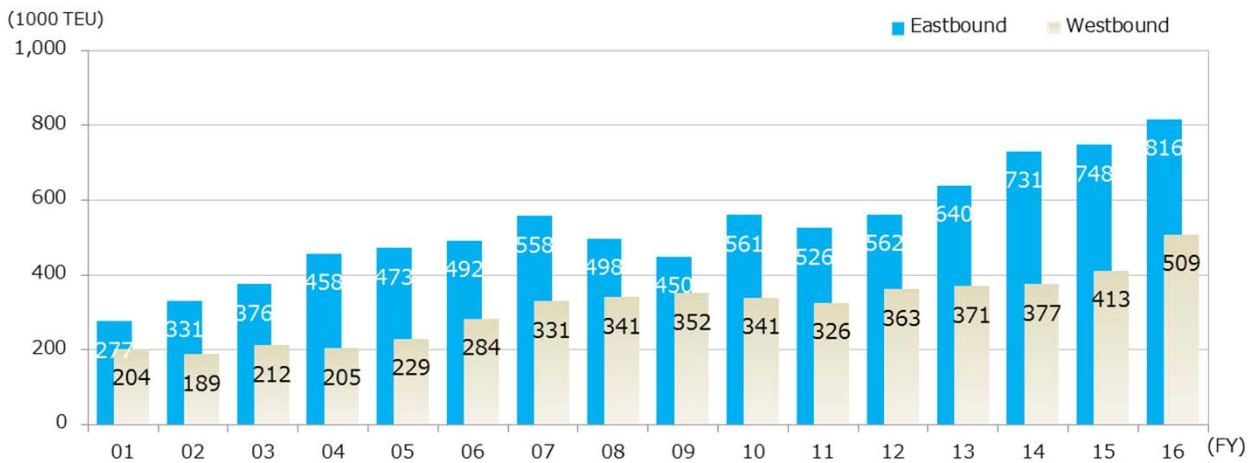
(*1) Trades from/to North America and Carib, excluding (*2)

(*2) Trades from/to Europe

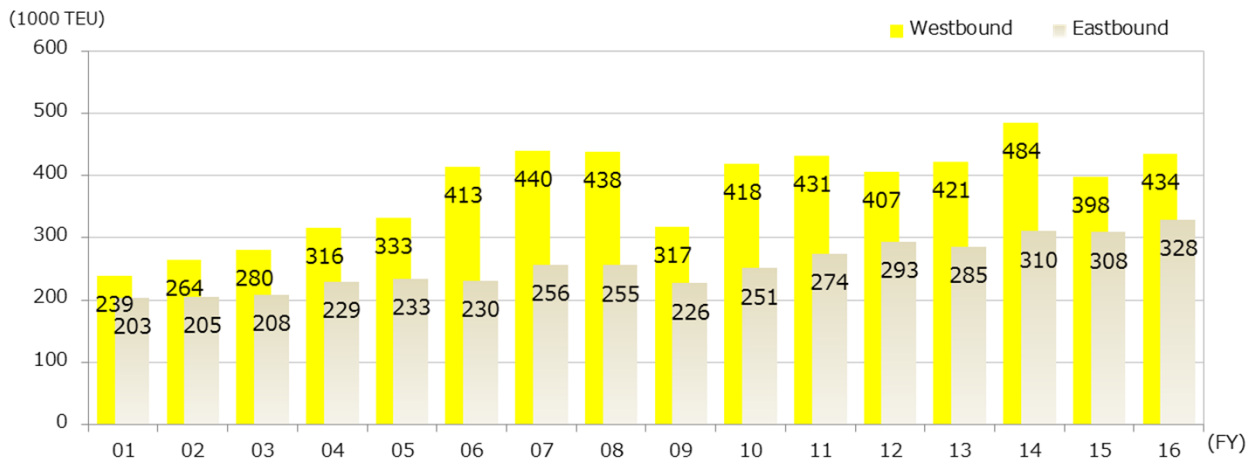
(*3) Trades from/to South America and Africa, excluding (*1)(*2)

(*4) Intra-Asia(incl. Middle-East) trades, Trades from/to Oceania, excluding (*1)

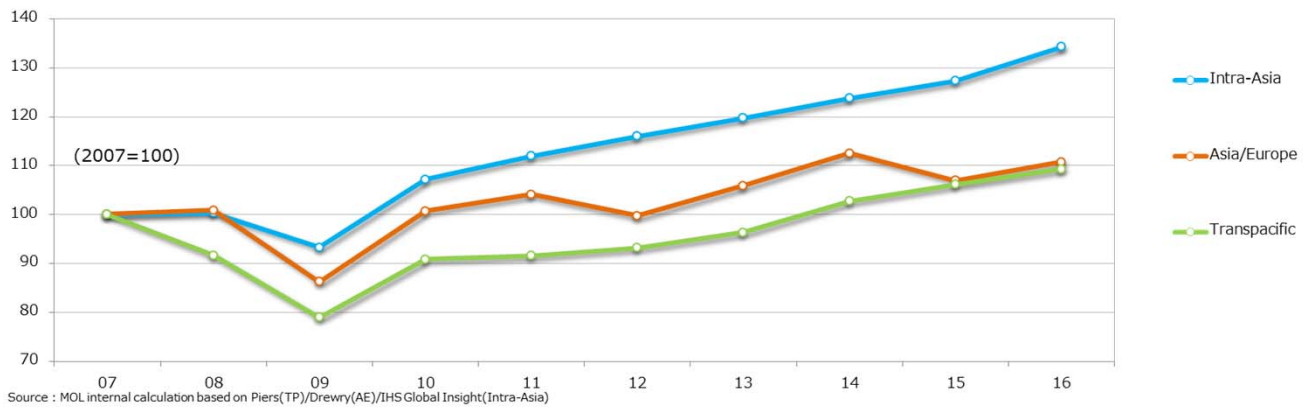
● MOL Lifting : Transpacific Trade



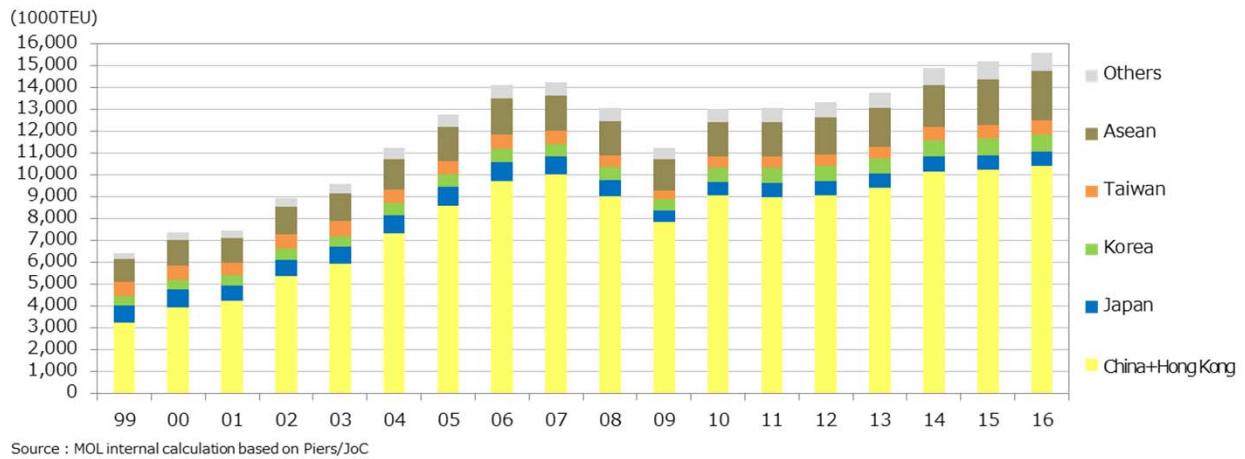
● MOL Lifting : Asia/Europe Trade



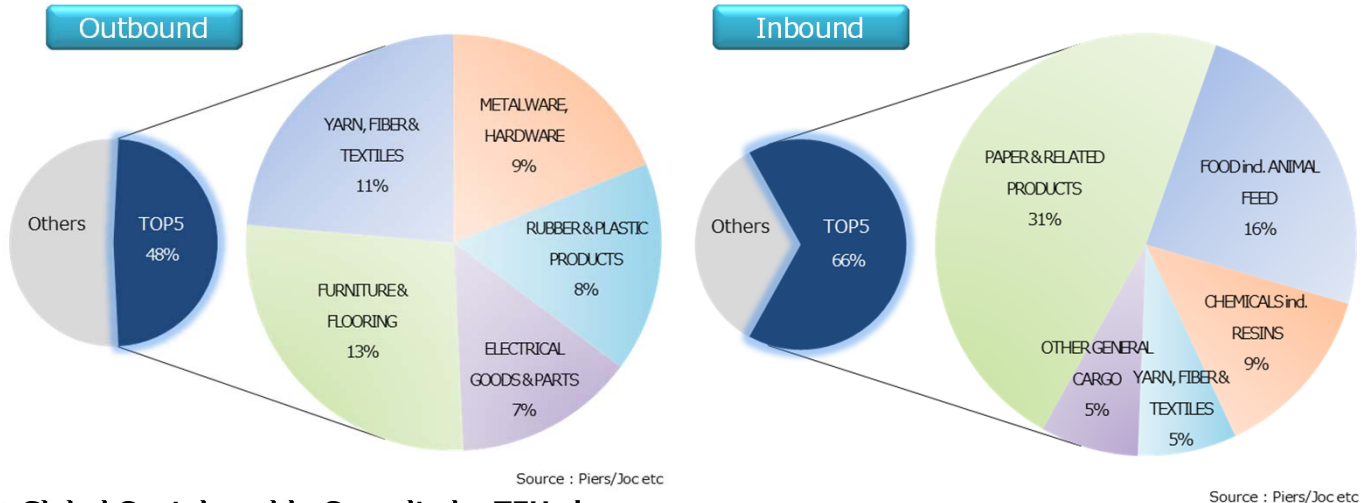
● Cargo Movements in Major Trades (Transpacific · Asia/Europe · Intra-Asia Trades)



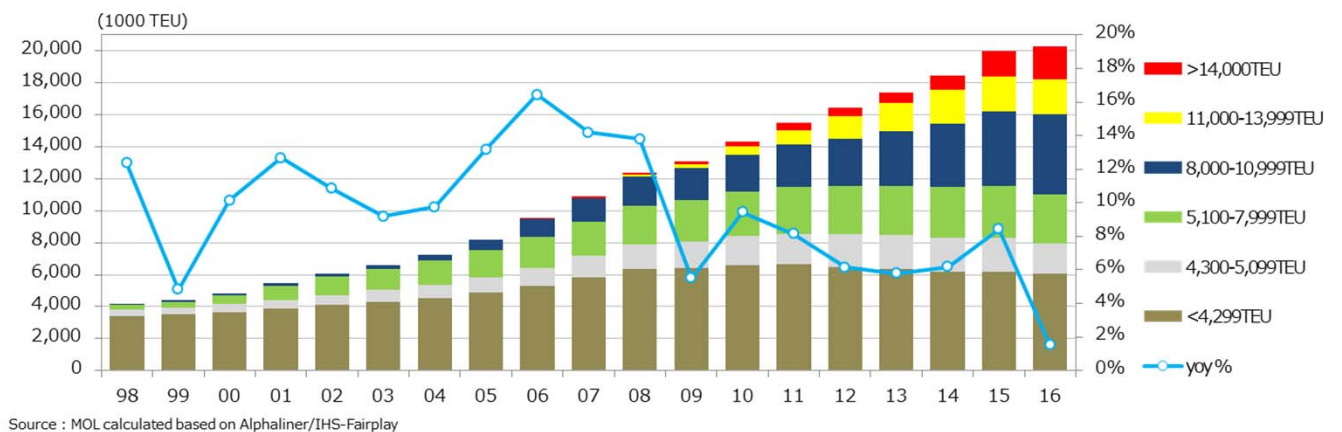
● Transpacific Trade : Cargo Movements(Outbound by Export Area)



