Mitsui O.S.K. Lines, Ltd.

MOL

Financial Highlights: Fiscal Year 2025 Ended March 31, 2026

1. Consolidated Financial Highlights (from April 1, 2025 to March 31, 2026)

(All financial information has been prepared in accordance with accounting principles generally accepted in Japan)

(1) Operating Results

(¥ Million)

	FY2025	FY2024
Revenues	1,825,098	1,775,470
Operating profit	127,002	150,851
Ordinary profit	175,839	419,703
Profit attributable to owners of parent	213,260	425,492

(¥)

	FY2025	FY2024
Net income per share	619.78	1,186.60
Diluted net income per share	618.80	1,184.45
Return to shareholders' equity	7.7%	16.9%
Rate of ordinary income on assets	3.2%	9.2%
Operating profit ratio	7.0%	8.5%

(2) Financial Position

(¥ Million)

	FY2025	FY2024
Total assets	5,962,245	4,984,449
Total net assets	2,929,073	2,724,218
Shareholders' equity* / Total assets	48.2%	53.9%

(¥)

	FY2025	FY2024
Net assets per share	8,365.13	7,687.49

*Shareholders' equity is defined as follows.
Shareholders' equity = Total net assets - (Share option + Non-controlling interests)

2. Dividends

	Dividend per share (¥)					Total dividends paid (¥ Million)	Dividend pay-out ratio	Dividend ratio to shareholders' equity
	Q1	Q2	Q3	Year-end	Total			
FY2024	—	180.00	—	180.00	360.00	128,157	30.3%	5.1%
FY2025	—	85.00	—	115.00	200.00	68,710	32.3%	2.5%
FY2026 (Outlook)	—	100.00	—	105.00	205.00		41.4%	

3. Forecast for the Fiscal Year Ending March 31, 2027

(¥ Million)

	FY2026
Revenues	2,040,000
Operating profit	105,000
Ordinary profit	145,000
Profit attributable to owners of parent	170,000

(¥)

Net income per share	494.77

(Reference)

Non-Consolidated Financial Highlights (from April 1, 2025 to March 31, 2026)

(All financial information has been prepared in accordance with accounting principles generally accepted in Japan)

(1) Operational Results

(¥ Million)

	FY2025	FY2024
Revenues	896,095	920,006
Operating profit	57,826	80,489
Ordinary profit	232,650	240,072
Net income	252,568	218,499

(¥)

Net income per share	734.00	609.33
Diluted net income per share	732.84	608.23

(2) Financial Position

(¥ Million)

	FY2025	FY2024
Total assets	2,406,397	1,831,938
Total net assets	1,000,648	869,266
Shareholders' equity / Total assets	41.6%	47.4%

(¥)

Net assets per share	2,911.78	2,486.80

(3) Forecast for the Fiscal Year Ending March 31, 2027

(¥ Million)

	FY2026
Revenues	894,000
Operating profit	43,000
Ordinary profit	92,000
Net income	95,000

4. Business Performance

(1) Analysis of Operating Results

		FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)	Year-on-year comparison / Variance	
Revenue	(¥ Billion)	1,775.4	1,825.0	49.6 /	2.8%
Operating profit	(¥ Billion)	150.8	127.0	(23.8) /	(15.8%)
Ordinary profit	(¥ Billion)	419.7	175.8	(243.8) /	(58.1%)
Profit attributable to owners of parent	(¥ Billion)	425.4	213.2	(212.2) /	(49.9%)
Exchange rate		¥152.79/US$	¥149.91/US$	¥(2.88)/US$	
Bunker price *		US$603/MT	US$550/MT	US$(54)/MT	

*Average price for all the major fuel grades

The average exchange rate against the dollar for FY2025 appreciated by ¥2.88/US$ to ¥149.91/US$ from FY2024. The average bunker price for FY2025 fell by US$54/MT to US$550/MT from FY2024.

We recorded revenue of ¥1,825.0 billion, an operating profit of ¥127.0 billion, an ordinary profit of ¥175.8 billion and profit attributable to owners of parent of ¥213.2 billion.

The following is a summary of business conditions including revenue and ordinary profit/loss per business segment.

Upper: Segment Revenue, Lower: Segment Ordinary Profit (¥ Billion)

	FY2024 (From April 1, 2024 to March 31, 2025)	FY2025 (From April 1, 2025 to March 31, 2026)	Year-on-year comparison / Variance
Dry Bulk Business	460.7	455.7	(4.9) / (1.1%)
	15.4	10.8	(4.5) / (29.7%)
Energy Business	510.8	525.7	14.9 / 2.9%
	102.1	55.5	(46.5) / (45.6%)
Product Transport Business	615.9	641.5	25.5 / 4.2%
	302.9	95.9	(206.9) / (68.3%)
Containerships	59.3	53.6	(5.6) / (9.6%)
	217.6	26.6	(190.9) / (87.7%)
Wellbeing & Lifestyle Business	114.7	122.2	7.5 / 6.6%
	8.1	(2.7)	(10.8) / -%
Real property Business	43.4	48.9	5.5 / 12.7%
	10.9	6.7	(4.1) / (38.3%)
Associated Businesses	53.6	58.2	4.5 / 8.5%
	2.5	3.6	1.1 / 43.4%
Others	19.4	21.4	2.0 / 10.3%
	0.6	4.4	3.7 / 541.9%

(A) Dry Bulk Business

In the Capesize bulker market, which consists of large bulkers, market conditions remained firm, supported by robust iron ore and bauxite shipments from Western Australia and Brazil.

