

MOL at a Glance

SALES BREAKDOWN BY SEGMENTS

54%

BULKSHIPS

(Dry Bulkers, Tankers, LNG Carriers and Car Carriers)

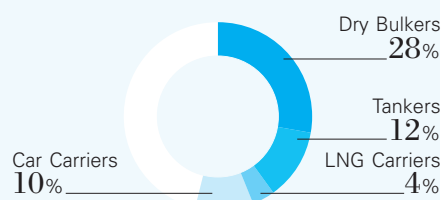
BUSINESS DESCRIPTION

MOL operates a world-class fleet of dry bulkers, tankers, LNG carriers and car carriers, including the world's largest fleet of dry bulkers, with 375 ships. Many of these are specialized vessels built specifically to suit a type of cargo; 142 (111 Cape-size and 31 Panamax) supply iron ore and coal to the steel industry, 36 are specialized steaming coal carriers, 52 supply wood chips to the paper industry, and 7 are heavy lifters. Another 138 are general cargo bulkers which transport all manner of bulk cargoes in a sector where volume is increasing by around 5% per annum, ranging from grain to industrial goods. MOL's

fleet of 195 tankers, which is one of the world's largest, is diversified to carry a wide range of liquefied products—46 are crude oil tankers, 51 are product tankers, 36 carry LPG and methanol, and 62 carry chemicals. MOL also has 76 LNG carriers, many assigned to specific projects, giving it the world's number-one share of this market. MOL operates a world-class fleet of 109* car carriers which offer high-quality service to transport finished vehicles to market. MOL has earned a reputation for reliability from its customers.

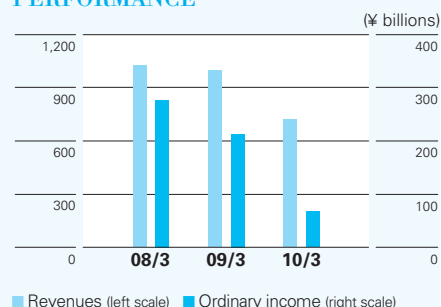
* Includes the ships of Nissan Motor Car Carrier Co., Ltd. which was made a consolidated subsidiary in fiscal 2009.

SALES BREAKDOWN



* Fiscal 2009 results. Please see page 92 for revenues figures.

PERFORMANCE



MOL FLEET COMPOSITION FY2009

DRY BULKERS

Bulk carriers



Vessels	2009	300	2010	316
Thousand deadweight tons	2009	28,626	2010	31,057

Wood chip carriers



Vessels	2009	48	2010	52
Thousand deadweight tons	2009	2,368	2010	2,583

Heavy lifters



Vessels	2009	8	2010	7
Thousand deadweight tons	2009	120	2010	88

LNG CARRIERS



Vessels	2009	72	2010	76
Thousand deadweight tons	2009	5,451	2010	5,785

TANKERS

Crude oil carriers



Vessels	2009	42	2010	46
Thousand deadweight tons	2009	10,955	2010	12,331

Chemical/Product tankers



Vessels	2009	127	2010	136
Thousand deadweight tons	2009	4,694	2010	5,173

LPG tankers



Vessels	2009	9	2010	13
Thousand deadweight tons	2009	389	2010	623

CAR CARRIERS



Vessels	2009	89	2010	109
Thousand deadweight tons	2009	1,434	2010	1,652

Note: Figures are as of March 31 of their respective year, including spot-chartered ships and those owned by joint ventures.

