

	2005/3	2006/3	2007/3	2008/3
<b>For the year:</b>				
Shipping and other revenues	¥1,173,332	¥1,366,725	¥1,568,435	¥1,945,697
Shipping and other expenses	917,149	1,101,459	1,300,038	1,544,109
Selling, general and administrative expenses	84,388	92,273	100,324	110,303
Operating income (loss)	171,795	172,993	168,073	291,285
Ordinary income (loss)	174,979	176,502	182,488	302,219
Income (loss) before income taxes and minority interests	155,057	188,290	197,854	318,202
Net income (loss)	98,261	113,732	120,940	190,321
Free cash flows [(a) + (b)]	80,230	8,838	20,369	23,291
Cash flows from operating activities (a)	167,897	163,914	156,418	283,359
Cash flows from investing activities (b)	(87,667)	(155,076)	(136,049)	(260,068)
Depreciation and amortization	52,969	65,700	68,581	74,481

**At year-end:**

Total assets	1,232,252	1,470,824	1,639,940	1,900,551
Net vessels, property and equipment	665,320	769,902	847,660	1,047,825
Interest-bearing debt	514,131	571,429	569,417	601,174
Net assets	298,258	424,461	620,989	751,652
Shareholders' equity	298,258	424,461	550,764	679,315

**Amounts per share of common stock:**

Net income (loss)	¥81.99	¥94.98	¥101.20	¥159.14
Net assets	248.40	354.01	459.55	567.74
Cash dividends applicable to the year	16.00	18.00	20.00	31.00

**Management indicators:**

Gearing ratio (%)	173	135	104	88
Net gearing ratio (%)	157	120	94	79
Equity ratio (%)	24.2	28.9	33.6	35.8
ROA (%) <sup>(*)</sup>	15.7	13.1	11.7	17.1
ROE (%)	37.8	31.5	24.8	30.9
Dividend payout ratio (%)	19.5	19.0	19.8	19.5

Number of MOL Group employees: (the parent company and consolidated subsidiaries)	7,385	8,351	8,621	9,626
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<sup>(\*)</sup> Ordinary income (loss) / Average total assets at the beginning and the end of the fiscal year.

STEER FOR  
2020

RISE 2013

GEAR UP! MOL

MOL ADVANCE

Millions of yen

2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3
¥1,865,802	¥1,347,965	¥1,543,661	¥1,435,221	¥1,509,194	¥1,729,452	<b>¥1,817,070</b>
1,564,486	1,228,479	1,328,960	1,368,795	1,432,014	1,587,902	<b>1,683,795</b>
104,105	98,547	91,300	90,886	92,946	100,458	<b>116,025</b>
197,211	20,939	123,401	(24,460)	(15,766)	41,092	<b>17,250</b>
204,511	24,235	121,622	(24,320)	(28,568)	54,986	<b>51,330</b>
197,732	27,776	95,367	(33,516)	(137,939)	71,710	<b>58,332</b>
126,988	12,722	58,277	(26,009)	(178,847)	57,394	<b>42,356</b>
(71,038)	(40,055)	46,970	(129,298)	(25,285)	(25,615)	<b>(66,656)</b>
118,984	93,428	181,755	5,014	78,956	94,256	<b>92,495</b>
(190,022)	(133,484)	(134,785)	(134,313)	(104,241)	(119,871)	<b>(159,151)</b>
78,156	88,366	77,446	85,624	94,685	83,984	<b>87,804</b>
1,807,080	1,861,312	1,868,741	1,946,162	2,164,611	2,364,695	<b>2,624,050</b>
1,106,746	1,209,176	1,257,823	1,293,803	1,303,967	1,379,245	<b>1,498,028</b>
702,617	775,114	724,259	869,619	1,046,865	1,094,081	<b>1,183,401</b>
695,022	735,702	740,247	717,909	619,493	783,549	<b>892,435</b>
623,714	659,507	660,795	637,422	535,423	679,160	<b>782,557</b>
						Yen
¥106.13	¥10.63	¥48.75	(¥21.76)	(¥149.57)	¥47.99	<b>¥ 35.42</b>
521.23	551.70	552.83	533.27	447.76	567.90	<b>654.26</b>
31.00	3.00	10.00	5.00	–	5.00	<b>7.00</b>
113	118	110	136	196	161	<b>151</b>
99	105	100	123	158	135	<b>135</b>
34.5	35.4	35.4	32.8	24.7	28.7	<b>29.8</b>
11.0	1.3	6.5	(1.3)	(1.4)	2.4	<b>2.1</b>
19.5	2.0	8.8	(4.0)	(30.5)	9.5	<b>5.8</b>
29.2	28.2	20.5	–	–	10.4	<b>19.8</b>
10,012	9,707	9,438	9,431	9,465	10,289	<b>10,508</b>