● Transpacific Trade : Cargo Movement by Commodity

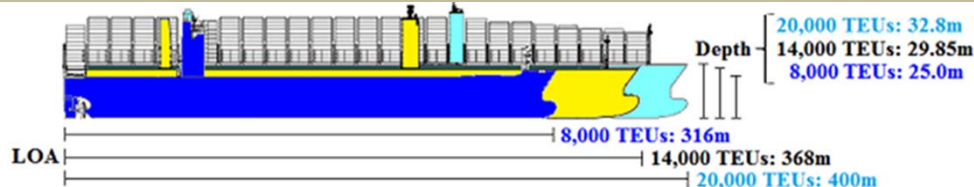


● Global Containership Capacity by TEU size range

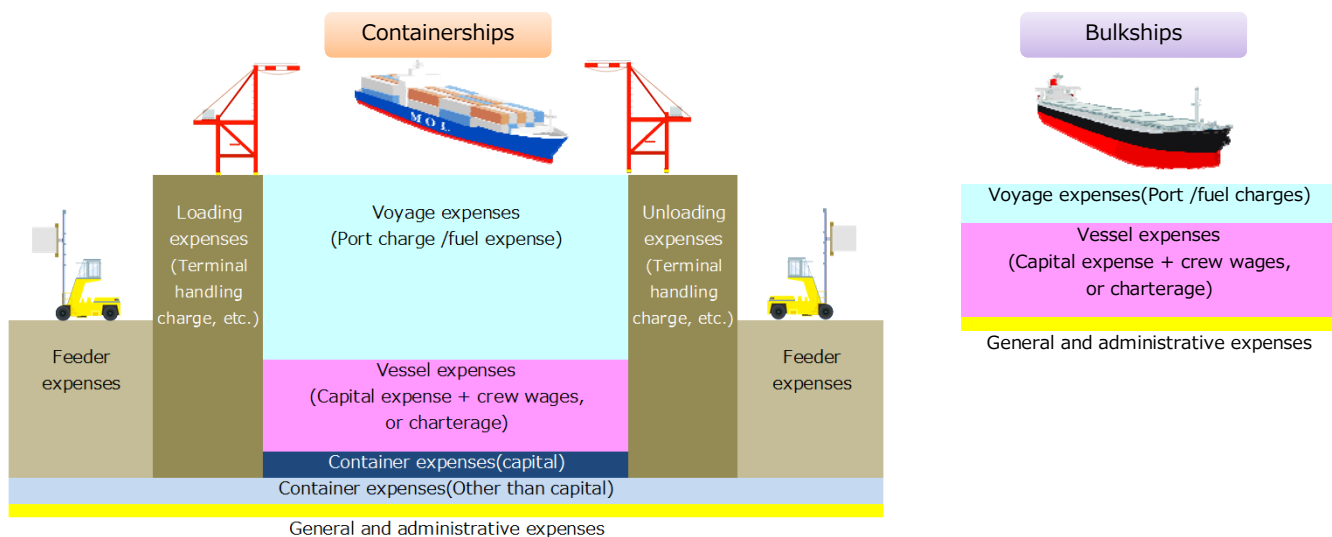


● MOL : ULCS(over 10,000TEUs) delivery schedule (Result/Plan)

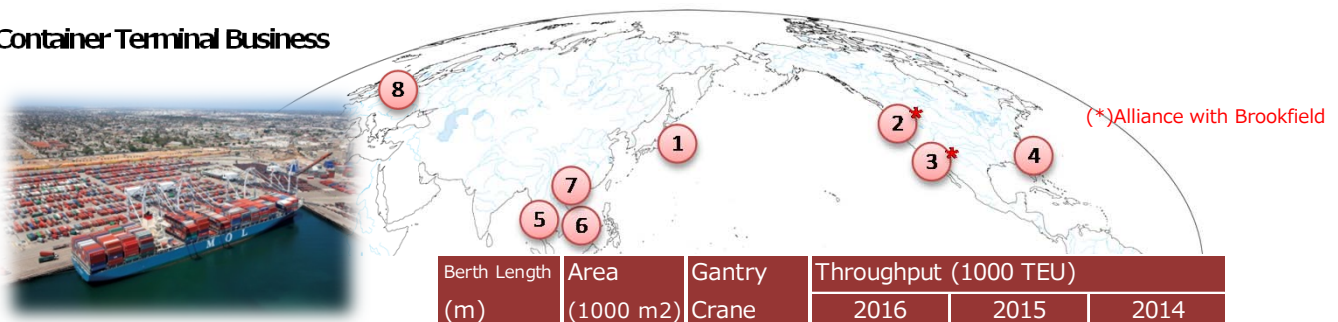
delivery	size(TEU)	number	trade	own/charter
FY2013	14,000	×4	Asia-Europe	charter
FY2014	14,000	×1	Asia-Europe	charter
	10,000	×4	Asia-Europe	charter
FY2015	10,000	×1	Asia-Europe	charter
	10,000	×4	Transpacific	charter
FY2016	10,000	×1	Transpacific	charter
	20,000	×1	Asia-Europe	charter
FY2017	20,000	×5	Asia-Europe	charter



● Cost Items & Structure : Comparison between Containerships and Bulkships



● Container Terminal Business

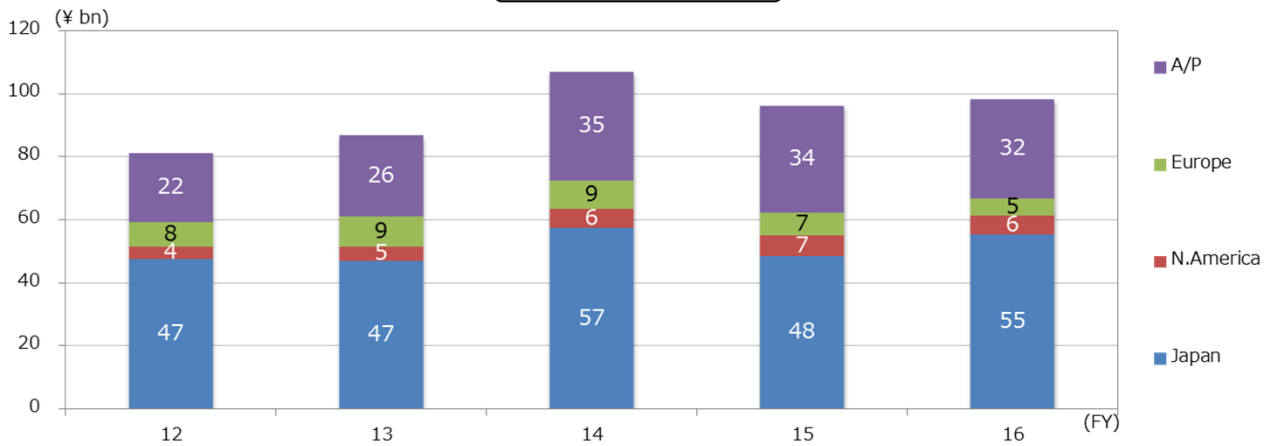


No.	Terminal	Country	Berth Length (m)	Area (1000 m ²)	Gantry Crane	Throughput (1000 TEU)		
						2016	2015	2014
①	Tokyo	Japan	684	277	6	757	645	689
	Yokohama		300	105	3	158	142	150
	Osaka		350	105	2	121	142	148
	Kobe		1050	381	7	700	599	556
②	LA	USA	930	704	10	842	828	662
③	Oakland		336	136	4	348	259	257
④	Jacksonville		730	647	6	268	230	233
⑤	Laem Chabang	Thailand	300	105	5	837	777	924
⑥	Cai Mep	Vietnam	890	346	6	1,112	979	924
⑦	Hai Phong		750	450	6	to be opened in 2018		
⑧	Rotterdam(*)	Netherlands	1,900	1,560	14	746		
Total			7,470	4,366	63	5,890	4,601	4,543

(*)Rotterdam World Gateway (RWG) Opened in Q3/2015

● MOL Group Logistics Business

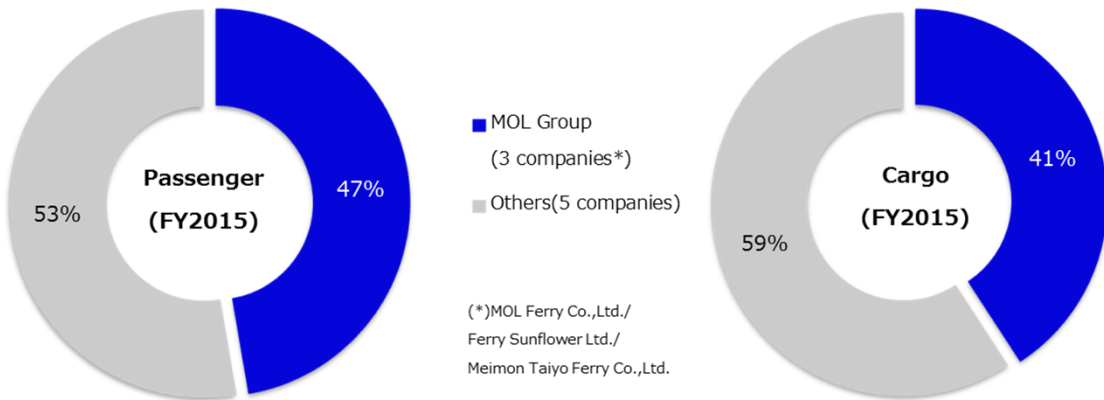
Revenue by Area



Revenue by Segment



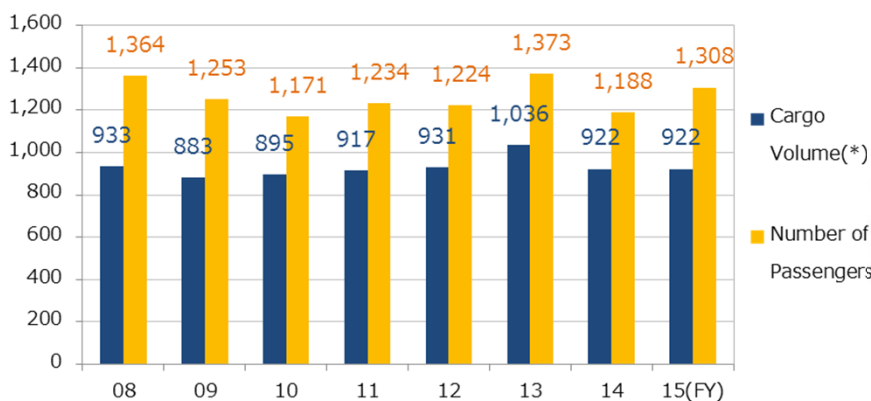
● MOL Group's Share in Long Course Ferry Market in Japan



Source : MOL internal calculation based on JLCFSA

● Traffic Volume by Long Course Ferry Service

(mm unit*km/mm persons*km)



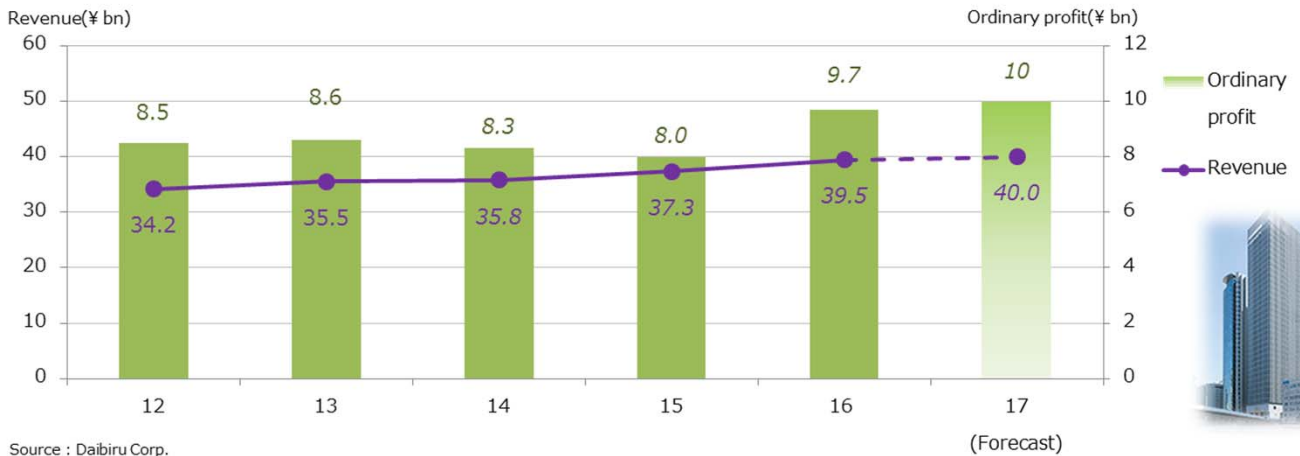
Source : MLIT "Maritime Bureau Annual Report"