TOTAL FLEET

Vessels

2009 **861** 2010

905

Thousand deadweight tons

2009 **59,643** 2010 **64,337**

34%

4%

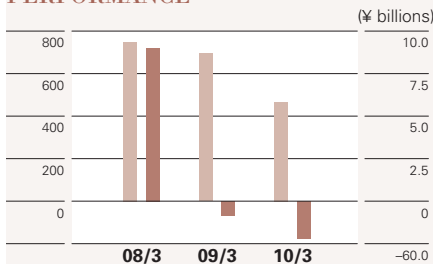
7%

CONTAINERSHIPS

BUSINESS DESCRIPTION

MOL operates a very diverse fleet of 101 containerships, both large and small, in all regions of the world. In addition to the key east-west routes linking Asia to North America and Asia to Europe, MOL also serves North-South or Intra-Asia routes, providing a balanced network that covers the entire globe and serves the transport needs of global clients. This segment also includes MOL's container terminal operations in Japan, the U.S., and Southeast Asia. In June 2009, the logistics business was integrated into containerships to capture greater synergies. MOL continues to provide optimal solutions matched to customer needs and a variety of services, including an ocean consolidation business (MOL Consolidation Service (MCS)) which can provide procurement and distribution services for various consumer products.

PERFORMANCE



■ Revenues (left scale) ■ Ordinary income (loss) (right scale)
Including ex-Logistics

CONTAINERSHIPS



Vessels

2009 **115** 2010 **101**

Thousand deadweight tons

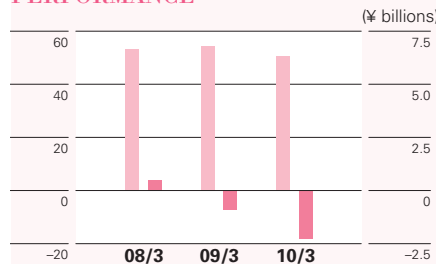
2009 **5,418** 2010 **4,856**

FERRY AND DOMESTIC TRANSPORT

BUSINESS DESCRIPTION

MOL has established an extensive service network which offers diversified and high-quality transportation services throughout Japan. As part of its efforts to address environmental concerns, the government is promoting a "modal shift" in transport, which emphasizes ferry transportation over trucking. The MOL Group serves as a model for this policy, with the most extensive domestic network of ferries and an aggressive program to tap latent demand for cargo shipping. MOL conducts activities such as planning tours in association with bus operators, and holding ferry observation tours for families in association with local governments. This segment also includes domestic transport of bulk cargoes such as coal, steel and salt.

PERFORMANCE



■ Revenues (left scale) ■ Ordinary income (loss) (right scale)

FERRIES AND DOMESTIC CARRIERS



Vessels

2009 **46** 2010 **44**

Thousand deadweight tons

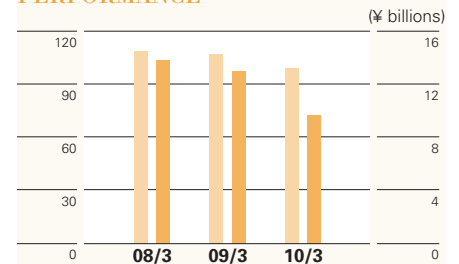
2009 **160** 2010 **161**

ASSOCIATED BUSINESSES

BUSINESS DESCRIPTION

This segment is centered on the office and residential building leasing operations of Daibiru Corporation, as well as one of Japan's largest tugboat operations. Other activities include marine consulting, maritime engineering, trading, and temporary staffing, most of which have some relationship to MOL's core ocean transportation business. The segment also covers the cruise ship operations of the fully renovated *Nippon Maru* and other cruise liners.

PERFORMANCE



■ Revenues (left scale) ■ Ordinary income (right scale)