For Panamax and smaller bulkers, market conditions remained firm through late November, underpinned by solid cargo movements of grain, coal, and minor bulk commodities. In December, the market softened as South American grain shipments entered the off-season. However, from January onwards, the market recovered rapidly, surpassing the level of the previous quarter, driven by increased cargo movements following the Lunar New Year holiday in China and the start of the full-scale South American grain shipping season.

In the Open-hatch vessel business of our consolidated subsidiary, Gearbulk Holding AG, although demand for the main cargo of pulp softened, profitability improved through enhanced vessel allocation efficiency, as well as by securing aluminum transport and high-margin project cargo contracts.

It should be noted that from March onwards, market conditions became unstable across all vessel types due to the deterioration of the situation in the Middle East.

Accordingly, the Dry Bulk Business recorded a decrease in profit compared to the previous fiscal year, primarily due to the impact of increased depreciation expenses associated with the consolidation of Gearbulk Holding AG and a slump in the wood chip carrier market.

(B) Energy Business

<Tankers>

In the crude oil tanker market, conditions remained firm in the first half of the fiscal year, as in the previous fiscal year. From September onwards, the vessel supply-demand balance tightened due to an increase in cargo volumes following the unwinding of voluntary production cuts by OPEC+ nations, and market conditions remained at high levels.

In the product tanker market, conditions remained firm, underpinned by the strengthening of Middle East tensions and Russia-related sanctions, which supported market conditions for large vessels.

In the LPG carrier market, U.S. Trade Representative (USTR) port fee measures and U.S.-China tariff issues complicated trade patterns, resulting in increased ton-miles in terms of both sailing distance and transport volume, tightening the vessel supply-demand balance. Market conditions were maintained even after the further deterioration of the situation in the Middle East, including the de facto closure of the Strait of Hormuz.

In the chemical tanker market, market conditions softened due to the backdrop of global economic uncertainty stemming from U.S. high tariff policies and Middle East tensions. Additionally, an expense was recorded due to the lump-sum amortization of goodwill at an equity-method affiliate in the tank container business, resulting in a decrease in profit compared to the previous fiscal year.

Accordingly, the Tanker Business recorded a decrease in profit compared to the previous fiscal year.

<Offshore>

The FPSO business recorded stable profit from existing long-term charter contracts. Profit decreased compared to the previous fiscal year due to the absence of equity in earnings of affiliated companies resulting from the revaluation of shares in MODEC, Inc. upon its transition to an equity-method affiliate, which had been recorded in the previous consolidated fiscal year.

<Liquefied Gas>

The LNG and Ethane Carrier business secured stable profit through existing long-term charter contracts. However, a one-time expense was recorded due to financing matters at an equity-method affiliate, resulting in a decrease in profit compared to the previous fiscal year.

The Gas Infrastructure business recorded a decrease in profit compared to the previous fiscal year, partly due to a decline in operational efficiency caused by equipment malfunctions at certain projects.

(C) Product Transport Business

<Containerships>

In the containership business, although seasonal factors provided some support for cargo demand, downward pressure on freight market rates continued against the backdrop of expanding vessel supply capacity from new vessel completions. As a result, OCEAN NETWORK EXPRESS PTE. LTD., an equity-method affiliate, recorded a decrease in profit compared to the previous fiscal year.

<Vehicle Transport>

Although demand for completed build-up vehicle transport continued to be firm, vessel deployment efficiency was constrained by port congestion and the impact of Middle East tensions. In addition, cost increases due to inflation and the impact of exchange rate fluctuations resulted in a decrease in profit compared to the previous fiscal year.

<Other Product Transport>

In the terminal business, handling volumes at domestic container terminal operations remained broadly firm. Regarding overseas terminal operations, the handling volume at the Vietnam terminal, in which the Company has an equity stake, continued to be firm due to a shift in production locations driven by U.S. high tariff policies.

In the logistics business, while overall air cargo volumes increased, profit decreased compared to the previous fiscal year due to a slowdown in cargo movements from East Asia to the United States as a result of the impact of U.S. high tariff policies. In the tank terminal business of LBC Tank Terminals Group Holding Netherlands Coöperatief U.A. (hereinafter "LBC"), stable revenues were recorded under long-term contracts, while one-time costs associated with the acquisition of LBC's shares and goodwill amortization were incurred.