(*)8t Truck equivalent

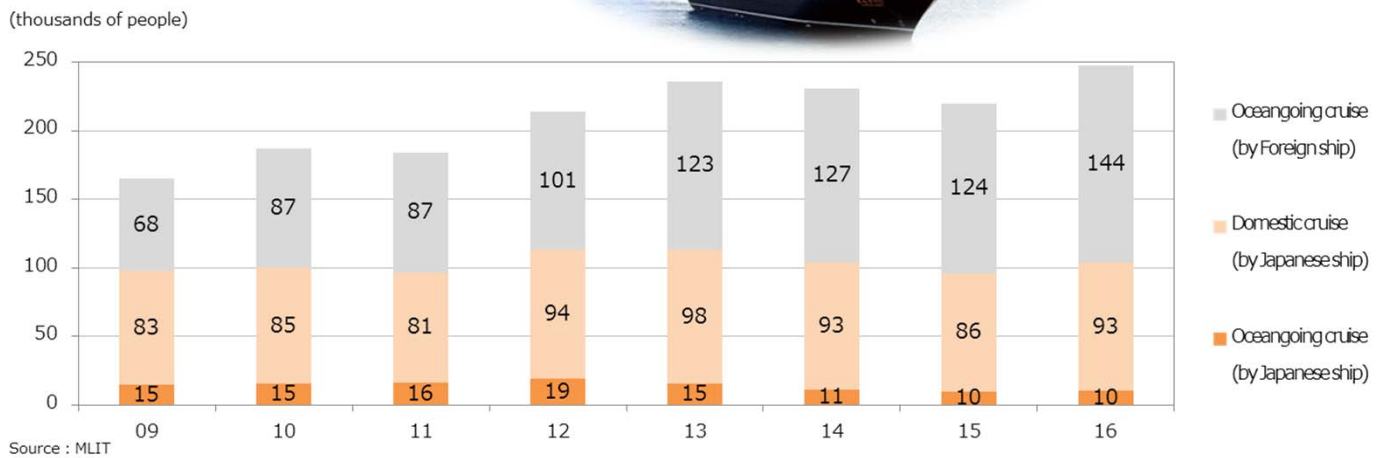


Associated Businesses	Real Estate	Creating stable profits mainly by Daibiru Corp., the core company in the MOL's real estate business
	Cruise Ship	Operating cruise ship "NIPPON MARU"
	Tugboat	Expanding businesses in foreign ports in addition to domestic ports
	Trading	Selling fuel oil, Ship equipments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

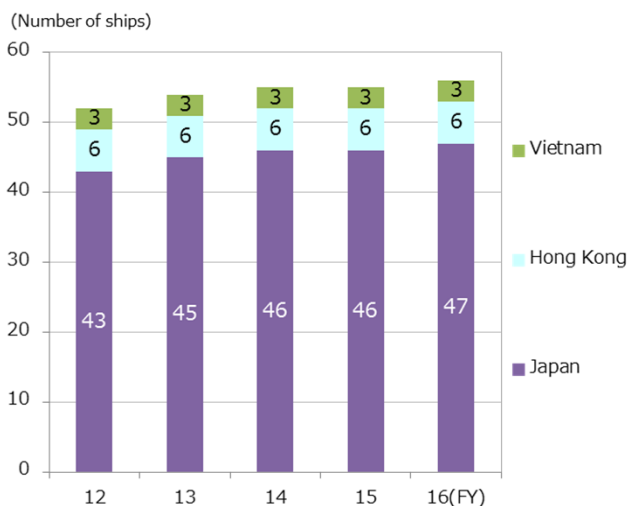
● Daibiru Corp. : Midterm Management Plan "Design100" Project Phase-1



● Number of Cruise Passengers in Japan

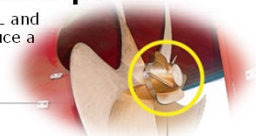
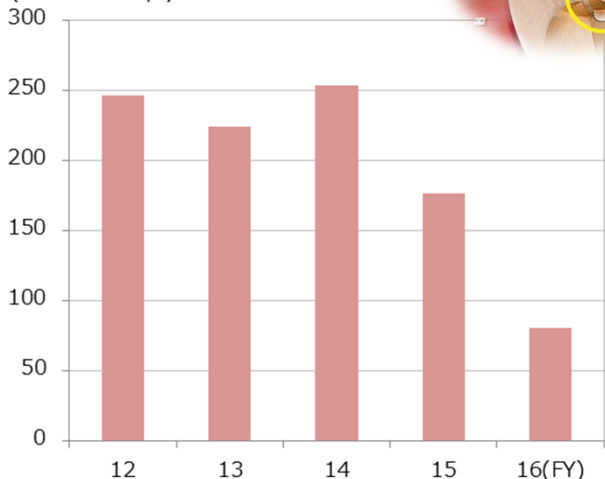


● MOL Group Tugboat Fleet Scale



● Sales Results of PBCF(*) Installed with Ships

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



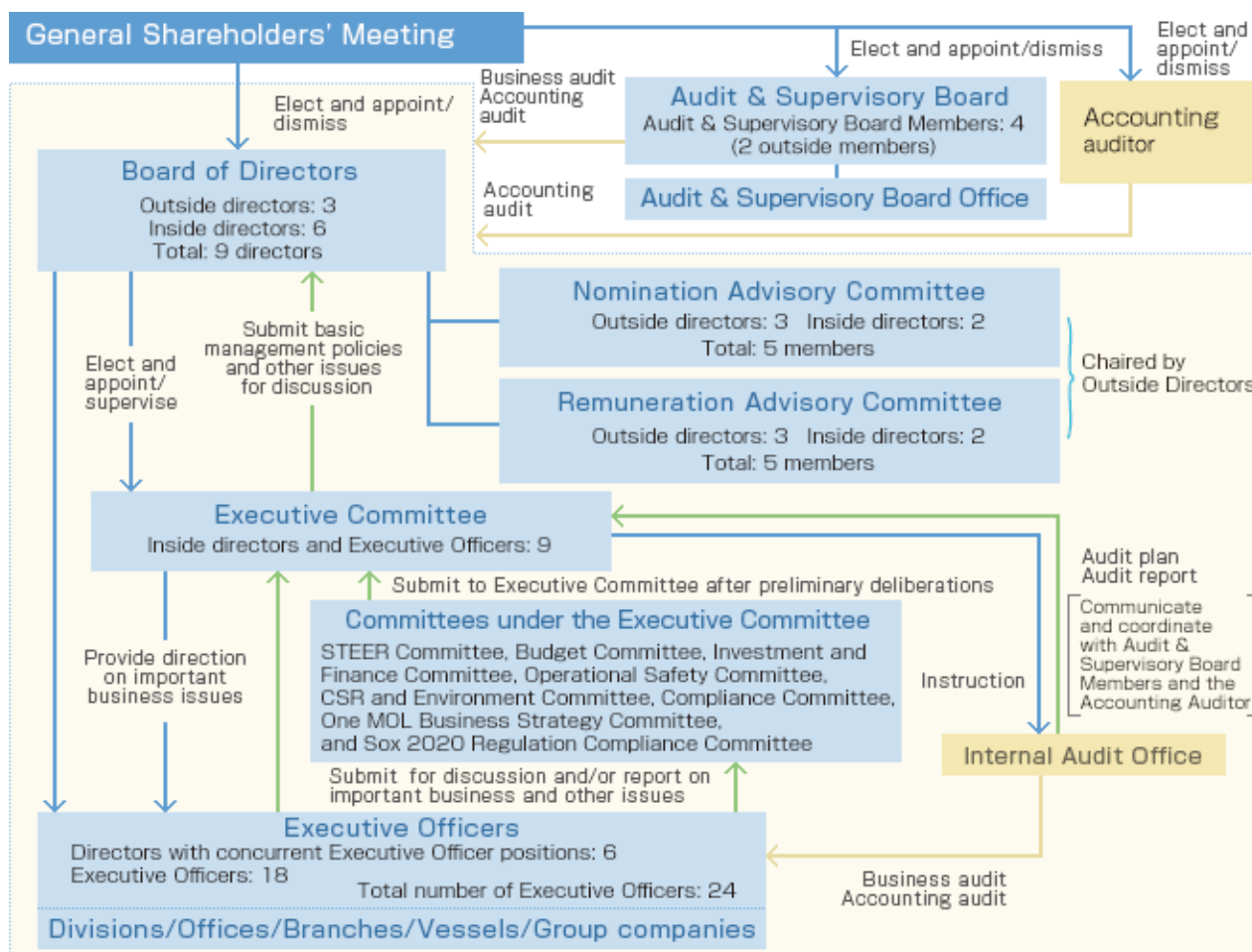
● MOL's Philosophy on Corporate Governance

for further information <http://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 Jun 27, 2017)

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]

Type of system	Company with the corporate auditors
Number of directors	9
Of which, number of outside directors (ratio)	3 (1/3)
Attendance rate of outside directors for Board Meeting	100% (FY2016)
Number of corporate auditors	4
Of which, number of outside corporate auditors (ratio)	2 (1/2)
Number of Independent directors/corporate auditors	5
Number of Board Meetings held in FY2016	11 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.

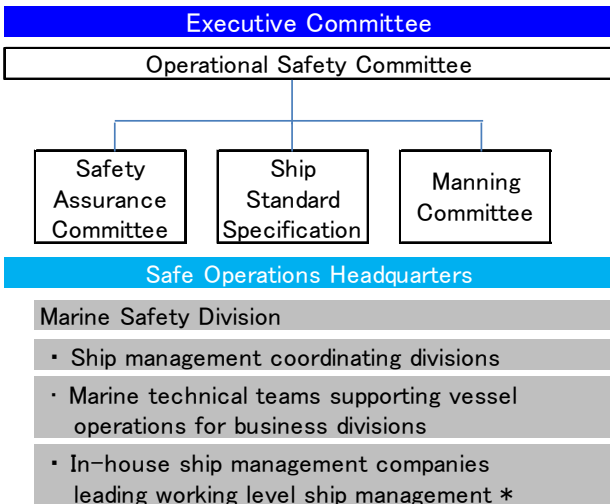
Since MOL conducts business globally, it aims to instill and entrench a compliance-oriented mind-set not only at Head Office, but also at Group companies in Japan and overseas. To this end, it regularly conducts E-learning and in-house training programs.