CRUISESHIP AND OTHERS



Vessels


2009 **5** 2010 **5**

Thousand deadweight tons

2009 **28** 2010 **28**

MOL's Main Routes


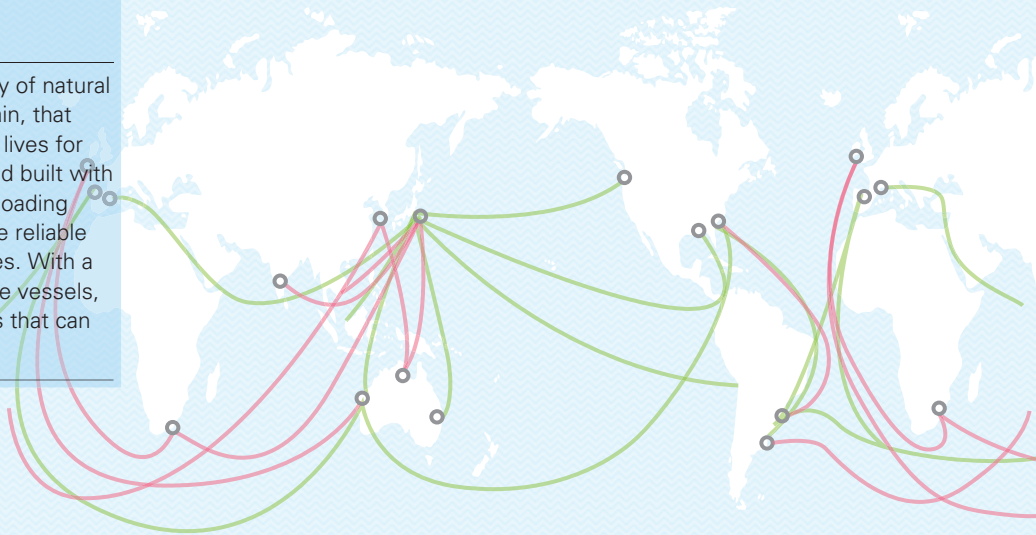
The MOL Group operates a total of approximately 900 vessels at present. This fleet is as diverse as it is large, including dry bulkers, which transport cargo ranging from steel raw materials and coal to wood chips, as well as oil tankers and LNG carriers, car carriers, and containerships that transport all manner of products. With this fleet, MOL sees itself as a “full-line marine transport group” capable of meeting the demands of the times in diverse fields.



DRY BULKERS

MOL's dry bulkers transport a wide variety of natural resources, including iron ore, coal and grain, that contribute to industrial growth and better lives for all. These vessels, which are designed and built with consideration given to the type of cargo, loading port and unloading destination, ensure the reliable transport of these crucial natural resources. With a dry bulker fleet ranging from small to large vessels, we provide high-quality transport services that can cater to diverse customer needs.

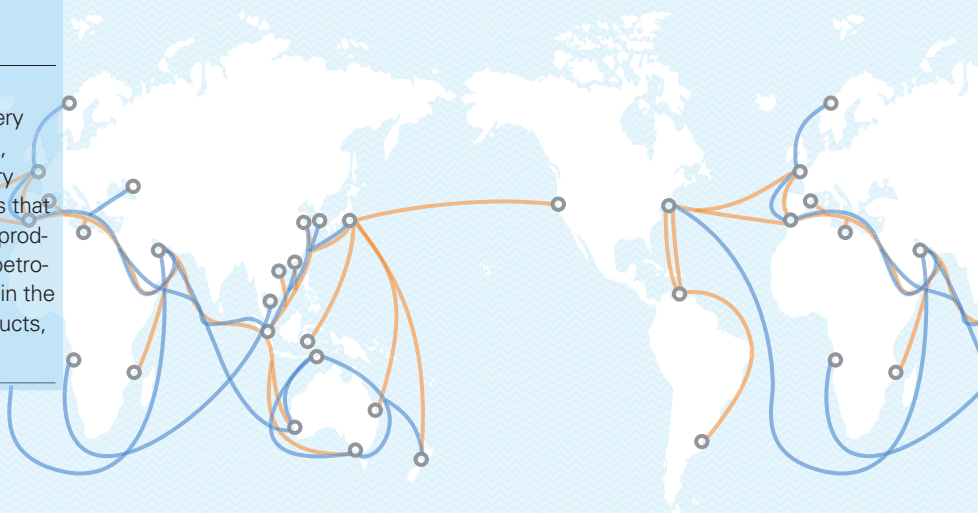
— Iron ore — Grain and others



TANKERS

MOL boasts one of the world's largest and most diverse tanker fleets. Our tanker fleet includes very large crude carriers (VLCCs) and other oil tankers, large and medium-sized product tankers that carry refined petrochemical products, chemical tankers that transport methanol and other liquefied chemical products, and LPG tankers for transporting liquefied petroleum gas. As experts with extensive experience in the safe and efficient transportation of liquefied products, we contribute to the stable supply of energy.