(D) Wellbeing & Lifestyle Business

<Real Property>

DAIBIRU CORPORATION, the core of the Group's real estate business, recorded firm profit from its existing portfolio of office and commercial buildings. Although newly acquired properties (135 King Street in Australia and Capital House in the United Kingdom) made positive profit contributions, profit decreased compared to the previous fiscal year due to the impact of redevelopment of certain properties and the absence of one-time equity-method investment income that had been recorded in the previous consolidated fiscal year.

<Ferries and Coastal RoRo Ships>

At MOL Sunflower Ltd., although cargo volumes decreased due to a reduction in the number of sailings and sluggish cargo conditions, this was offset by strong passenger business performance centered on the Kansai routes and freight rate revisions, resulting in an increase in profit compared to the previous fiscal year.

<Cruise>

In the cruise business, profit decreased compared to the previous fiscal year due to the idle period and maintenance of MITSUI OCEAN FUJI, as well as the time required for demand creation.

(E) Associated Businesses

The Tugboat business recorded an increase in profit compared to the previous fiscal year, as the number of operations increased.

(F) Others

Other businesses, including ship operation, ship management, and financing, recorded a decrease in profit compared to the previous fiscal year.

(2) Outlook for FY2026

		FY2025 (From April 1, 2025 to March 31, 2026)	FY2026 (From April 1, 2026 to March 31, 2027)	Year-on-year Comparison / Variance
Revenue	(¥ Billion)	1,825.0	2,040.0	214.9 / 11.8%
Operating profit	(¥ Billion)	127.0	105.0	(22.0) / (17.3%)
Ordinary profit	(¥ Billion)	175.8	145.0	(30.8) / (17.5%)
Profit attributable to owners of parent	(¥ Billion)	213.2	170.0	(43.3) / (20.3%)

Exchange rate	¥149.91/US$	¥150.77/US$	¥0.86/US$
All major fuel grade price *1	US$550/MT	-	-
Bunker price *2	US$443/MT	US$550/MT	US$107/MT
Compliant fuel price *3	US$531/MT	US$655/MT	US$124/MT

*1 All major fuel grades average price
*2 HSFO (High Sulfur Fuel Oil) average price
*3 VLSFO (Very Low Sulfur Fuel Oil) average price

Effective from the next fiscal year ending March 2027, the "Chemical Logistics Business" is newly established as a new reporting segment. The product tanker and chemical tanker, previously included in the "Energy Business," are transferred, along with the tank terminal business previously included in the "Product Transport Business," to the "Chemical Logistics Business."

The following outlooks by segment are formulated based on the assumption that navigation in the Persian Gulf will not normalize until around July 2026, and navigation through the Red Sea will remain unavailable until the end of March 2027.

(A) Dry Bulk Business

For Capesize bulkers, firm cargo movements of iron ore and bauxite are expected, and new vessel completions in fiscal year 2026 are projected to remain limited, resulting in a continuation of tight vessel supply-demand conditions and consequently firm market conditions.

For Panamax and smaller bulkers, market conditions are expected to remain firm, supported by solid cargo movements of grain, coal, and wood chips.

In the Open-hatch vessel business, transport demand for the main cargoes of pulp and project cargo is expected to remain firm.

Accordingly, the Dry Bulk Business is expected to increase in profit compared to the previous fiscal year.

(B) Energy Business

In the crude oil tanker market, disruptions to trade patterns due to Middle East tensions are expected to persist. Even if tensions ease, it is anticipated that a certain amount of time is required for trade patterns to normalize. Accordingly, the tightening of the vessel supply-demand balance is expected to continue, and market conditions are expected to remain firm.

In the LPG carrier market, under the current Middle East tensions, alternative cargoes are expected to come predominantly from North American loadings, continuing to extend ton-miles and supporting firm market conditions. Even if Middle East tensions ease, it is anticipated that a certain amount of time will be required for the normalization of Middle East cargo supply. However, as the pressure from new vessel supply is expected to intensify from the second half of fiscal year 2026, market conditions are expected to gradually adjust.

The Offshore business is expected to continue securing stable profit from existing long-term charter contracts.

The LNG and Ethane Carrier business is expected to continue securing stable earnings.

The Gas Infrastructure business expects a decrease in profit due to the impact of operational conditions on certain projects.

(C) Chemical Logistics Business

In the product tanker market, regional disparities in market conditions have widened due to the impact of the closure of the Strait of Hormuz. In the Far East, which is the main operating region, cargo movements have slowed and market conditions are on a softening trend; however, stable earnings secured through medium-term contracts are expected to provide a floor, and the segment expects higher profit. In the methanol carrier business, steady performance is expected, underpinned by a business structure centered on medium- to long-term contracts. In the chemical tanker business, downward pressure on earnings is expected primarily in the first half of fiscal year 2026 due to route restrictions arising from the situation in the Middle East and the impact of rising fuel costs, and profit is expected to decline for the full year; however, market conditions are expected to stabilize toward the second half, and the impact on earnings is expected to be limited.