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 ~

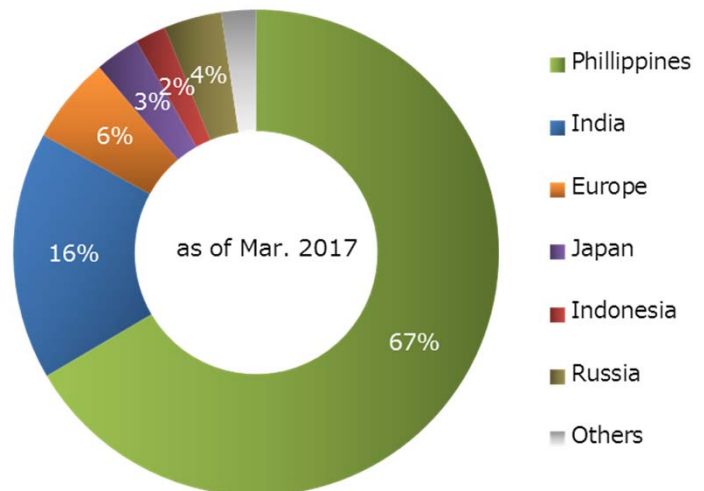
for further information
<http://www.mol.co.jp/en/csr/index.html>

● Safe Operation Management Structure

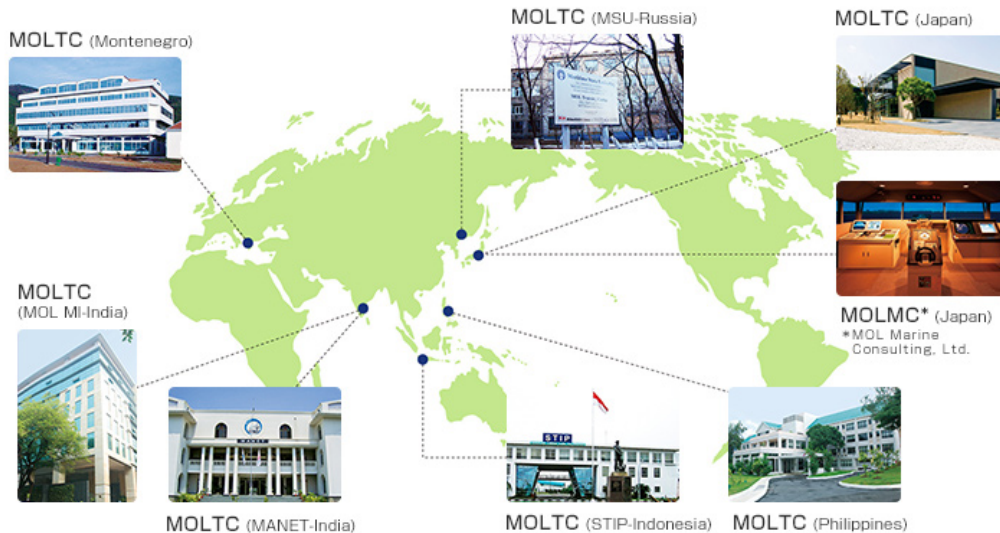


* MOL Ship Management Co., Ltd., and MOL LNG Transport Co., Ltd

● Nationality Ratio of Seafarers(MOL owned vessel)



● The MOL Training Centers, where excellent seafarers around the world are trained



● Making Processes for Realizing Safe Operation Visible

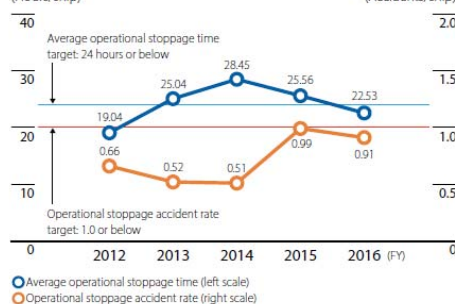
MOL has introduced objective performance indicators for measuring safety levels, and also set the following numerical targets, including the Four Zeroes.

- 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 Operational stoppage accident rate(*3) : 1.00/ship or below

Lost Time Injury Frequency (LTIF)



Average Operational Stoppage Time and Operational Stoppage Accident Rate



(*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 (2016) was 1.63; for shipping industry, 1.51; for transportation equipment manufacturing industry, 0.39. (Source: 2016 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.

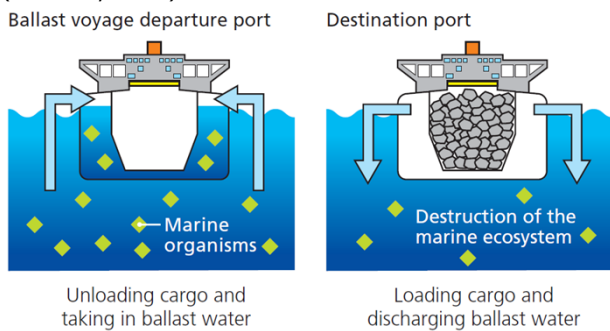
for further information
<http://www.mol.co.jp/en/csr/index.html>

Ballast Water Management Convention

2016	2017	2018	2019	2020	2021
(Adopted in 2004)	Mandatory For existing vessels: within 7 years from September 2017 For New vessels: completed from September 2017 onward				

A convention to prevent cross-border transfer of foreign marine organisms through vessel ballast water was adopted in 2004 and will be in effect from Sep 2017.

Vessels are mandated to install ballast water treatment systems, which cost US\$1-2 million, by the first special survey (Dry Dock) which will come within 7 years after it takes effect. (as of July 2017)



[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.
- ✓ We have already completed installation on 87 owned vessels. (as of June 2017)

SOx Regulation

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

Regulate 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 menu:

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 has been studying low-sulfur fuel oil and SOx scrubbers as both are subject to future fuel prices.
- ✓ MOL teamed up with BHP Billiton, Rio Tinto, etc., on a joint research project for an LNG-fueled capesize bulker.
- ✓ MOL took delivery of three methanol tankers equipped with dual-fuel, low-speed diesel engines that can run on methanol (a world first).
- ✓ In 2019, MOL will take delivery of a tugboat with a dual-fuel (bunker A/LNG) engine.

Others

Regulations			2016	2017	2018	2019	2020	2025
Tackling Global Warming	GHG emissions	EEDI*1	Phase 1				Phase 2	Phase 3
		SEEMP*2	Mandatory					
		Introduction of MRV (Monitoring, Reporting and Verification of actual fuel consumption) and MBM (Market-based Measures) is under study toward further reduction of GHG emissions.						
Preventing Air Pollution	NOx emissions*3	General Sea Areas	Tier II					
		ECA*4	Tier II	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 March 2017, 5 countries have ratified.)

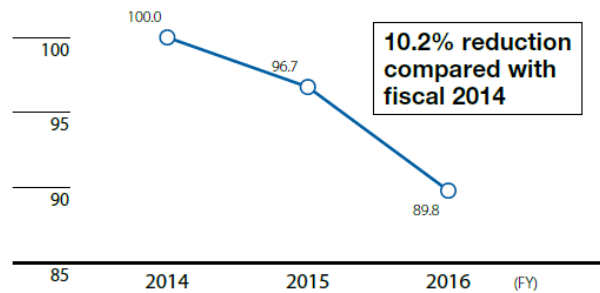
● Environmental Investments

(¥ bn)

(FY)	2014	2015	2016
Environment-related R&D activities	0.7	0.3	0.4
Utilization and expansion of existing environmental technologies	2.1	0.9	0.5
Response to environmental regulations	0.5	2.2	3.1
Initiatives to save bunker fuel	0.9	1.0	1.1
Initiatives of Group companies	0.2	0.3	0.3
Total	4.3	4.6	5.4

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

【CO₂ Emissions (Per Unit Load) (Fiscal 2014=100)】



● External Recognition

General CSR Activities-Related(Including SRI)

□ **CSR Rating by the Dow Jones Sustainability Indices (DJSI)**

Since 2003, MOL has been included in the DJSI Asia Pacific, a designation reserved for companies capable of sustaining growth over the long term while maintaining excellence in environmental, social, and investor relations programs.



□ **CSR Rating by the FTSE4Good Global Index**

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



□ **FTSE Blossom Japan**

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



□ **MSCI ESG Leaders Indexes**

MOL has been included in the MSCI ESG Leaders Indexes for its superior efforts on measures taken for risks and opportunities related to ESG. (Since 2010; index name changed in 2017)



□ **MSCI Japan ESG Select Leaders Index**

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 the MSCI Japan Empowering Women Index (WIN), which was newly developed in 2017 and targets companies in all industries with superior performance in promoting gender diversity.



□ **SMBC Nadeshiko Assessment Loan**

MOL received SMBC Nadeshiko Loans from Sumitomo Mitsui Banking Corporation. It was also recognized as a leader among major corporations for its initiatives aimed at creating a workplace where women can play more active roles. (Since 2016)

MEMBER OF
Dow Jones Sustainability Indices
In Collaboration with RobecoSAM

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□ **SMBC Sustainability Assessment Loan**

MOL has received the highest rating for SMBC Sustainability Assessment Loans from Sumitomo Mitsui Banking Corporation and earned the highest mark for its comprehensive information disclosure and efforts to promote sustainability. (2016)

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)

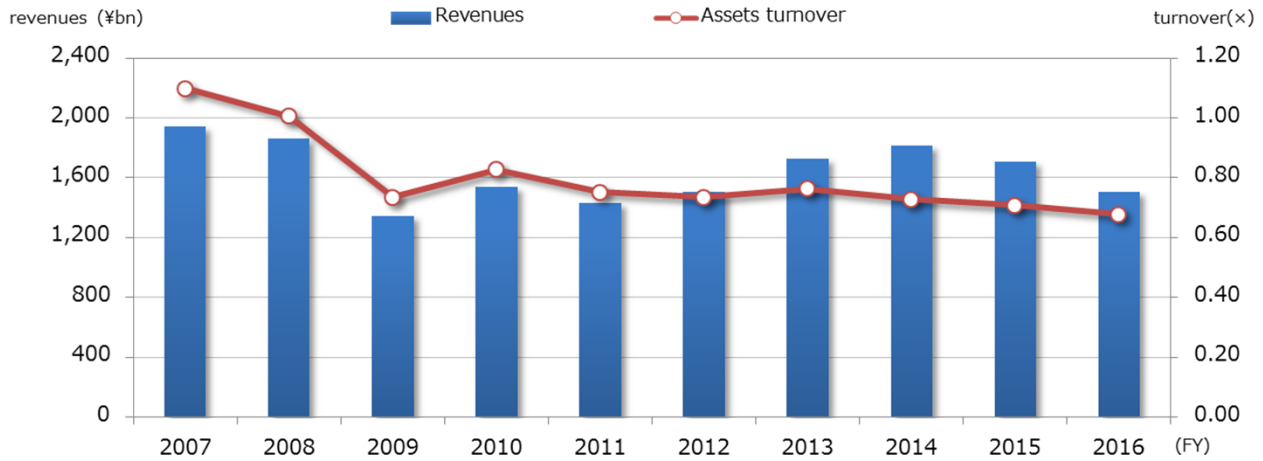
□ **ISO50001 Certification**

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

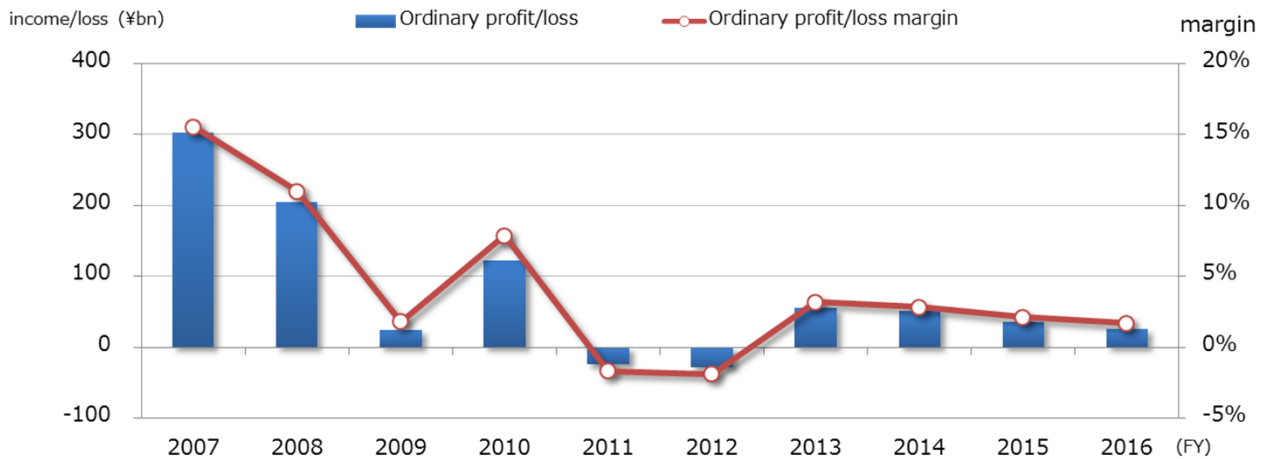
Certified companies: MOL Ship Management Co., Ltd. (2014), MOL Ship Management (Singapore) Pte.Ltd.(2014), MOL Ship Management (Hong Kong) Company Ltd.(2014) and Magsaysay MOL Ship Management, Inc.(2015)