— Crude oil — Product





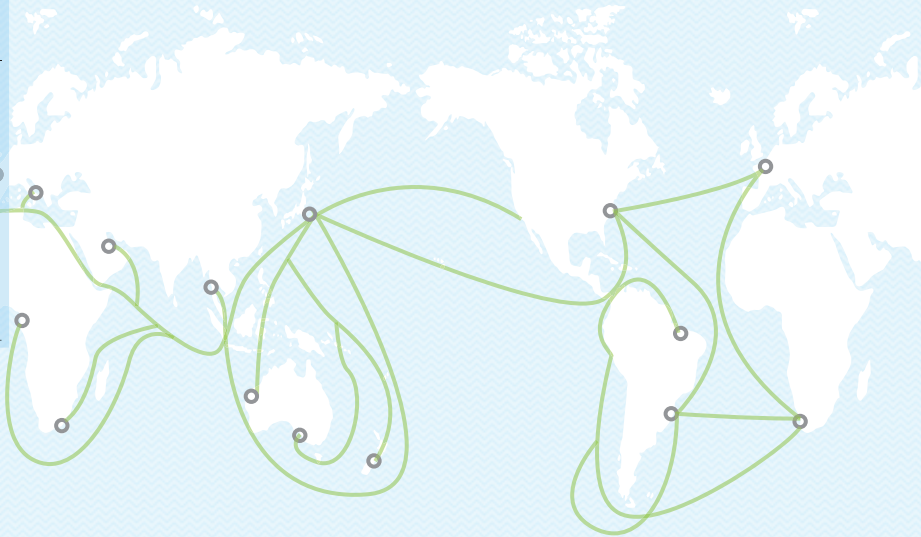
LNG CARRIERS

LNG is attracting considerable attention as an environmentally friendly clean energy resource and demand is rising around the world. At present, MOL is involved in approximately 20% of the LNG that is transported in the world through its ownership, management and operation of LNG carriers. With a top share in LNG transportation, we will meet ever-increasing LNG demand by ensuring reliable transportation through fleet expansion and safe operations.



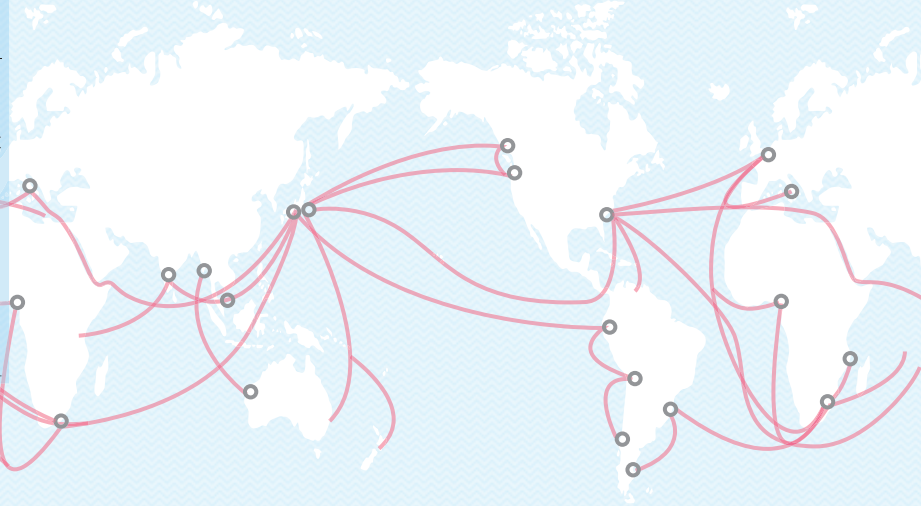
CAR CARRIERS

MOL provides safe and reliable transport services for exporting cars from Japan. In recent times, as automakers have started producing more vehicles overseas, demand has risen for service networks linking overseas ports without calling into Japan. Leveraging more than 45 years of know-how and experience in transporting cars, we provide comprehensive vehicle transport services.



