

# Supporting and Changing the World from the Blue Oceans

Since our founding more than 130 years ago, we have taken on new business challenges by making use of the oceans and establishing bonds with countries, companies, and people around the world.

Now, we are beginning ambitious new initiatives.

MOL will realize transport that is safe, economical, and environment-friendly, introduce trailblazing marine transport technologies, and take on the challenge of expanding new business fields in growth regions.

Our overriding goal is to transform from a full-line marine transport company into a social infrastructure group centered on marine transport. We will continue taking on the challenge of further evolution aimed at achieving a sustainable future.

## ◆ MOL Group Corporate Mission

**From the blue oceans, we sustain people's lives and ensure a prosperous future.**

## ◆ MOL Group Vision

We will develop a variety of social infrastructure businesses in addition to traditional shipping businesses, and will meet the evolving social needs including environmental conservation, with innovative technology and services.

MOL group aims to be a strong and resilient corporate group that provides new value to all stakeholders and grows globally.

## Transforming into a Social Infrastructure Group Centered on Marine Transport

We are developing a broad spectrum of social infrastructure businesses by leveraging the expertise and networks we have developed through our core business of marine transport. By extending our business domain, we will become a corporate group that helps address and solve a wider range of social issues than ever before.

Offshore Businesses



Offshore Wind Power Generation-Related Businesses



Logistics Business



Terminal Business



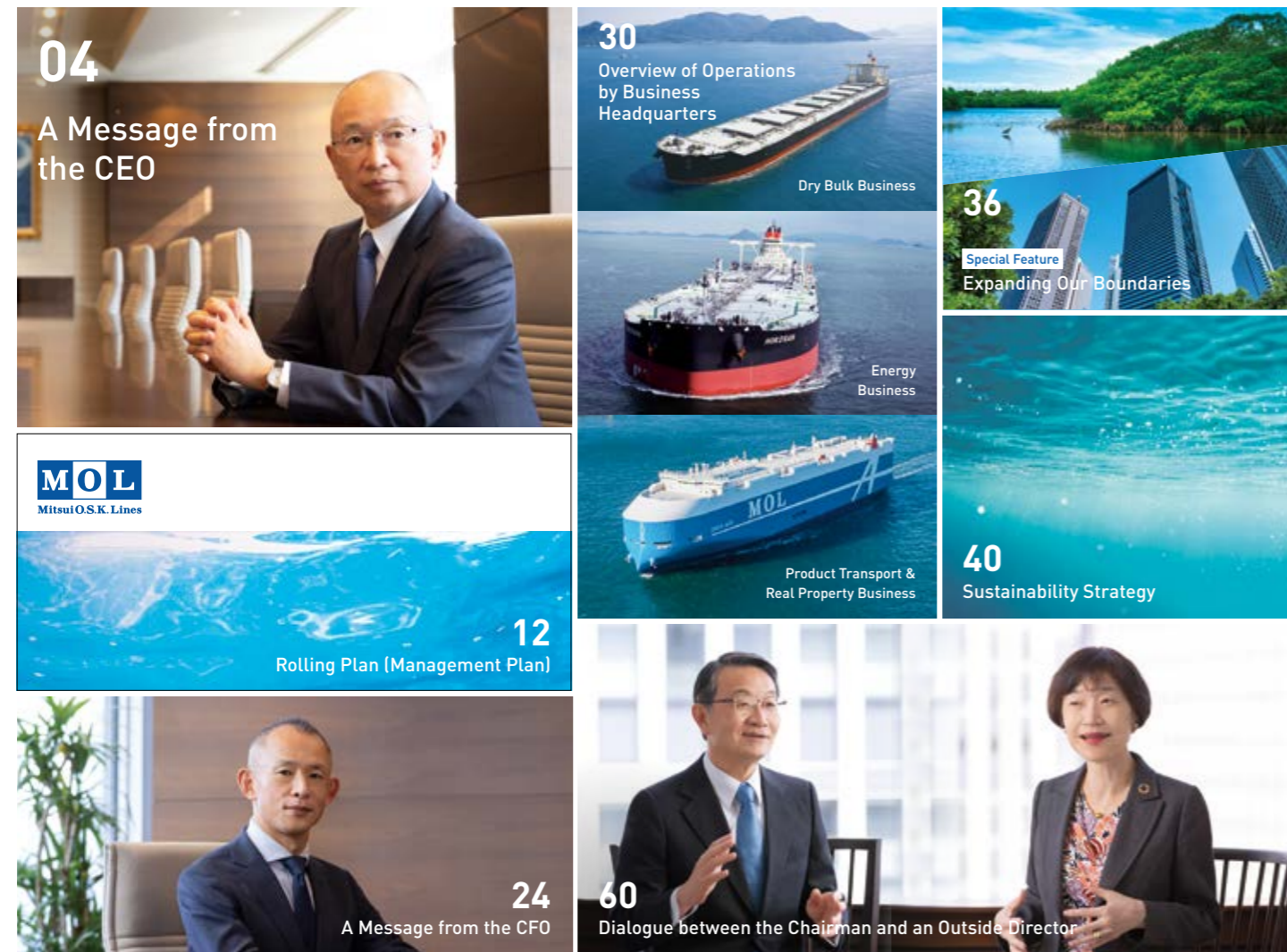
Clean Energy Businesses



Real Property Business



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**Upon Publication of MOL REPORT 2022**  
 Having experienced the booming emerging economies of the 2000s and two structural reforms of its businesses in the 2010s, the MOL Group is presently in the process of dramatically changing its corporate profile. This transformation is being advanced and led by the CEO, who took office in April 2021. In the same month, the MOL Group revised its corporate mission, long-term vision, values, and action guidelines to reflect society's current expectations.

We have prepared MOL Report 2022 to provide an easy-to-understand explanation of our goal—which is to become a social infrastructure group centered on marine transport—and the type of value that we will create by realizing this goal. Accordingly, we have included explanations that are more detailed and specific based on Rolling Plan 2022 and the MOL Sustainability Plan, which were announced in April 2022.