● Assets Turnover

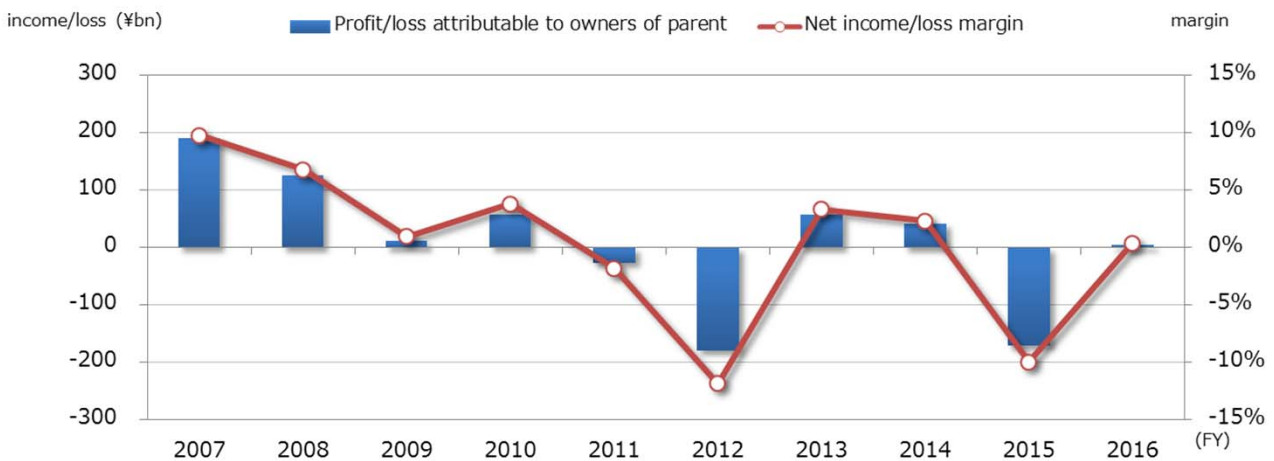
refer to P37 for figures



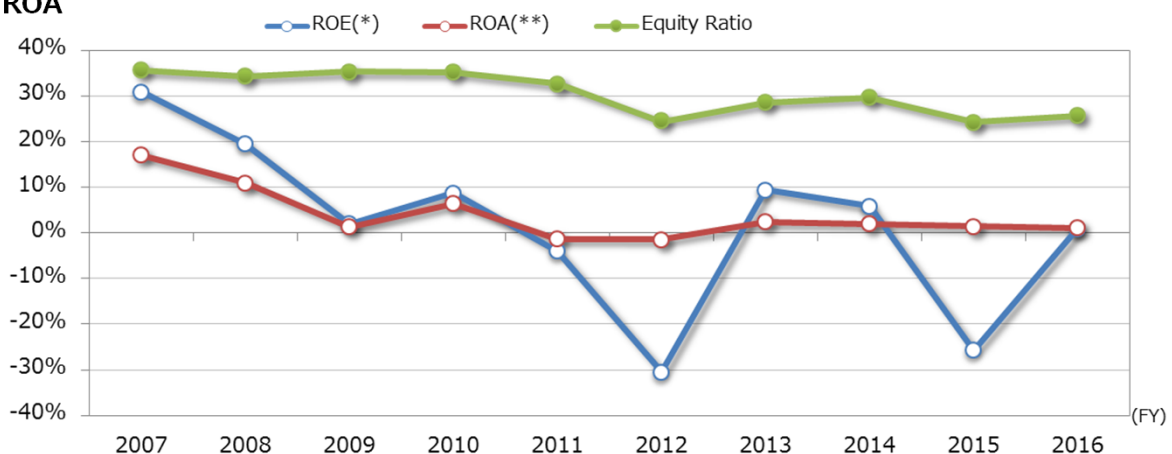
● Ordinary Profit(loss) Margin



● Net Income(loss) Margin



● ROE · ROA

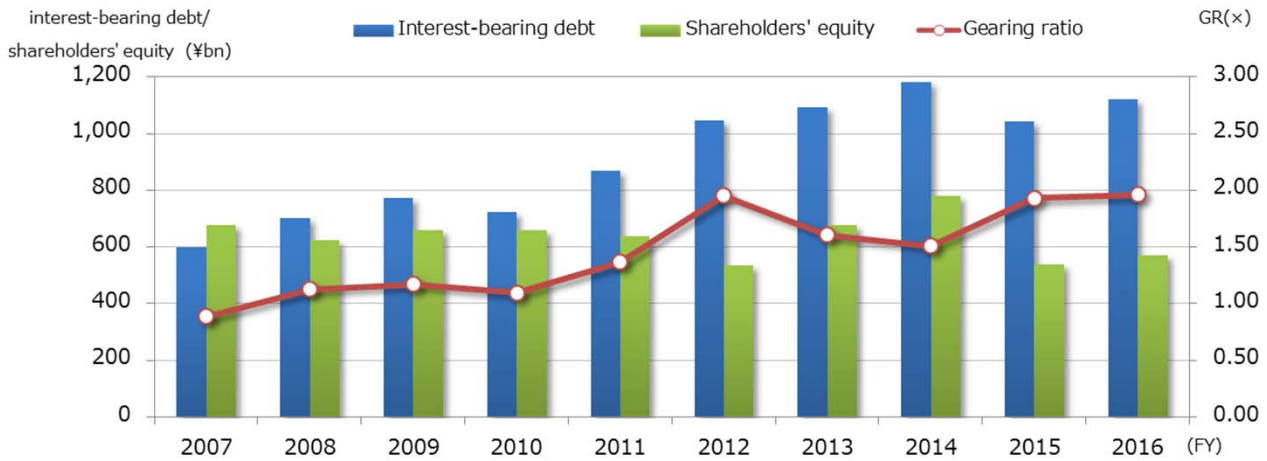


(*) Net income / Average shareholders' equity at the beginning and the end of the fiscal year

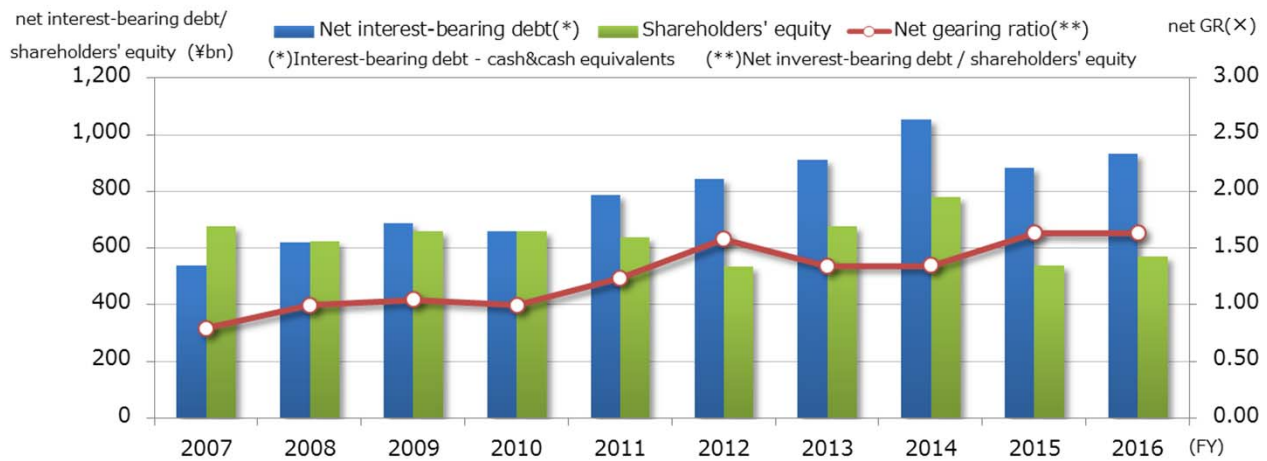
(**) Ordinary profit(loss) / Average total assets at the beginning and the end of the fiscal year

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

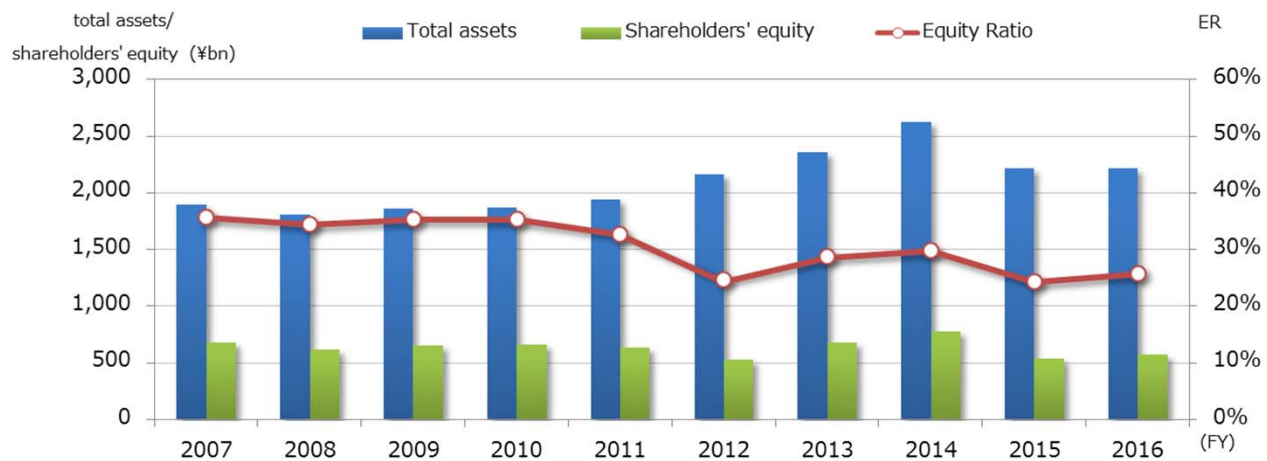
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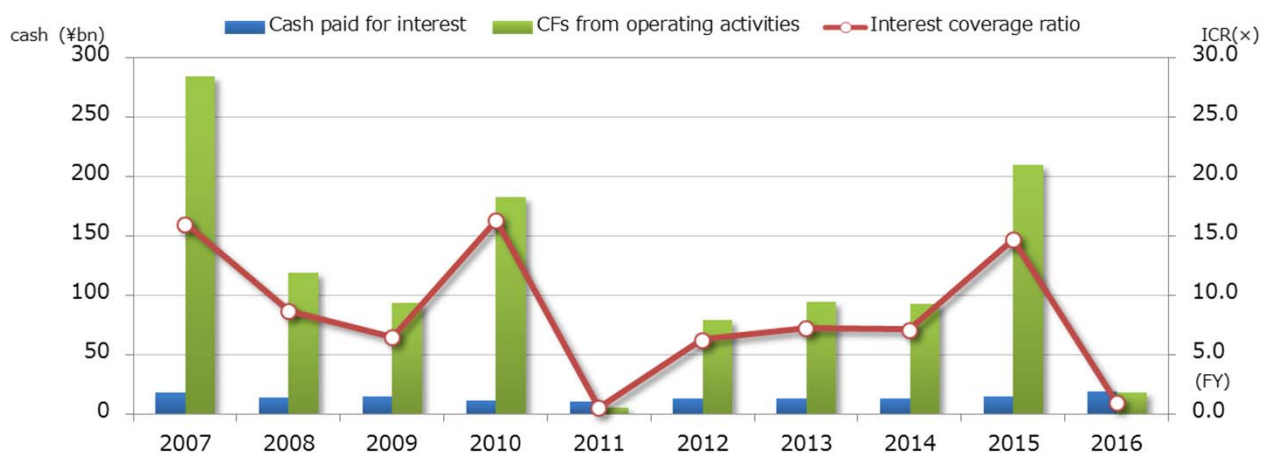
● Net Interest-bearing Debt · Net Gearing Ratio