CONTAINERSHIPS

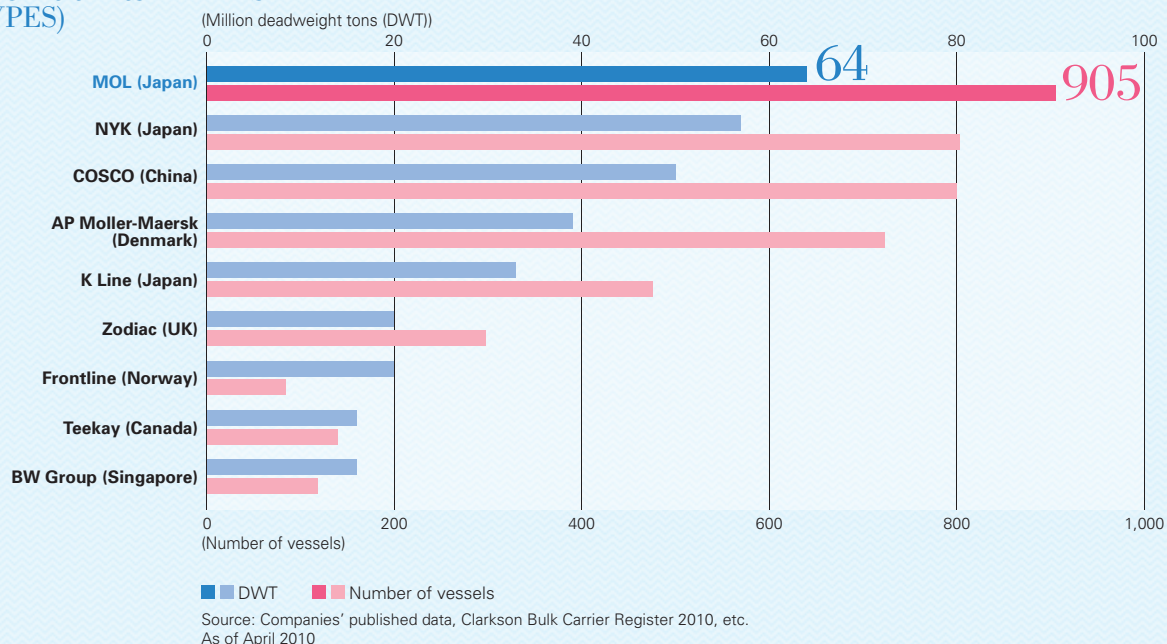
MOL's regular routes continue to widen around the globe year after year. In particular, in Asia, which has experienced striking economic development in recent years, and South America and Africa, regions where we have traditionally been strong, we are proud to say that we call into more ports than most of our rivals, thus catering to ever-diversifying customer needs. We also offer services for the Near and Middle East, Russia, Australia and elsewhere, providing a rich variety of high-quality transportation services.