In the Tank Terminal Business, while costs including goodwill amortization associated with the acquisition of LBC shares will continue, the Company's performance is expected to remain stable, supported by existing long-term contracts and the commissioning of new tanks.

(D) Product Transport Business

In the containership business, continued increases in vessel supply from new vessel completions and rising fuel costs against the backdrop of Middle East tensions are anticipated. However, through route restructuring and agile vessel deployment, a certain level of profit will be secured for the full fiscal year 2026.

In the vehicle transport business, a partial decrease in profit is expected due to the impact of the closure of the Strait of Hormuz on vessel deployment to the Persian Gulf and rising fuel costs. The Company will closely monitor global political and economic conditions affecting automobile sales and completed build-up vehicle transport. It will achieve efficient operations through agile vessel deployment.

In the terminal business, handling volumes at domestic container terminal operations are expected to remain firm. Regarding overseas container terminal operations, the Company plans to continue proceeding with the transfer of shares in remaining terminal companies. A partial decrease in profit is expected due to rising fuel costs and increased costs resulting from the impact of Middle East tensions.

In the logistics business, while changes in customer needs resulting from external factors such as Middle East tensions and fluctuations in procurement costs are anticipated, the Company will work to improve its financial results through agile sales and procurement activities.

Accordingly, the Product Transport Business expects a decrease in profit compared to the previous fiscal year.

(E) Wellbeing & Lifestyle Business

In the real estate business, DAIBIRU CORPORATION, the core of the Company's real estate business, is expected to record a significant increase in profit compared to the previous fiscal year, driven by firm profit from its existing portfolio of office and commercial buildings, profit contributions from newly acquired properties (Capital House in the United Kingdom and Warwick Court in the United Kingdom), the completion of Atrium Place in India, and capital gain investment returns in Japan and overseas.

In the ferry and domestic RoRo ship business, stable profit is expected to continue to be secured, supported by demand for logistics arising from the strengthening of truck driver labor regulations and firm domestic passenger demand. While a temporary impact on profit and loss is anticipated due to rising fuel unit costs resulting from Middle East tensions, the impact on full-year performance is expected to be limited.

In the cruise business, strong booking accumulation is expected for both MITSUI OCEAN FUJI and MITSUI OCEAN SAKURA, which is scheduled to start its service in September 2026. However, profit is expected to temporarily deteriorate due to a period of single vessel operations between the retirement of Nippon Maru and the entry into service of MITSUI OCEAN SAKURA.

Accordingly, the Wellbeing & Lifestyle Business is expected to record an increase in profit compared to the previous fiscal year.

(F) Associated Businesses

Associated businesses, including the Tugboat business and the trading businesses, are expected to record a decrease in profit due to a reduction in towage operations resulting from a decrease in port calls for certain vessel types against the backdrop of Middle East tensions, as well as rising fuel costs.

5. Financial Position

Total assets as of March 31, 2026 increased by ¥ 977.7 billion compared to the balance as of the end of the previous fiscal year, to ¥ 5,962.2 billion. This was primarily due to the increase in Buildings and structures.

Total liabilities as of March 31, 2026 increased by ¥ 772.9 billion compared to the balance as of the end of the previous fiscal year, to ¥ 3,033.1 billion. This was primarily due to the increase in Long-term bank loans.

Total net assets as of March 31, 2026 increased by ¥ 204.8 billion compared to the balance as of the end of the previous fiscal year, to ¥ 2,929.0 billion. This was primarily due to the increase in Retained earnings.

As a result, shareholders' equity ratio decreased by 5.7 percentage points compared to the ratio as of the end of the previous fiscal year, to 48.2%.

6. Cash Flow

Cash and cash equivalents (hereinafter called "cash") as of the end of FY2025 was ¥ 201.4 billion, an increase of ¥ 45.5 billion compared to the balance as of the end of the previous fiscal year. Cash flows on each activity are as follows.

Net cash provided by operating activities during FY2025 was ¥ 450.9 billion (while net cash provided by FY2024 was ¥ 360.4 billion), mainly due to Profit (loss) before income taxes growing to ¥ 239.0 billion.

Net cash used in investing activities during FY2025 was ¥ 721.5 billion (while net cash used in FY2024 was ¥ 450.8 billion), mainly due to Purchase of shares of subsidiaries resulting in change in scope of consolidation.

Net cash provided in financing activities during FY2025 was ¥ 312.9 billion (while net cash used in FY2024 was ¥ 117.0 billion), mainly due to Proceeds from long-term bank loans.