● Total Assets · Shareholders' Equity · Equity Ratio

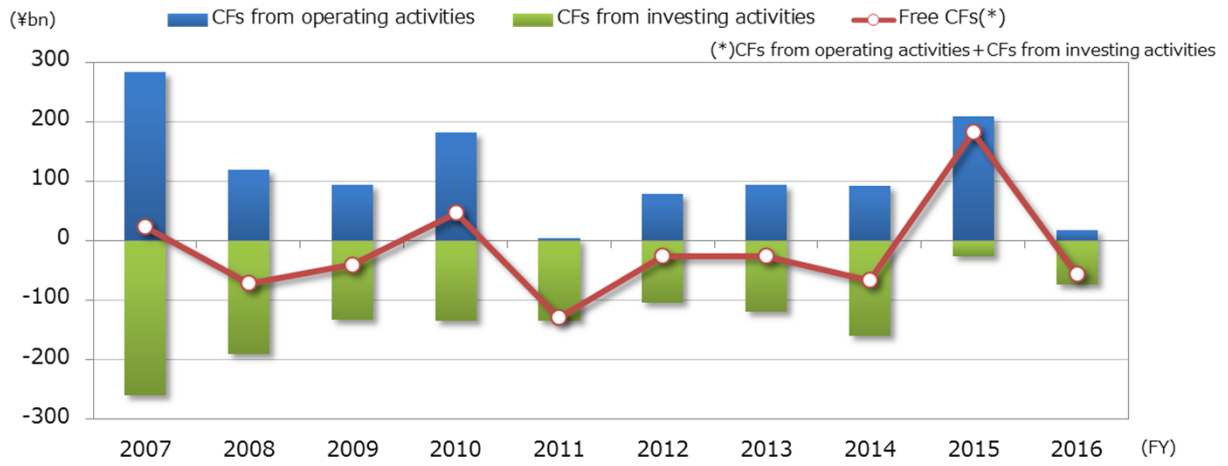


● Cash Paid for Interest · CFs from Operating Activities · Interest Coverage Ratio

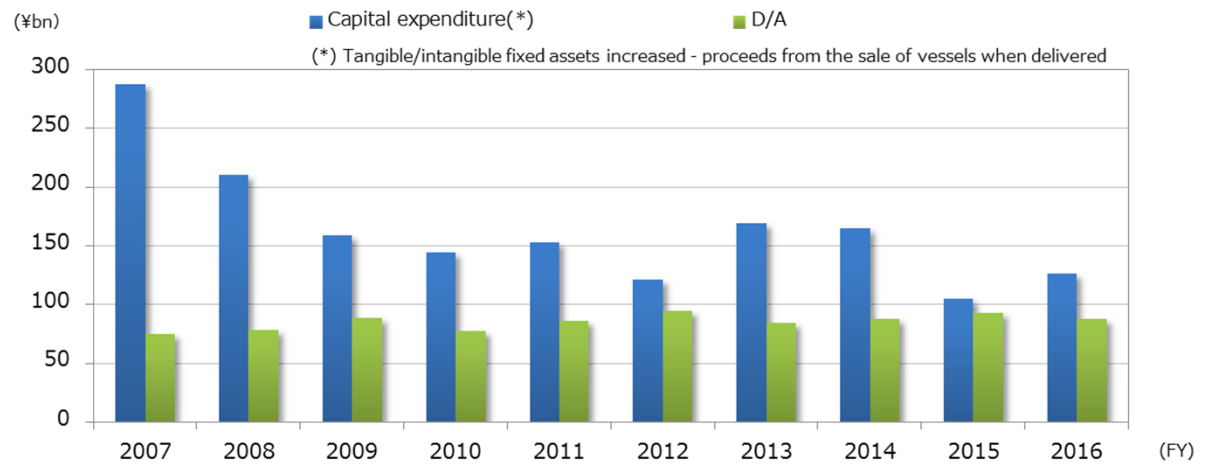


● CFs from Operating Activities · CFs from Investing Activities · Free CFs

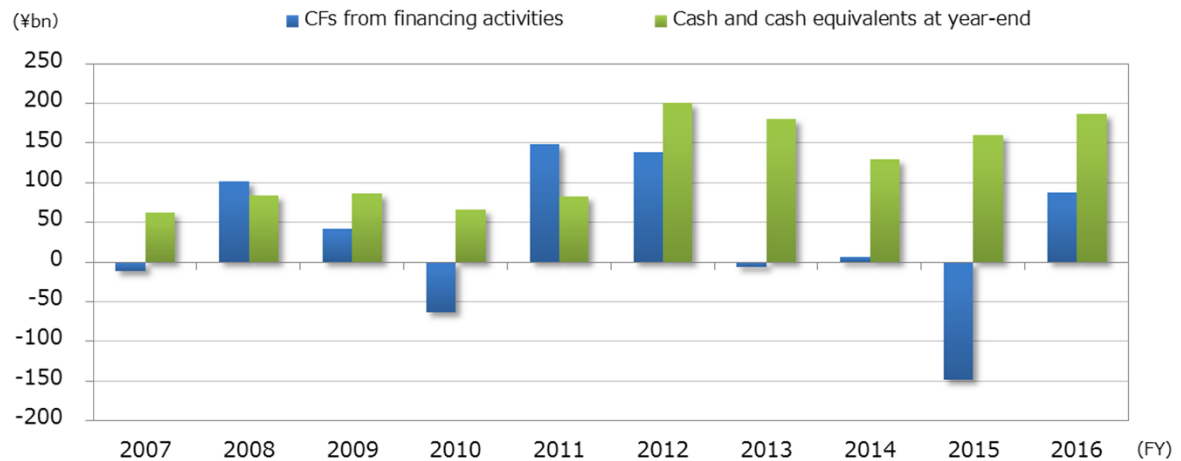
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● Capital Expenditure · Depreciation & Amortization

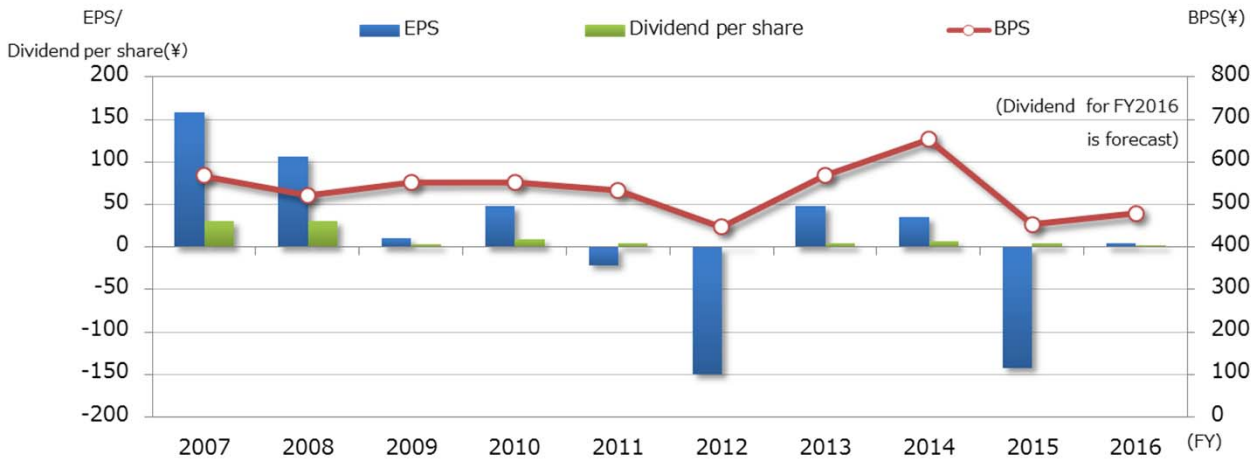


● CFs from Financing Activities · Cash & Cash Equivalents at term end

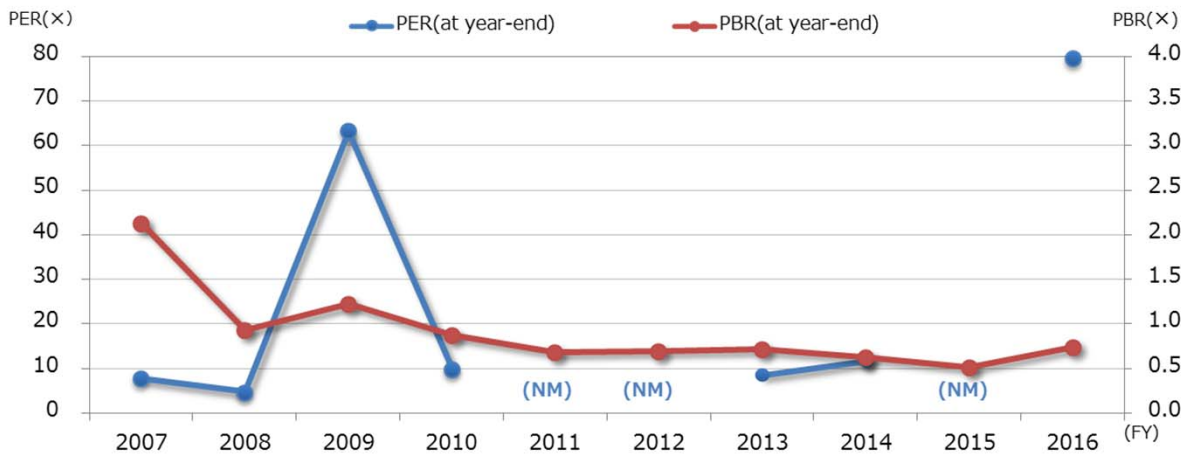


● EPS · Dividend per Share · BPS

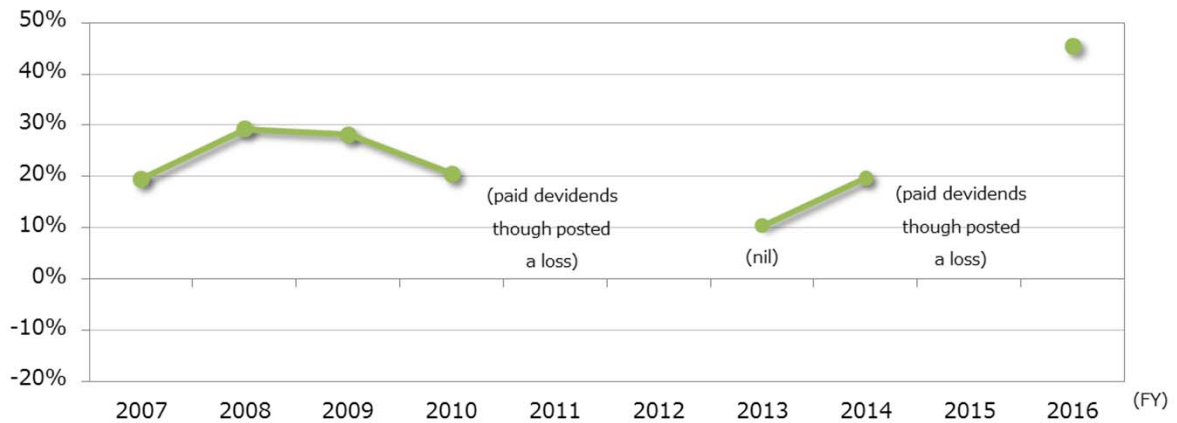
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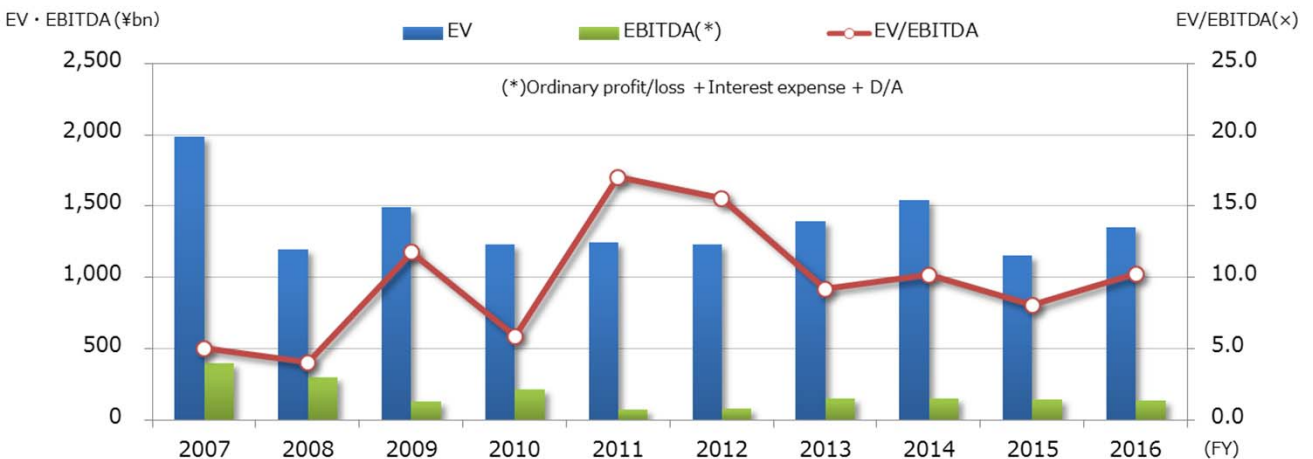
● PER · PBR