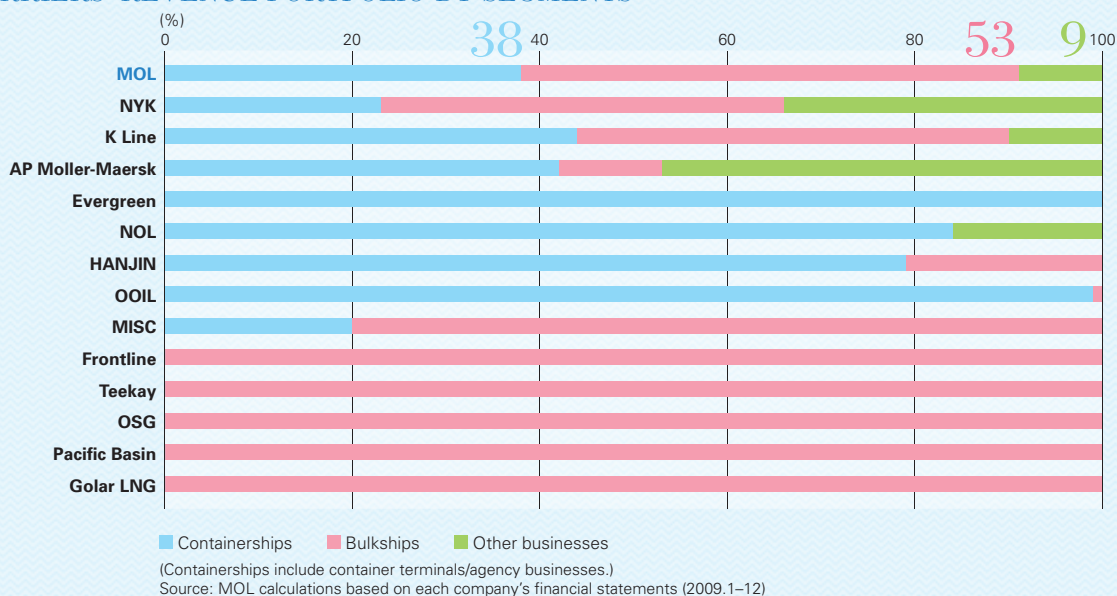
MOL in the Industry

MOL operates a large and balanced oceangoing fleet. In terms of its total fleet size and presence in individual market categories, MOL ranks among the world's largest shipping companies.

WORLD MAJOR CARRIERS' FLEETS (ALL VESSEL TYPES)

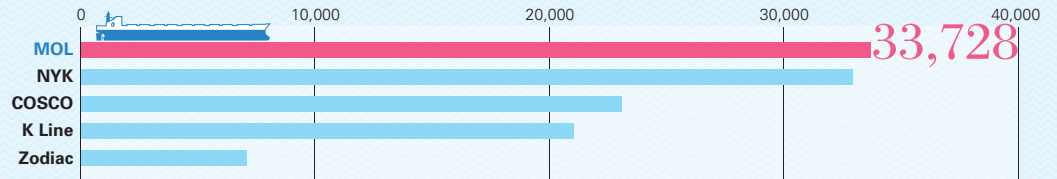


WORLD MAJOR CARRIERS' REVENUE PORTFOLIO BY SEGMENTS



DRY BULKERS

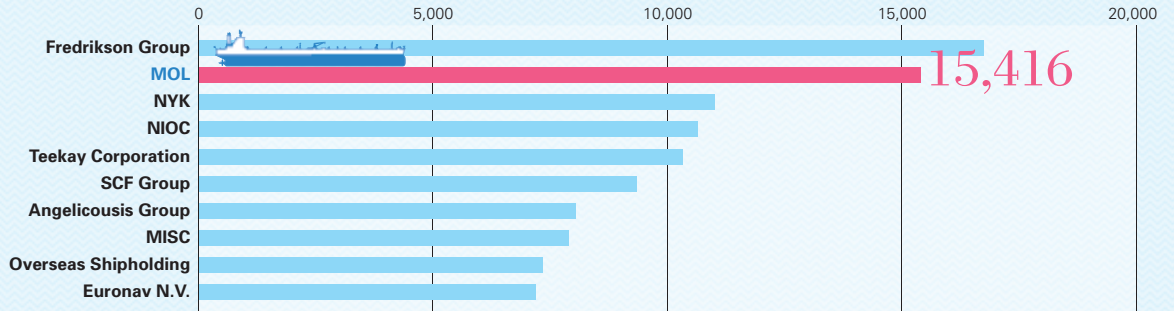
(Thousand deadweight tons)



Source: Companies' published data, Clarkson Bulk Carrier Register 2010, etc.
As of April 2010