7. Basic Policy on Profit Sharing and Dividends

Our key management policies are to enhance corporate value with proactive capital investment and to directly return profits to shareholders through dividends. During Phase 1 (FY2023-FY2025) of MOL group corporate management plan "BLUE ACTION 2035", we have set our policy to pay dividends linked with business performance with a 30% payout ratio as a guideline, and we have also set a minimum dividend of ¥150 per share.

However, as for the fiscal year under review, we implemented a more predictable shareholder return, which was considered to be introduced from Phase 2(FY2026-FY2030), 1 year ahead of schedule, and made a fixed dividend that is not linked to business performance, taking into account that the risk of a downturn in business performance due to the impact of U.S. tariffs has receded.

Thus, as for the fiscal year under review, we will distribute dividends of surplus (a year-end dividend) at ¥115 per share. The annual dividend will be ¥200 per share including the interim dividend of ¥85 per share.

In addition, as for shareholder returns during Phase 2 from FY2026, we will introduce a progressive dividend with a minimum annual dividend of ¥205 per share per year and implement flexible share buybacks with a total return ratio of 40% as a guideline.

As per above guideline, as for dividends of surplus for the next fiscal year, we plan to pay an annual dividend of ¥205 per share, comprising an interim dividend of ¥100 per share and a year-end dividend of ¥105 per share.

8. Basic Policy Regarding Selection of Accounting Standards

The MOL Group currently prepares consolidated financial statements based on Japanese Generally Accepted Accounting Principles (J-GAAP), but to improve the quality of management through unification of accounting standards within the Group and to enhance the international comparability of its financial information in the capital markets, we are considering voluntary application of International Financial Reporting Standards (IFRS).

9. Consolidated Financial Statements

(All financial information has been prepared in accordance with accounting principles generally accepted in Japan)

(1) Consolidated Balance Sheets

(¥ Million)

	As of March 31, 2025	As of March 31, 2026
Assets		
Current assets		
Cash and deposits	163,290	209,824
Trade receivables	135,259	141,435
Contract assets	10,977	13,050
Inventories	56,429	62,964
Deferred and prepaid expenses	30,564	39,134
Other current assets	174,108	204,984
Allowance for doubtful accounts	(607)	(1,448)
Total current assets	570,022	669,944
Fixed assets		
Tangible fixed assets		
Vessels	1,323,023	1,353,598
Buildings and structures	148,157	315,877
Machinery, equipment and vehicles	16,449	85,559
Furniture and fixtures	7,851	8,575
Land	360,576	502,097
Construction in progress	406,226	532,185
Other tangible fixed assets	22,520	30,678
Total tangible fixed assets	2,284,803	2,828,571
Intangible assets		
Goodwill	33,816	133,898
Other intangible assets	38,380	88,160
Total intangible assets	72,197	222,058
Investments and other assets		
Investment securities	1,779,474	1,901,737
Long-term loans receivable	99,277	135,565
Long-term prepaid expenses	8,546	10,860
Retirement benefit assets	32,539	56,951
Deferred tax assets	4,153	2,887
Other non-current assets	140,095	143,042
Allowance for doubtful accounts	(6,662)	(9,375)
Total investments and other assets	2,057,425	2,241,670
Total fixed assets	4,414,426	5,292,301
Total assets	4,984,449	5,962,245

(¥ Million)

	As of March 31, 2025	As of March 31, 2026
Liabilities		
Current liabilities		
Trade payables	106,735	134,217
Bonds due within one year	15,000	50,400
Short-term bank loans	201,952	292,988
Commercial paper	30,000	—
Accrued income taxes	14,845	11,510
Advances received	4,252	6,001
Contract liabilities	35,263	37,359
Provision for bonuses	11,929	13,276
Provision for directors' bonuses	399	344
Provision for share-based payments	168	584
Provision for contract loss	256	436
Other current liabilities	102,536	109,046
Total current liabilities	523,340	656,166
Fixed liabilities		
Bonds due after one year	186,200	250,800
Long-term bank loans	1,271,818	1,724,321
Lease liabilities	110,473	161,690
Deferred tax liabilities	82,698	138,123
Retirement benefit liabilities	10,284	10,333
Provision for share-based payments	1,234	2,475
Provision for periodic drydocking	27,023	31,301
Provision for loss on guarantees	1,591	1,838
Provision for contract loss	4,296	5,071
Other fixed liabilities	41,268	51,049
Total fixed liabilities	1,736,890	2,377,005
Total liabilities	2,260,230	3,033,172
Net assets		
Owners' equity		
Common stock	66,562	66,691
Capital surplus	116,660	113,909
Retained earnings	2,005,121	2,125,700
Treasury stock, at cost	(70,149)	(99,314)
Total owners' equity	2,118,194	2,206,986
Accumulated other comprehensive income		
Unrealized holding gains on available-for-sale securities, net of tax	49,408	61,385
Unrealized gains on hedging derivatives, net of tax	111,348	104,002
Foreign currency translation adjustments	396,174	471,586
Remeasurements of defined benefit plans, net of tax	11,335	30,259
Total accumulated other comprehensive income	568,267	667,233
Share option	208	147
Non-controlling interests	37,548	54,705
Total net assets	2,724,218	2,929,073
Total liabilities and net assets	4,984,449	5,962,245