● Payout Ratio



● EV · EBITDA



● Financial Statements (10-year summary)

(¥ mm)

		(FY)	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
		(Year ended)	Mar.2008	Mar.2009	Mar.2010	Mar.2011	Mar.2012	Mar.2013	Mar.2014	Mar.2015	Mar.2016	Mar.2017
P/L	Shipping and other revenues		1,945,696	1,865,802	1,347,964	1,543,660	1,435,220	1,509,194	1,729,452	1,817,069	1,712,222	1,504,373
	Shipping and other expenses		1,544,109	1,564,485	1,228,478	1,328,959	1,368,794	1,432,014	1,587,902	1,683,795	1,594,568	1,388,264
	D/A		74,480	78,155	88,366	77,445	85,624	94,685	83,983	87,803	92,771	87,190
	Selling,general/administrative expenses		110,302	104,104	98,546	91,300	90,885	92,946	100,458	116,024	115,330	113,551
	Operating profit/loss		291,284	197,211	20,939	123,400	-24,459	-15,766	41,092	17,249	2,323	2,558
	Non-operating income		38,992	31,401	19,996	17,226	17,581	12,304	29,507	48,765	50,747	45,538
	Interests and dividends		8,780	7,959	4,315	5,506	7,957	5,165	9,340	9,624	10,209	11,939
	Equity in earnings of affiliates		18,198	15,999	5,362	8,174	3,300	-	-	4,930	9,178	5,543
	FX gains		-	-	3,353	-	-	-	11,392	25,523	23,907	24,179
	Non-operating expenses		28,058	24,102	16,701	19,005	17,442	25,105	15,613	14,685	16,803	22,670
	Interests		18,065	13,929	14,175	11,371	11,511	13,020	12,583	12,555	14,576	19,037
	Equity in losses of affiliates		-	-	-	-	-	4,935	1,234	-	-	-
	FX losses		-	4,610	-	4,584	4,440	3,296	-	-	-	-
	Ordinary profit/loss		302,219	204,510	24,234	121,621	-24,320	-28,568	54,985	51,330	36,267	25,426
	Extraordinary income		34,148	20,272	27,559	11,160	14,022	16,064	36,050	26,152	30,011	35,206
	Gain on sale of fixed assets		19,485	12,824	15,565	6,359	11,558	12,253	7,094	16,225	9,430	6,125
	Extraordinary loss		18,164	27,050	24,017	37,415	23,218	125,434	19,325	19,150	220,665	37,328
	Loss on sale of fixed assets		1,741	354	5,513	2,459	664	3,104	6,510	896	628	1,259
	Loss for impairment		-	-	-	10,238	5,468	10,978	6,447	10,198	-	22,273
	Income/loss before income tax		318,202	197,732	27,776	95,366	-33,516	-137,938	71,710	58,332	(154,385)	23,303
	Income taxes-current		115,183	65,073	8,078	36,431	9,546	11,324	13,796	12,440	11,133	13,323
Income taxes-deferred		5,693	638	3,763	-2,797	-20,814	24,799	-4,525	-2,577	260	-625	
Profit/loss attributable to non-controlling interests		7,004	5,032	3,211	3,455	3,761	4,783	5,045	6,113	4,668	5,348	
Profit/loss attributable to owners of parent		190,321	126,987	12,722	58,277	-26,009	-178,846	57,393	42,356	-170,447	5,257	
B/S	Total assets		1,900,551	1,807,079	1,861,312	1,868,740	1,946,161	2,164,611	2,364,695	2,624,049	2,219,587	2,217,528
	Current assets		506,077	428,597	352,030	344,443	386,936	514,246	533,639	511,795	456,475	481,477
	Tangible fixed assets		1,047,824	1,106,746	1,209,179	1,257,823	1,293,802	1,303,967	1,379,244	1,498,028	1,376,431	1,323,665
	Total liabilities		1,148,898	1,112,058	1,125,609	1,128,493	1,228,252	1,545,118	1,581,146	1,731,614	1,572,662	1,533,907
	Current liabilities		528,390	440,909	355,185	374,268	322,851	425,725	430,045	505,346	463,794	383,456
	Interest-bearing debt		601,174	702,617	775,114	724,259	869,619	1,046,865	1,094,081	1,183,401	1,044,980	1,122,400
	Shareholders' equity *1		679,315	623,715	659,508	660,795	637,422	535,422	679,160	782,556	540,951	571,983
	Ownes' equity		639,844	727,131	719,532	767,380	732,402	550,714	605,768	636,530	458,121	459,226
	Retained earnings		536,096	623,626	616,736	664,645	629,667	447,829	502,833	533,484	354,179	355,263
	Free cash flows : [a]+[b]		23,291	-71,038	-40,055	46,970	-129,298	-25,285	-25,615	-66,656	182,508	-56,318
CFs from operating activities[a]		283,359	118,984	93,428	181,755	5,014	78,955	94,255	92,494	209,189	17,623	
CFs from investing activities[b]		-260,068	-190,022	-133,483	-134,785	-134,312	-104,240	-119,870	-159,150	-26,681	-73,941	
Capital Expenditure *2		286,973	210,108	158,918	143,579	152,151	120,886	169,028	164,275	104,813	126,080	
Indices	Ordinary income margin		15.5%	11.0%	1.8%	7.9%	-1.7%	-1.9%	3.2%	2.8%	2.1%	1.7%
	Return on assets(ordinary income)		17.1%	11.0%	1.3%	6.5%	-1.3%	-1.4%	2.4%	2.1%	1.5%	1.1%
	Assets turnover		1.10	1.01	0.73	0.83	0.75	0.73	0.76	0.73	0.71	0.68
	EBITDA *3		394,764	296,594	126,775	210,437	72,815	79,137	151,551	151,688	143,614	131,653
	EV/EBITDA		5.0	4.0	11.8	5.9	17.0	15.5	9.2	10.15	8.03	10.26
	Interest coverage ratio		15.9	8.6	6.4	16.2	0.5	6.2	7.2	7.1	14.6	0.9
	ROE *4		30.9%	19.5%	2.0%	8.8%	-4.0%	-30.5%	9.5%	5.8%	-25.8%	0.9%
	ROA *5		17.1%	11.0%	1.3%	6.5%	-1.3%	-1.4%	2.4%	2.1%	1.5%	1.1%
Gearing ratio *6		88%	113%	118%	110%	136%	196%	161%	151%	193%	196%	
Net gearing ratio *7		79%	99%	105%	100%	123%	158%	135%	135%	164%	164%	
Equity ratio		35.7%	34.5%	35.4%	35.4%	32.8%	24.7%	28.7%	29.8%	24.4%	25.8%	
Per share	EPS(¥)		159.14	106.13	10.63	48.75	-21.76	-149.57	47.99	35.42	(142.50)	4.40
	Shareholders' equity per share(¥)		567.74	521.23	551.70	552.83	533.27	447.76	567.90	654.26	452.28	478.23
	Dividend per share(¥)		31	31	3	10	5	0	5	7	5	2
	PER(at fiscal year-end)		7.57	4.53	63.12	9.83	NM	NM	8.38	11.52	NM	79.55
	PBR(at fiscal year-end)		2.12	0.92	1.22	0.87	0.68	0.69	0.71	0.62	0.51	0.73
	Payout ratio(consolidated)		19.5%	29.2%	28.2%	20.5%	NM	NM	10.4%	19.8%	NM	45.5%
	Cash flows per share(¥)		236.8	99.4	78.2	152.0	4.2	66.0	78.8	77.3	174.9	14.7
	Number of shares issued and outstanding at year-end *8		1,196,526,410	1,196,629,561	1,195,407,722	1,196,043,380	1,196,052,230	1,196,067,835	1,195,955,286	1,196,111,575	1,196,075,900	1,196,067,424

*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 amortization

*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"

● Segment Information(10-year summary)

(¥ mm)

(FY)		2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Shipping and other revenues	Bulkships	1,024,797	998,542	721,725	790,572	726,011	731,269	836,408	857,289	838,893	744,287
	Containerships	686,828	639,694	466,378	586,649	542,426	606,588	713,503	787,068	719,108	620,714
	Logistics	61,236	56,270	-	-	-	-	-	-	-	-
	Ferries/Coastal RoRo ships	53,099	54,534	50,815	50,089	52,134	54,285	55,603	56,032	49,618	42,036
	Associated businesses	108,859	107,033	99,795	108,447	106,709	109,649	116,599	108,388	96,606	90,025
	Others	10,875	9,727	9,250	7,901	7,939	7,401	7,338	8,290	7,996	7,310
	Total	1,945,696	1,865,802	1,347,964	1,543,660	1,435,220	1,509,194	1,729,452	1,817,069	1,712,222	1,504,373
Ordinary profit/loss	Bulkships	277,570	213,345	66,986	70,837	-6,921	-24,799	57,121	54,105	54,857	39,051
	Containerships	6,882	-21,329	-56,878	38,853	-29,910	-11,291	-14,553	-24,146	-29,831	-32,864
	Logistics	2,215	822	-	-	-	-	-	-	-	-
	Ferries/Coastal RoRo ships	497	-888	-2,340	-565	-533	1,282	2,236	4,461	4,424	4,506
	Associated businesses	13,812	12,976	9,712	10,676	9,098	10,745	11,146	10,925	10,171	12,337
	Others	5,005	2,767	1,263	3,361	4,303	2,449	4,576	4,183	3,549	1,810
	Adjustment	-3,765	-3,183	5,490	-1,542	-356	-6,954	-5,541	1,802	-6,903	585
Total	302,219	204,510	24,234	121,621	-24,320	-28,568	54,985	51,330	36,267	25,426	
Assets	Bulkships	989,607	910,659	1,008,724	1,173,526	1,194,813	1,298,682	1,501,313	1,719,713	1,526,582	1,441,137
	Containerships	352,856	362,536	357,412	386,911	365,975	403,166	449,725	496,486	397,080	388,029
	Logistics	55,960	47,053	-	-	-	-	-	-	-	-
	Ferries/Coastal RoRo ships	50,686	42,664	42,721	38,407	36,089	36,420	35,088	40,535	44,096	54,418
	Associated businesses	290,991	293,066	315,924	342,748	355,341	379,969	386,851	426,130	416,454	415,399
	Others	412,947	376,655	376,316	317,865	278,060	303,649	325,937	346,182	162,724	359,526
	Adjustment	-252,498	-225,556	-239,786	-390,718	-284,118	-257,276	-334,220	-404,999	-327,352	-440,981
Total	1,900,551	1,807,079	1,861,312	1,868,740	1,946,161	2,164,611	2,364,695	2,624,049	2,219,587	2,217,528	
D/A	Bulkships	46,828	48,949	54,612	50,509	58,370	66,689	55,545	59,234	62,112	62,246
	Containerships	13,523	15,398	17,778	11,776	13,433	14,900	15,014	16,109	16,907	12,130
	Logistics	1,537	1,413	-	-	-	-	-	-	-	-
	Ferries/Coastal RoRo ships	3,365	3,948	5,231	4,255	3,866	3,530	3,302	2,278	2,022	1,905
	Associated businesses	6,225	6,033	8,640	9,049	8,254	7,963	8,622	8,510	10,090	9,395
	Others	2,775	2,156	1,921	1,604	1,446	410	326	283	272	319
	Adjustment	224	256	183	250	252	1,190	1,171	1,388	1,366	1,192
Total	74,480	78,155	88,366	77,445	85,624	94,685	83,983	87,803	92,771	87,190	
tangible/intangible fixed assets increased	Bulkships	198,809	154,274	146,949	136,262	158,188	128,440	140,188	138,058	87,115	87,182
	Containerships	80,485	36,640	30,592	38,604	8,209	11,462	28,510	21,782	15,525	28,307
	Logistics	716	971	-	-	-	-	-	-	-	-
	Ferries/Coastal RoRo ships	10,452	1,082	1,131	1,316	829	1,101	1,424	3,193	5,865	20,229
	Associated businesses	9,736	26,643	24,374	41,187	5,442	20,339	10,484	32,341	5,177	4,937
	Others	3,401	3,562	1,180	2,342	2,768	621	145	181	123	180
	Adjustment	-28	32	-37	730	289	2,924	5,395	587	1,903	955
Total	303,573	223,208	204,190	220,443	175,726	164,890	186,148	196,145	115,712	141,793	

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.

● Quarterly Segment Information (two years)

(¥ mm)

(FY)		2015					2016				
(Quarter)		Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3	Q4	Full-year
Shipping and other revenues	Bulkships	215,247	221,227	201,949	200,470	838,893	178,773	173,047	179,312	213,155	744,287
	Containerships	194,530	194,619	171,828	158,131	719,108	146,732	144,952	154,584	174,446	620,714
	Ferries/Coastal RoRo ships	12,810	13,028	12,553	11,227	49,618	10,280	10,825	10,891	10,040	42,036
	Associated businesses	24,884	24,434	23,877	23,411	96,606	22,472	22,767	21,415	23,371	90,025
	Others	1,962	1,940	2,244	1,850	7,996	1,821	1,890	1,677	1,922	7,310
	Total	449,435	455,249	412,450	395,088	1,712,222	360,079	353,481	367,880	422,933	1,504,373
Ordinary income/loss	Bulkships	10,826	18,294	15,755	9,982	54,857	8,494	11,839	5,493	13,225	39,051
	Containerships	-5,001	-4,178	-9,244	-11,408	-29,831	-11,652	-9,733	-4,749	-6,730	-32,864
	Ferries/Coastal RoRo ships	861	1,577	1,443	543	4,424	921	1,527	1,438	620	4,506
	Associated businesses	2,521	1,802	2,939	2,909	10,171	3,108	2,621	3,436	3,172	12,337
	Others	1,385	237	1,769	158	3,549	678	-81	1,203	10	1,810
	Adjustment	298	-823	-1,670	-4,708	-6,903	-816	-1,409	1,494	1,316	585
Total	10,892	16,907	10,993	-2,525	36,267	733	4,765	8,313	11,615	25,426	

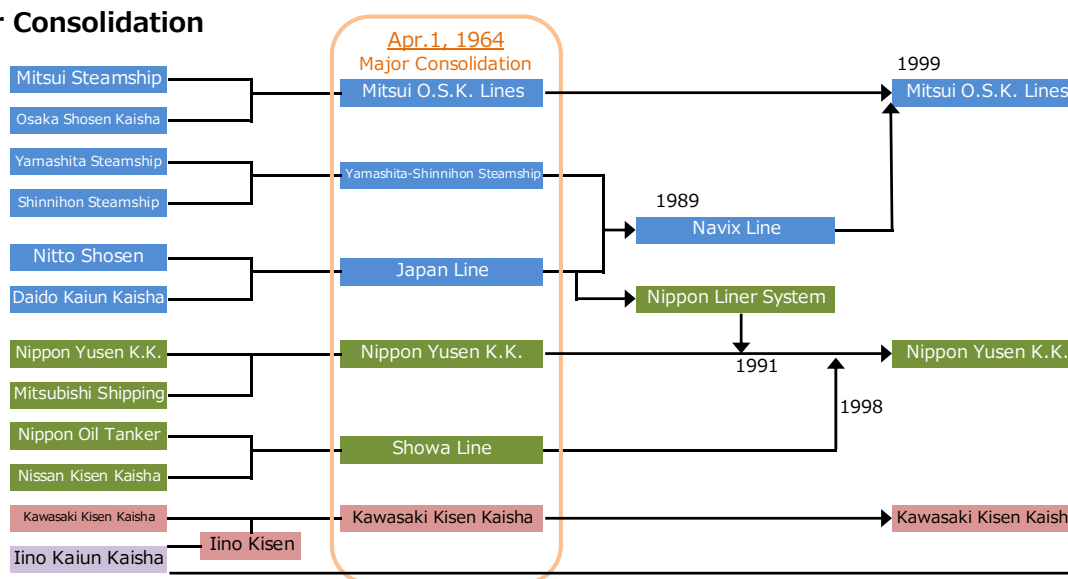
Note: A segment name change from Ferry/Domestic transport to Ferries/Coastal RoRo ships in FY2016.

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.
MOL acquires a share in LNG carrier operator BGT (BGT becomes an MOL consolidated subsidiary in 1998).
- 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.
The first double hull VLCC the *ATLANTIC LIBERTY*, is launched.
- 1996 MOL acquires a share in chemical tanker operator Tokyo Marine (Current: MOL Chemical Tankers Pte. Ltd.) which 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.
MOL receives EVO's Top Award for Container Service. *Eigen Verladere Organisatie(EVO)
- 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.
Japan's first participation in FSRU project (Build and charter world's largest FSRU in Uruguay) .
The chemical tanker pool management company "Milestone Chemical Tankers" is founded by Tokyo Marine.
- 2014 Mid-term management plan STEER FOR 2020, with the main theme of "Solid growth through innovative changes" starts.
MOL forms a strategic alliance with Brookfield, aimed at enhancing and expanding MOL's container terminal business.
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).

- 2014 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.
- 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".
Rotterdam World Gateway (RWG) Opens in Port of Rotterdam.
- 2016 MOL Breaks Ground on New Maritime Academy in Philippines
MOL, NYK, and K-Line agreed to establish a new J/V to integrate the container shipping businesses.
MOL moves into offshore vessel support field.
- 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.

(Ref.) Major Consolidation



● Credit Ratings (as of Jul.2017)

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

Credit Agency	Type of Rating	Rating
JCR	Long-term senior debt(issuer) rating	A-
R&I	Issuer rating	BBB
Moody's	Corporate family rating	Ba1

● Bonds (as of Jul.2017)

	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)(*3)	Apr/24/2014	4 years	Zero coupon	USD 300 mm	USD 300 mm
Euro USD Zero Coupon Convertible bonds(*2)(*3)	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

(*1) Conversion Price USD5.31: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) 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.

(*3) The aggregate anticipated future dilution ratio would be 8.11% (which is the percentage by which the total number of issued shares as of 31 March 2014 would increase in case that the two bonds are 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.

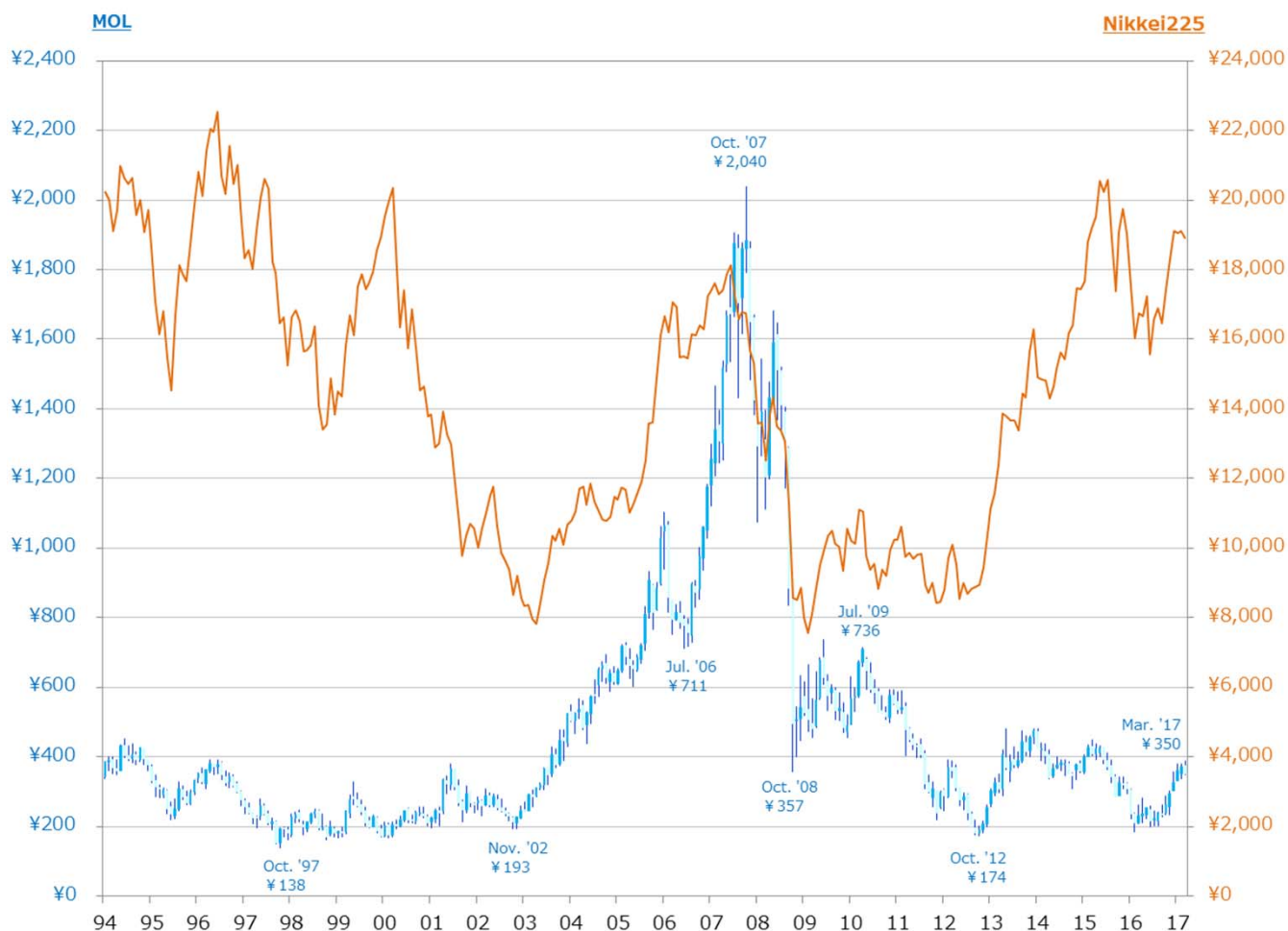
"Acquisition Shares" means such number of Shares per Bonds calculated by dividing (i) the amount by which the Acquisition Share Value exceeds the principal amount of each Bond by (ii) the Average VWAP per Share.

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

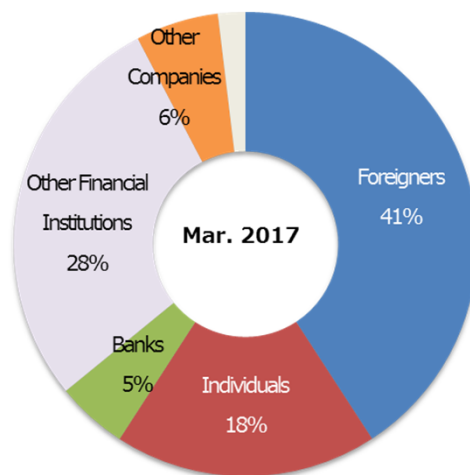
Principal amount of the Bond/Conversion Price × Average VWAP per share

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

● Share Price



● Shareholder Composition



● Shareholder Information

(as of Mar. 2017)

□ Capital	JPY 65,400,351,028
□ HQ	2-1-1, Toranomon, Minato-ku, Tokyo 105-8688, Japan
□ Number of employees	10,794 (Consolidated)
□ Number of shares authorized	3,154,000,000
□ Number of shares issued	1,206,286,115
□ Trading unit	1,000(*1)
□ Dividend record dates	Mar.31 for Year-end dividend / Sep.30 for Interim dividend
□ Number of shareholders	96,892
□ 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 will be 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 : <http://www.mol.co.jp/en/ir/index.html>
- Annual Report
- Investor Guidebook
- Corporate Profile
- Environmental and Social Report