TANKERS

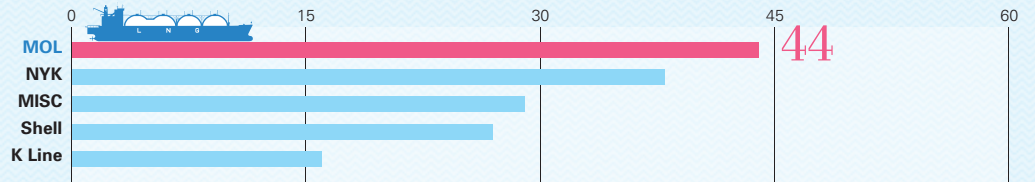
(Thousand deadweight tons)



Source: Clarkson Tanker Register 2010

LNG CARRIERS

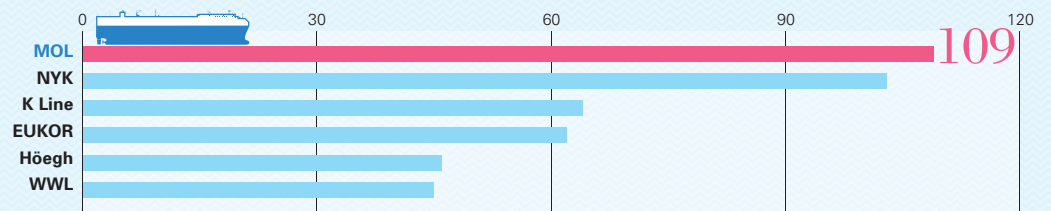
(Number of vessels)



The above number shows the LNG fleet under each company's management and ownership
Source: MOL internal calculation
As of April 2010

CAR CARRIERS

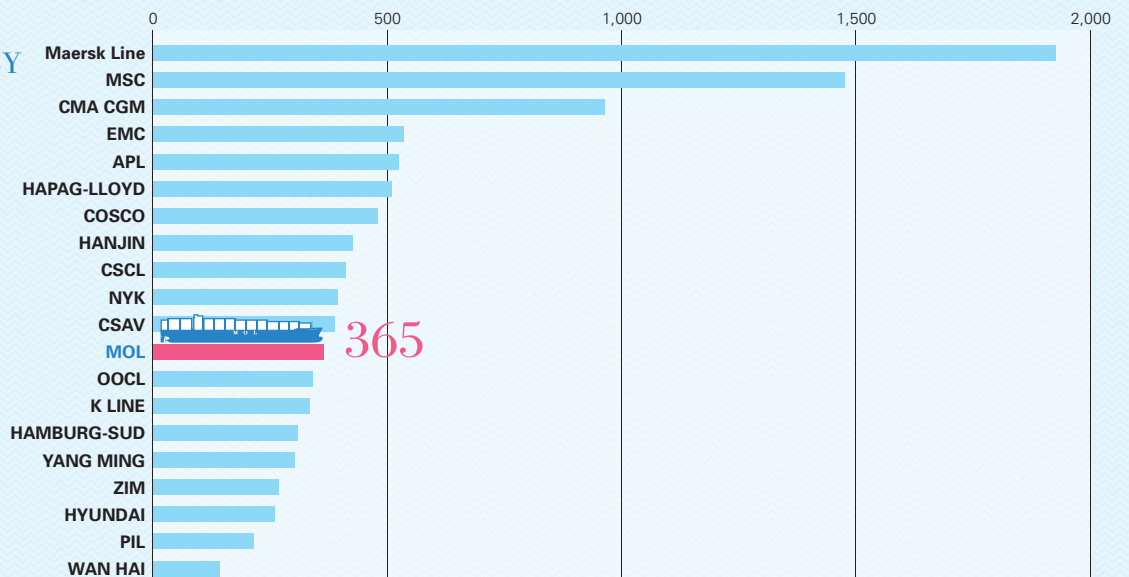
(Number of vessels)



Source: MOL internal calculation
As of April 2010

CONTAINERSHIPS BY TEU CAPACITY

(Thousand TEU)



Source: MDS Transmodal "Containership Databank," April 2010
As of April 2010