(2) Consolidated Statements of Income

(¥ Million)

	FY2024 (Apr. 1, 2024 - Mar. 31, 2025)	FY2025 (Apr. 1, 2025 - Mar. 31, 2026)
Shipping and other revenues	1,775,470	1,825,098
Shipping and other expenses	1,457,805	1,497,506
Gross operating income	317,665	327,591
Selling, general and administrative expenses	166,813	200,588
Operating profit	150,851	127,002
Non-operating income		
Interest income	16,059	17,889
Dividend income	5,677	8,764
Equity in earnings of affiliated companies, net	262,368	41,665
Foreign exchange gain, net	―	17,843
Others	12,492	13,197
Total non-operating income	296,598	99,360
Non-operating expenses		
Interest expenses	18,638	42,687
Foreign exchange loss, net	2,073	―
Others	7,033	7,836
Total non-operating expenses	27,745	50,523
Ordinary profit	419,703	175,839
Extraordinary income		
Gain on sale of fixed assets	8,758	33,317
Gain on sale of investment securities	9,512	35,910
Gain on step acquisitions	23,706	―
Others	7,263	12,515
Total extraordinary income	49,241	81,743
Extraordinary losses		
Loss on sale of fixed assets	233	1,552
Impairment losses	11,221	3,837
Loss related to the Anti-Monopoly Act	―	4,856
Provision of allowance for doubtful accounts	―	3,520
Loss on building reconstruction	1,532	2,292
Others	3,222	2,518
Total extraordinary losses	16,209	18,578
Profit before income taxes	452,735	239,005
Income taxes - current	36,383	26,060
Income taxes - deferred	(10,118)	(916)
Total income taxes	26,264	25,144
Net income	426,470	213,860
Profit attributable to non-controlling interests	978	600
Profit attributable to owners of parent	425,492	213,260

(3) Consolidated Statements of Comprehensive Income

(¥ Million)

	FY2024 (Apr. 1, 2024 - Mar. 31, 2025)	FY2025 (Apr. 1, 2025 - Mar. 31, 2026)
Net income	426,470	213,860
Other comprehensive income		
Unrealized holding gains (losses) on available-for-sale securities, net of tax	(27,437)	11,571
Unrealized gains (losses) on hedging derivatives, net of tax	14,303	(40)
Foreign currency translation adjustments	70,761	4,918
Remeasurements of defined benefit plans, net of tax	(5,566)	18,923
Share of other comprehensive income of affiliated companies accounted for using equity method	21,613	64,124
Total other comprehensive income	73,674	99,497
Comprehensive income	500,145	313,358
(Breakdown)		
Comprehensive income attributable to owners of parent	498,017	312,226
Comprehensive income attributable to non-controlling interests	2,127	1,131

(4) Consolidated Statement of Changes in Net assets

FY2024 (April 1, 2024 - March 31, 2025)

(¥ Million)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total owners' equity
Balance at Mar, 2024	66,001	117,132	1,685,143	(88)	1,868,189
Changes during period					
Issuance of new shares	293	293			586
Exercise of share acquisition rights	267	267			534
Dividends of surplus			(105,111)		(105,111)
Profit attributable to owners of parent			425,492		425,492
Net changes in retained earnings from changes in scope of consolidation or equity method			(403)		(403)
Purchase of treasury shares				(70,070)	(70,070)
Disposal of treasury shares		2		9	12
Purchase of shares of consolidated subsidiaries		(983)			(983)
Sale of shares of consolidated subsidiaries		(52)			(52)
Net changes in items other than shareholders' equity					—
Total changes of items during period	560	(472)	319,977	(70,060)	250,004
Balance at Mar, 2025	66,562	116,660	2,005,121	(70,149)	2,118,194

	Accumulated other comprehensive income					Share option	Non-controlling interests	Total net assets
	Unrealized holding gains on available-for-sale securities, net of tax	Unrealized gains on hedging derivatives, net of tax	Foreign currency translation adjustments	Remeasure-ments of defined benefit plans, net of tax	Total accumulated other comprehensive income			
Balance at Mar, 2024	76,888	84,890	306,990	16,902	485,670	315	15,506	2,369,682
Changes during period								
Issuance of new shares								586
Exercise of share acquisition rights						(104)		429
Dividends of surplus								(105,111)
Profit attributable to owners of parent								425,492
Net changes in retained earnings from changes in scope of consolidation or equity method								(403)
Purchase of treasury shares								(70,070)
Disposal of treasury shares								12
Purchase of shares of consolidated subsidiaries								(983)
Sale of shares of consolidated subsidiaries								(52)
Net changes in items other than shareholders' equity	(27,479)	26,458	89,183	(5,566)	82,596	(3)	22,042	104,635
Total changes of items during period	(27,479)	26,458	89,183	(5,566)	82,596	(107)	22,042	354,535
Balance at Mar, 2025	49,408	111,348	396,174	11,335	568,267	208	37,548	2,724,218

