

Financial and Non-Financial Highlights

(Millions of yen)

	GEAR UP! MOL			RISE 2013	STEER FOR 2020			ROLLING PLAN			
	2011/3	2012/3	2013/3	2014/3	2015/3	2016/3	2017/3	2018/3	2019/3	2020/3	2021/3
For the year											
Shipping and other revenues	¥1,543,660	¥1,435,220	¥1,509,194	¥1,729,452	¥1,817,069	¥1,712,222	¥1,504,373	¥1,652,393	¥1,234,077	¥1,155,404	¥ 991,426
Shipping and other expenses	1,328,959	1,368,794	1,432,014	1,587,902	1,683,795	1,594,568	1,388,264	1,513,736	1,094,915	1,035,771	911,055
Selling, general and administrative expenses	91,300	90,885	92,946	100,458	116,024	115,330	113,551	115,972	101,442	95,852	85,674
Operating profit (loss)	123,400	(24,459)	(15,766)	41,092	17,249	2,323	2,558	22,684	37,718	23,779	(5,303)
Ordinary profit (loss)	121,621	(24,320)	(28,568)	54,985	51,330	36,267	25,426	31,473	38,574	55,090	133,604
Income (loss) before income taxes and non-controlling interests	95,366	(33,516)	(137,938)	71,710	58,332	(154,385)	23,303	(28,709)	46,778	47,130	100,313
Profit (loss) attributable to owners of parent	58,277	(26,009)	(178,846)	57,393	42,356	(170,447)	5,257	(47,380)	26,875	32,623	90,052
Free cash flow [(a) + (b)]	46,970	(129,298)	(25,285)	(25,615)	(66,656)	182,508	(56,318)	(2,471)	(143,093)	(6,527)	44,238
Cash flows from operating activities (a)	181,755	5,014	78,955	94,255	92,494	209,189	17,623	98,380	55,248	100,723	98,898
Cash flows from investing activities (b)	(134,785)	(134,312)	(104,240)	(119,870)	(159,150)	(26,681)	(73,941)	(100,851)	(198,341)	(107,250)	(54,660)
Depreciation and amortization	77,445	85,624	94,685	83,983	87,803	92,771	87,190	86,629	90,138	87,765	85,798
At year-end											
Total assets	¥1,868,740	¥1,946,161	¥2,164,611	¥2,364,695	¥2,624,049	¥2,219,587	¥2,217,528	¥2,225,096	¥2,134,477	¥2,098,717	¥2,095,559
Total tangible fixed assets	1,257,823	1,293,802	1,303,967	1,379,244	1,498,028	1,376,431	1,323,665	1,290,929	1,193,910	1,201,698	1,099,458
Total investments and other assets	257,286	249,228	323,468	422,426	577,157	353,197	381,097	425,300	524,411	533,320	637,736
Interest-bearing debt	724,259	869,619	1,046,865	1,094,081	1,183,401	1,044,980	1,122,400	1,118,089	1,105,873	1,096,685	1,026,994
Net assets	740,247	717,909	619,492	783,549	892,435	646,924	683,621	628,044	651,607	641,235	699,150
Shareholders' equity	660,795	637,422	535,422	679,160	782,556	540,951	571,983	511,242	525,064	513,335	577,782
Amounts per share of common stock*1											
Profit (loss) attributable to owners of parent (Yen)	¥ 487.50	¥ (217.60)	¥(1,495.70)	¥ 479.90	¥ 354.20	¥(1,425.00)	¥ 43.95	¥ (396.16)	¥ 224.72	¥ 272.79	¥ 752.98
Net assets (Yen)	5,528.30	5,332.70	4,477.60	5,679.00	6,542.60	4,522.80	4,782.25	4,274.81	4,390.39	4,292.31	4,830.12
Cash dividends applicable to the year (Yen)	100	50	0	50	70	50	20	20	45	65	150
Management indicators											
Gearing ratio (Times)	1.10	1.36	1.96	1.61	1.51	1.93	1.96	2.19	2.11	2.14	1.78
Net gearing ratio (Times)	1.00	1.23	1.58	1.35	1.35	1.64	1.64	1.82	1.88	1.94	1.63
Equity ratio (%)	35.4	32.8	24.7	28.7	29.8	24.4	25.8	23.0	24.6	24.5	27.6
ROA (%)	6.5	(1.3)	(1.4)	2.4	2.1	1.5	1.1	1.4	1.8	2.6	6.4
ROE (%)	8.8	(4.0)	(30.5)	9.5	5.8	(25.8)	0.9	(8.7)	5.2	6.3	16.5
Dividend payout ratio (%)	20.5	—	—	10.4	19.8	—	45.5	—	20.0	23.8	19.9
CO₂ emissions of MOL Group*2 fleet (Thousand tons)											
	20,073	19,660	18,876	17,810	18,803	18,676	18,203	17,774	12,199	11,137	9,665
Number of MOL Group*3 employees											
	9,438	9,431	9,465	10,289	10,508	10,500	10,794	10,828	8,941	8,931	8,571

Note: Rounded down to the nearest one million yen

*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, 2011.

*2 The Company and its consolidated subsidiaries. Emissions at Ocean Network Express Pte. Ltd. (ONE), which began operations in fiscal 2018, are not included. (The emissions of ONE have been retroactively deducted from the figures for FY2018 and FY2019 to unify the scope of calculation.)

*3 The Company and its consolidated subsidiaries

The MOL Group's Global Network



- Headquarters and Chief Executive Representative Offices
- Chief Country / Regional Representative Offices
- Group company (50% stake or more) offices

Countries and Regions with Group Offices (As of April 30, 2021)

Europe / Africa	Asia / Middle East / Oceania	North America / Central America / The Caribbean	South America
United Kingdom	Japan	United States	Brazil
Italy	Philippines	Canada	Chile
Netherlands	Sultanate of Oman	Mexico	Colombia
Denmark	Qatar	Panama	
Germany	United Arab Emirates		
France	Australia		
Belgium	New Zealand		
Czech Republic			
Poland			
	Republic of Korea		
	Singapore		
	China		
	Vietnam		
	Malaysia		
	Myanmar		
	India		
	Sri Lanka		
	Indonesia		
	Thailand		
	Taiwan		
	Hong Kong		
	South Africa		
	Mozambique		
	Republic of Mauritius		
	Turkey		
	Kenya		
	South Africa		

History of the MOL Group

Building trust by anticipating customer needs and the demands of the times

1884
Osaka Shosen Kaisha (O.S.K. Line) is established by a union of small- and medium-sized shipowners in the Kansai region.

1890
O.S.K. Line launches its first overseas route service between Osaka and Busan.

1909
O.S.K. Line launches its first long-distance ocean service between Hong Kong and Tacoma.

1930
KINAI MARU, a high-speed cargo ship, travels from Yokohama to New York in 25 days, 17 hours, and 30 minutes (advanced ships at the time averaged 35 days back then).

1939
ARGENTINA MARU and BRASIL MARU, two leading cargo-passenger ships in prewar Japan, ply routes to South America.

1942
Mitsui & Co., Ltd. spins off its shipping department to create Mitsui Steamship Co., Ltd. (Mitsui Line).

1964
Industry restructuring through consolidation of marine transport companies
O.S.K Line and Mitsui Line merge to form Mitsui O.S.K. Lines, Ltd.

1965
MOL launches Japan's first specialized car carrier, the OPPAMA MARU.

1968
Service of full containership the AMERICA MARU begins.

1993
Crew training school is established in the Philippines.

1995
World's first marine transport alliance called The Global Alliance (TGA) is formed with two overseas shipping companies.

1999
New Mitsui O.S.K. Lines is established through the merger of MOL and Navis Line.

2004
Daibiru Corporation becomes a consolidated subsidiary of MOL.

2010
First participation in FPSO project

2017
Becomes the first company to own an FSRU in Asia

2018
Container shipping joint venture of three Japanese companies, Ocean Network Express Pte. Ltd.(ONE), starts business operations.

Establishment of maritime academy in the Philippines

Accomplishing the Company's first natural gas transportation in the Arctic Ocean eastward route using an ice-breaking LNG carrier

2020
MOL's first LNG bunkering vessel is delivered.

Information Disclosure and External Recognition

Promoting Information Disclosure and Engagement

MOL recognizes the importance of accurately disclosing business and financial information at appropriate times in order to be accountable to shareholders and investors, and feeds back their opinions into management.

At MOL, top management are directly engaged in investor relations (IR) activities. The CEO himself participates in meetings (individual and group settings) with investors in Japan and from abroad, in addition to interim and annual results briefings, to explain results in his own words and be accountable to shareholders.

