

Financial and Non-Financial Highlights

	MOL ADVANCE				GEAR UP! MOL		RISE 2013	STEER FOR 2020			ROLLING PLAN
	2008/3	2009/3	2010/3	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3
Millions of yen											
For the year:											
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	¥1,652,393
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	1,513,736
Selling, general and administrative expenses	110,302	104,104	98,546	91,300	90,885	92,946	100,458	116,024	115,330	113,551	115,972
Operating profit (loss)	291,284	197,211	20,939	123,400	(24,459)	(15,766)	41,092	17,249	2,323	2,558	22,684
Ordinary profit (loss)	302,219	204,510	24,234	121,621	(24,320)	(28,568)	54,985	51,330	36,267	25,426	31,473
Income (loss) before income taxes and minority interests	318,202	197,732	27,776	95,366	(33,516)	(137,938)	71,710	58,332	(154,385)	23,303	(28,709)
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	(47,380)
Free cash flow [(a) + (b)]	23,291	(71,038)	(40,055)	46,970	(129,298)	(25,285)	(25,615)	(66,656)	182,508	(56,318)	(2,471)
Cash flows from operating activities (a)	283,359	118,984	93,428	181,755	5,014	78,955	94,255	92,494	209,189	17,623	98,380
Cash flows from investing activities (b)	(260,068)	(190,022)	(133,483)	(134,785)	(134,312)	(104,240)	(119,870)	(159,150)	(26,681)	(73,941)	(100,851)
Depreciation and amortization	74,480	78,155	88,366	77,445	85,624	94,685	83,983	87,803	92,771	87,190	86,629
At year-end:											
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	2,225,636
Net vessels, property and equipment	1,047,824	1,106,746	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
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	1,118,089
Net assets	751,652	695,021	735,702	740,247	717,909	619,492	783,549	892,435	646,924	683,621	628,044
Shareholders' equity	679,315	623,715	659,508	660,795	637,422	535,422	679,160	782,556	540,951	571,983	511,242
Amounts per share of common stock:*1											
Profit (loss) attributable to owners of parent (Yen)	¥1,591.40	¥1,061.30	¥ 106.30	¥ 487.50	¥ (217.60)	¥(1,495.70)	¥ 479.90	¥ 354.20	¥(1,425.00)	¥ 43.95	¥ (396.16)
Net assets (Yen)	5,677.39	5,212.26	5,517.01	5,528.30	5,332.70	4,477.60	5,679.00	6,542.60	4,522.80	4,782.25	4,274.81
Cash dividends applicable to the year (Yen)	310	310	30	100	50	0	50	70	50	20	20
Management indicators:											
Gearing ratio (Times)	0.88	1.13	1.18	1.10	1.36	1.96	1.61	1.51	1.93	1.96	2.19
Net gearing ratio (Times)	0.79	0.99	1.05	1.00	1.23	1.58	1.35	1.35	1.64	1.64	1.82
Equity ratio (%)	35.7	34.5	35.4	35.4	32.8	24.7	28.7	29.8	24.4	25.8	23.0
ROA (%)*2	17.1	11.0	1.3	6.5	(1.3)	(1.4)	2.4	2.1	1.5	1.1	1.4
ROE (%)	30.9	19.5	2.0	8.8	(4.0)	(30.5)	9.5	5.8	(25.8)	0.9	(8.7)
Dividend payout ratio (%)	19.5	29.2	28.2	20.5	—	—	10.4	19.8	—	45.5	—
CO ₂ emissions of MOL fleet (Thousand tons)	20,065	20,374	18,684	20,053	19,435	19,053	18,860	18,803	18,676	18,204	17,774
Number of MOL Group employees (the parent company and consolidated subsidiaries)	9,626	10,012	9,707	9,438	9,431	9,465	10,289	10,508	10,500	10,794	10,828

* Rounded down to the nearest ¥1 million

*1 The Company consolidated every 10 shares into 1 share effective October 1, 2017. Accordingly, figures have been calculated as if the consolidation of shares had been conducted at the beginning of the fiscal year ended March 31, 2008.

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