FY2025 (April 1, 2025 - March 31, 2026)

(¥ Million)

	Shareholders' equity				
	Common stock	Capital surplus	Retained earnings	Treasury stock	Total owners' equity
Balance at Mar, 2025	66,562	116,660	2,005,121	(70,149)	2,118,194
Changes during period					
Exercise of share acquisition rights	129	129			259
Dividends of surplus			(92,099)		(92,099)
Profit attributable to owners of parent			213,260		213,260
Net changes in retained earnings from changes in scope of consolidation or equity method			68		68
Change due to merger			(608)		(608)
Purchase of treasury shares				(30,054)	(30,054)
Disposal of treasury shares		(2)	(40)	889	845
Purchase of shares of consolidated subsidiaries		(2,878)			(2,878)
Net changes in items other than shareholders' equity					–
Total changes of items during period	129	(2,751)	120,579	(29,165)	88,792
Balance at Mar, 2026	66,691	113,909	2,125,700	(99,314)	2,206,986

	Accumulated other comprehensive income					Share option	Non-controlling interests	Total net assets
	Unrealized holding gains on available-for-sale securities, net of tax	Unrealized gains on hedging derivatives, net of tax	Foreign currency translation adjustments	Remeasure-ments of defined benefit plans, net of tax	Total accumulated other comprehensive income			
Balance at Mar, 2025	49,408	111,348	396,174	11,335	568,267	208	37,548	2,724,218
Changes during period								
Exercise of share acquisition rights						(54)		204
Dividends of surplus								(92,099)
Profit attributable to owners of parent								213,260
Net changes in retained earnings from changes in scope of consolidation or equity method								68
Change due to merger								(608)
Purchase of treasury shares								(30,054)
Disposal of treasury shares								845
Purchase of shares of consolidated subsidiaries								(2,878)
Net changes in items other than shareholders' equity	11,977	(7,346)	75,412	18,923	98,966	(5)	17,156	116,117
Total changes of items during period	11,977	(7,346)	75,412	18,923	98,966	(60)	17,156	204,855
Balance at Mar, 2026	61,385	104,002	471,586	30,259	667,233	147	54,705	2,929,073

(5) Consolidated Statements of Cash flows

(¥ Million)

	FY2024 (Apr. 1, 2024 - Mar. 31, 2025)	FY2025 (Apr. 1, 2025 - Mar. 31, 2026)
Cash flows from operating activities		
Profit before income taxes	452,735	239,005
Depreciation and amortization	127,576	168,246
Impairment losses	11,221	3,837
Loss related to the Anti-Monopoly Act	—	4,856
Loss on building reconstruction	1,532	2,292
Equity in losses (earnings) of affiliated companies, net	(262,368)	(41,665)
Increase (decrease) in provisions	3,909	14,186
Interest and dividend income	(21,737)	(26,654)
Interest expense	18,638	42,687
Loss (gain) on sale of investment securities	(9,442)	(35,893)
Loss (gain) on step acquisitions	(23,706)	—
Loss (gain) on sale of fixed assets	(8,190)	(31,143)
Foreign exchange loss (gain), net	54	(2,887)
Decrease (Increase) in trade receivables	8,656	(884)
Decrease (Increase) in contract assets	1,044	(1,909)
Decrease (Increase) in inventories	1,433	(6,617)
Increase (Decrease) in trade payables	(22,566)	26,659
Others, net	(10,205)	(7,136)
Sub total	268,584	351,835
Interest and dividend income received	165,899	172,240
Interest expenses paid	(20,415)	(38,563)
Income taxes paid	(53,568)	(29,692)
Paid expenses related to the Anti-Monopoly Act	—	(4,856)
Net cash provided by (used in) operating activities	360,499	450,963
Cash flows from investing activities		
Purchase of investment securities	(67,943)	(91,038)
Proceeds from sale and redemption of investment securities	22,465	63,302
Purchase of fixed assets	(454,192)	(539,027)
Proceeds from fixed assets	95,546	133,403
Disbursements for long-term loans receivables	(13,914)	(51,290)
Collection of long-term loans receivables	8,823	12,785
Proceeds from purchase of shares of subsidiaries resulting in change in scope of consolidation	1,886	—
Purchase of shares of subsidiaries resulting in change in scope of consolidation	(4,446)	(243,418)
Payments for sale of shares of subsidiaries resulting in change in scope of consolidation	(7,152)	—
Others, net	(31,877)	(6,301)
Net cash provided by (used in) investing activities	(450,803)	(721,585)

(¥ Million)

	FY2024 (Apr. 1, 2024 - Mar. 31, 2025)	FY2025 (Apr. 1, 2025 - Mar. 31, 2026)
Cash flows from financing activities		
Net increase (decrease) in short-term bank loans	(51,264)	8,593
Net increase (decrease) in commercial paper	(50,000)	(30,000)
Proceeds from long-term bank loans	551,947	675,128
Repayments of long-term bank loans	(141,426)	(296,533)
Proceeds from issuance of bonds	44,600	115,000
Redemption of bonds	(44,600)	(15,000)
Purchase of shares of subsidiaries not resulting in change in scope of consolidation	(1,665)	(1,677)
Purchase of treasury shares	(70,070)	(30,054)
Cash dividends paid by the company	(105,082)	(92,475)
Cash dividends paid to non-controlling interests	(254)	(557)
Others, net	(15,124)	(19,506)
Net cash provided by (used in) financing activities	117,060	312,916
Effect of foreign exchange rate changes on cash and cash equivalents	4,960	3,126
Net increase (decrease) in cash and cash equivalents	31,716	45,421
Cash and cash equivalents at the beginning of the year	115,519	155,984
Increase (decrease) in cash and cash equivalents resulting from change in scope of consolidation	8,645	88
Increase (decrease) in cash and cash equivalents resulting from merger with unconsolidated subsidiaries	102	—
Cash and cash equivalents at the end of the period	155,984	201,494

(6) Segment Information

Business segment information:

(¥ Million)

FY2024 (Apr. 1, 2024 - Mar. 31, 2025)	Reportable Segment							
	Dry Bulk Business	Energy Business	Product Transport Business		Wellbeing & Lifestyle Business		Associated Businesses	Sub Total
			Container ships	Vehicle Transport, Terminal and Logistics	Real Property	Ferries & Coastal RoRo Ships, Cruise		
Revenues								
1. Revenues from external customers	460,731	510,815	59,310	556,655	43,404	71,368	53,695	1,755,981
2. Inter-segment revenues	306	11,980	328	4,614	3,554	366	32,824	53,974
Total Revenues	461,037	522,795	59,639	561,270	46,958	71,734	86,519	1,809,955
Segment profit (loss)	15,491	102,169	217,610	85,309	10,970	(2,847)	2,573	431,275
Others								
Depreciation and amortization	17,955	64,082	6,961	15,137	9,395	6,427	1,619	121,578
Amortization of goodwill	—	2,586	—	—	241	—	—	2,828
Interest income	833	15,786	478	1,067	324	142	79	18,711
Interest expenses	5,206	28,779	2,312	1,101	3,000	475	58	40,933
Equity in earnings (losses) of affiliates	(1,466)	57,554	201,204	883	3,202	838	151	262,368

FY2024 (Apr. 1, 2024 - Mar. 31, 2025)	Others *1	Total	Adjust-ment *2	Consoli-dated *3
Revenues				
1. Revenues from external customers	19,489	1,775,470	—	1,775,470
2. Inter-segment revenues	15,167	69,141	(69,141)	—
Total Revenues	34,656	1,844,612	(69,141)	1,775,470
Segment profit (loss)	688	431,964	(12,260)	419,703
Others				
Depreciation and amortization	944	122,523	5,053	127,576
Amortization of goodwill	—	2,828	—	2,828
Interest income	13,143	31,855	(15,796)	16,059
Interest expenses	11,253	52,186	(33,547)	18,638
Equity in earnings (losses) of affiliates	—	262,368	—	262,368

* 1. "Others" primarily consists of business segments that are not included in reportable segments, such as the ship operations business, the ship management business, the ship chartering business and the financing business.

* 2.

(1) Adjustment in Segment profit (loss) of ¥ -12,260 million includes the following:
¥ -25,780 million of corporate profit which is not allocated to segments, ¥ 13,787 million of adjustment for management accounting and ¥ -268 million of inter-segment transaction elimination.

(2) Adjustment in Depreciation and amortization of ¥ 5,053 million includes the following:
¥ 5,053 million of depreciation of assets which are not allocated to segments.

(3) Adjustment in Interest income of ¥ -15,796 million includes the following:
¥ 12,735 million of interest income which is not allocated to segments and ¥ -28,531 million of inter-segment transaction elimination.

(4) Adjustment in Interest expenses of ¥ -33,547 million includes the following:
¥ 8,704 million of interest expenses which are not allocated to segments, ¥ -13,787 million of adjustment for management accounting and ¥ -28,464 million of inter-segment transaction elimination.

* 3. Segment profit (loss) corresponds to ordinary profit in the consolidated statements of income.

(¥ Million)

FY2025 (Apr. 1, 2025 - Mar. 31, 2026)	Reportable Segment							
	Dry Bulk Business	Energy Business	Product Transport Business		Wellbeing & Lifestyle Business		Associated Businesses	Sub Total
			Container ships	Vehicle Transport, