

# Healthy. Survivo.

Under the captaincy of new president Koichi Muto, MOL has begun steaming ahead to achieve the goals of “GEAR UP! MOL,” its new midterm management plan. With one of the world’s largest and highly diverse fleets, an expansive global business network and varied financial strategies, we are well positioned to realize our goals.

Survival in the marine transport industry hinges on information. Leveraging our new “Business Intelligence Platform,” we will make the right decisions and take the right actions based on more sophisticated analysis of global economic conditions, market trends and other information than ever before.

The seven executives featured in this section are at the frontline of MOL’s efforts to materialize the goals of “GEAR UP! MOL.”



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**Question:**

What Big Advantage Will MOL Have This Year as a **Healthy Survivor** of Last Year's Great Recession?

**BULKSHIPS**

**DRY BULKERS**

**Answer:**

The world's largest fleet of dry bulkers with many different types of ships gives us excellent flexibility in allocating vessels to the spot market and medium- or long-term contracts. We are able to make flexible proposals to customers, including supplying vessels to help them bridge the gap between new vessel order and delivery. We also have the expertise and financial strength to quickly scale back our fleet in a market down-cycle.

More Segment Information on page **38**

**BULKSHIPS**

**TANKERS**

**Answer:**

The strength of MOL's tanker business lies in safe navigation of a huge fleet. Another advantage is our diversity, which allows us to quickly supply vessels ranging from VLCCs to product tankers, chemical tankers and LPG tankers. These strengths have been recognized by oil majors and other clients alike.

More Segment Information on page **41**



MASAFUMI YASUOKA  
Senior Managing Executive Officer



TSUNEO WATANABE  
Managing Executive Officer

## BULKSHIPS

### LNG CARRIERS

#### Answer:

MOL boasts the world's largest fleet of LNG carriers, which are managed from five locations throughout the world: Tokyo, London, Jakarta (Indonesia), Muscat (Oman) and Arzew (Algeria). Backed by this robust ship management network, we have earned the confidence of major clients for our safe navigation track record. We will continue working tirelessly to improve our safety standards and retain our reputation for excellence in the safe and stable transportation of LNG.

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## BULKSHIPS

### CAR CARRIERS

#### Answer:

We have one of the most extensive global networks in MOL. This allows us to quickly gather information worldwide for providing optimal solutions. Car shipping has always been a difficult sector for inexperienced operators to do well, because deep relationships of trust with automakers and high-quality transportation services are required. After the Lehman Brothers collapse, many relatively new entrants exited the market. This puts the onus on MOL even more now to fulfill its responsibilities as a market leader.

More Segment Information on page [43](#)



KAZUHIRO SATO  
Senior Managing Executive Officer



TOSHITAKA SHISHIDO  
Senior Managing Executive Officer



## CONTAINERSHIPS

### Answer:

The greatest strength of our container-ship operations is the diversity of our vessel portfolio. In the past, the more larger vessels one had the more competitive you were seen to be. Not anymore. Competitiveness these days lies in a company's ability to enter and exit markets with speed and use the right ship for the right port; such is the diversity of the ports around the world.

More Segment Information on page **44**

## FERRY AND DOMESTIC TRANSPORT

### Answer:

MOL has strong businesses besides the ocean-going vessel business. Our ferry and cruise ship operations, MOL's only B2C-type business, are benefitting from demand created by Japan's aging society. Cruise ships, in particular, are coming of age so to speak. And our real estate operations are leveraging their strong balance sheet to capitalize on opportunities to purchase real estate at low prices in Japan, which should boost the stable earnings already being generated.

More Segment Information on pages **47 and 48**



JUNICHIRO IKEDA  
Managing Executive Officer



YOICHI AOKI  
Executive Vice President

**Answer:**

MOL has conducted capital expenditures by efficiently managing funds as a group based on operating cash flows, while working to strengthen its financial position. Going forward, we intend to leverage our credit ratings, which are the highest in the marine transport industry, to raise funds on advantageous terms and further strengthen our international competitiveness. I am convinced that we can continue to convert the trust we have garnered from customers on account of our strong financial position into winning more contracts with favorable conditions.

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SHUGO AOTO  
Managing Executive Officer