In the interest of fair disclosures, when announcing quarterly results, MOL discloses financial highlights in Japanese and English on the Tokyo Stock Exchange's TDnet while also posting financial results presentation materials in both languages on the Company's website. Update notices for such information is emailed to domestic and overseas investors at their request. MOL also offers a wide range of information related to investment decisions, such as its management strategy, investment plans, market conditions, sustainability initiatives, and other topics through its website. The Company will continue to enhance the quality and volume of information disclosures in accordance with fair disclosure rules.

As advocated by Japan's Corporate Governance Code, MOL proactively engages in constructive dialogues with shareholders and investors. In fiscal 2021, in light of the ship grounding and oil spill accident off Mauritius, MOL held a dialogue with the Institutional Investors Collective Engagement Forum.

Moreover, feedback on the content of discussions with

shareholders and investors and analysts is provided to management in a regular manner and utilized to enhance corporate value. In fiscal 2021, the Company announced revisions to its director remuneration system, updates to its environmental vision, its intentions for medium-term shareholder returns, and a reassessment of sustainability issues that is currently underway. The candid opinions we received from shareholders and investors were a major driving force behind these initiatives.

The fulfillment of accountability is not limited to providing management and financial information. The Company holds regular drills on responding to the media in emergencies to establish capabilities for timely, appropriate disclosure and endeavors to ensure prompt disclosure of accident-related information.

Going forward, MOL will continue taking measures to enhance trust in its business policies and management through close communication and engagement with a wide range of stakeholders.

Examples of discussion topics that arose in investor engagement and were reflected in the Company's policies and measures

- Formulation of succession plan for president and CEO
- Review of director remuneration system
- Establishing of MOL Group Environmental Vision 2.1, which targets net zero GHG emissions by 2050
- Emphasis on free cash flow
- Disclosure of intentions to augment shareholder returns

IR Activities in Fiscal 2020

Activity	Frequency	Details
For securities analysts and institutional investors	Business performance presentations	4 times Quarterly results / forecasts
	CEO's small meetings	5 times Two held each in spring and autumn, once for responsible investment managers
For overseas institutional investors	Overseas investor road shows	4 times Held online (twice in Europe, once in North America, once in Asia)
	Conferences held by securities companies	4 times Participation in online conference (individual meetings)
For individual investors	Corporate presentations for individual investors	1 time Participation in online seminars for individual investors

IR Materials (Available on MOL's website)

Material	Japanese	English
Stock exchange filings (financial highlights, etc.)	Yes	Yes
Business performance presentation materials (including summaries of Q&A sessions)	Yes	Yes
Business performance results briefing video	Yes	No
Integrated report	Yes	Yes
Securities reports ["Yuho"]	Yes	No
Quarterly reports	Yes	No
Business reports for shareholders	Yes	No*
Investor guidebook	Yes	Yes
Market data	Yes	Yes

* Translation for reference and convenience purpose only is available.

External Recognition



Glossary (In alphabetical order)

■ CCS (Carbon Capture and Storage)

■ CCU (Carbon Capture and Utilization)

CCS is a technology for capturing and storing carbon dioxide before it is released into the atmosphere at plants and power stations. CCU is a technology for using captured carbon dioxide to make fuel and chemicals. Combining these two technologies is called CCUS (Carbon Capture, Utilization, and Storage).

■ Chemical Tankers

Tankers fitted with multiple tanks to transport many different types of liquid chemical cargo at the same time. These tankers have complex design specifications, as they are equipped with independent pipelines, cargo pumps, and temperature-regulating functions for each tank, in addition to dedicated facilities for cleaning and other features.

■ FPSO (Floating Production, Storage and Offloading System)

FPSO is floating facilities that produce, store and offload oil and gas. Crude oil produced and stored offshore is directly loaded into shuttle tankers for transport.

■ FSRU (Floating Storage and Regasification Unit)

■ FSU (Floating Storage Unit)

An FSU is a floating facility for storing LNG offshore. An FSRU has the same structure as an FSU with an additional function for regasification of LNG onboard, with which it can send out vaporized natural gas to land through a pipeline. FSRUs and FSUs are being adopted for a growing number of projects to establish LNG receiving terminals all over the world because of their advantages, including a shorter lead time and lower costs compared to conventional onshore receiving terminals.

■ Highly Stable Profits

Profits that are stably generated by contracts of two years or more, and projected profits from highly stable businesses. Highly stable profits are currently provided by the following: Dry bulkers, Tankers, and LNG carriers / Offshore businesses under medium and long-term contracts; Real estate and Tugboats.

■ IMO (International Maritime Organization)

A United Nations specialized agency that promotes intergovernmental cooperation on technical and legal issues affecting international shipping, such as maritime safety, navigation efficiency, and prevention of marine pollution. It also creates a regulatory framework for the shipping industry that is fair and effective, universally adopted, and universally implemented.

■ LNG Carriers

Tankers designed for the transportation of liquefied natural gas (LNG). To transport LNG which has been cooled to -162°C, LNG carriers make use of a wide variety of technologies in various ship parts, including specialized tanks that can withstand extremely cold temperatures and emergency shut-off devices to prevent accidents in cargo operation.

■ Market Exposure

Market exposure is when a company takes the risk of shipping market fluctuations due to a mismatch of ship procurement and operation, when spot contracts or short-term cargo contracts are allocated to ships (both owned vessels and chartered vessels) procured on the assumption they will be used over the medium or long term. MOL defines market exposure ships as medium- to long-term procured ships without contracts lasting more than two years. While monitoring the ratio of market exposure ships, management properly controls the total shipping market fluctuation risks.

■ NOx

Nitrogen oxide (NOx) is a cause of atmospheric pollution, and it is created when nitrogen combines with oxygen in the air under high temperatures, like when fuel is combusted inside engines. NOx emissions from ships are regulated by IMO rules, and the third set of NOx regulations went into effect in 2016.

■ Open-Hatch Carriers

Cargo ships with several box-shaped storage areas with wide openings, equipped with jib cranes or gantry cranes. These ships can efficiently load and transport rectangular-shaped unit cargoes, such as wood pulp, steel products, and project materials.

■ RoRo (Roll-on / Roll-off) Ships

These ships have rampways that allow vehicles to be driven on and off the ship. They can also transport trucks and trailers loaded with cargo. Among ships equipped with RoRo systems, there are pure car carriers that transport vehicles and construction machines that are not loaded with any cargo, as well as ferries that transport cargo vehicles, travelers, and privately owned vehicles.

■ Subsea Support Vessels

Vessels designed for installation and maintenance of subsea facilities during production and exploitation of offshore oil and gas fields.

■ Small- and Medium-Sized Bulkers

Panamax, Handymax, and Handysize dry bulkers that mainly transport general bulk cargo, such as coal, grain, salt, cement, and steel products.

■ SBT (Science Based Targets)

In 2015, the SBT initiative was jointly created by the World Wildlife Fund (WWF), CDP, the United Nations Global Compact, and the World Resources Institute (WRI) for corporations to set targets for reducing GHGs based on scientific knowledge. It has become a global standard for formulating targets in line with the Paris Agreement.

■ SOx

SOx encompasses sulfur dioxide (SO₂) and other sulfur oxides, which are substances that pollute the atmosphere when oil, coal, and other fossil fuels that contain sulfur is incinerated. In the shipping industry, SOx emissions in the exhaust gas of ships are regulated, and in January 2020, regulations were tightened, greatly reducing the allowable sulfur content in bunker fuel from 3.5% to less than 0.5% (general sea areas).

■ TCFD (Task Force on Climate-related Financial Disclosures)

A disclosure framework specializing in climate-related information. It encourages companies to disclose the financial impact climate change has on their business.

Shareholder Information

Capital	¥65,400,351,028
Head Office	1-1, Toranomon 2-chome, Minato-ku, Tokyo 105-8688, Japan
Number of MOL employees	1,119
Number of MOL Group employees (The parent company and consolidated subsidiaries)	8,571
Total number of shares authorized	315,400,000
Number of shares issued	120,628,611
Number of shareholders	83,778
Shares listed on	Tokyo Stock Exchange
Share transfer agent (Contact information)	Sumitomo Mitsui Trust Bank, Limited Stock Transfer Agency Business Planning Department 8-4, Izumi 2-chome, Suginami-ku, Tokyo 168-0063, Japan
Communication materials	MOL Report (English / Japanese) Investor Guidebook (English / Japanese) Market Data (English / Japanese) Website (English / Japanese) YouTube Official Channel (English / Japanese)

[As of March 31, 2021]

For further information, please contact:

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Stock Price (Tokyo Stock Exchange) and Volume of Stock Trade