We have also provided an overview of initiatives to enhance the effectiveness of governance in recent years and the benefits of these initiatives.

We sincerely hope this report serves as a tool that deepens dialogue with shareholders, investors, and other stakeholders, thereby enabling management to receive better feedback and further enhancing disclosure.

Investor Relations Team, MOL Report 2022

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**Scope of the Report**  
 The MOL Group, comprising Mitsui O.S.K. Lines, Ltd., 373 consolidated subsidiaries, 127 equity-method affiliates, and other affiliated companies (if the subject of activities or data are limited, this is indicated by notes in the report.)

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**Forward-Looking Statements**  
 This report contains forward-looking statements concerning MOL's future plans, strategies, and performance. These statements represent assumptions and beliefs based on information currently available\* and are not historical facts. Furthermore, forward-looking statements are subject to a number of risks and uncertainties that include, but are not limited to, economic conditions, worldwide competition in the shipping industry, customer demand, foreign currency exchange rates, bunker prices, tax laws, and other regulations. MOL therefore cautions readers that actual results may differ materially from these predictions.

\* As of the end August 2022, unless otherwise specified

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#### Referenced Guidelines

- "Integrated Reporting Framework," IFRS Foundation
- "Guidance for Collaborative Value Creation," Ministry of Economy, Trade and Industry



Underlined words in this report are explained in the Glossary on page 82.

#### Vessel on the Cover

The cover photograph shows a service operation vessel (SOV) specially designed to support the maintenance of offshore wind farms. While SOVs have become widely used in Europe, this is the first newbuild SOV of its kind in Asia. With accommodation for up to 90 personnel, the vessel is equipped with a dynamic positioning system that maintains a constant distance between the vessel and an offshore wind turbine. Also, the vessel has a special gangway that enables technicians to safely transfer from the vessel to an offshore wind turbine. After completion in March 2022, the vessel was chartered on a long-term basis to Ørsted A/S, the world's largest offshore wind farm operator, and is now engaged in supporting operations and maintenance at the 900 MW Greater Changhua Wind Farms in Taiwan.

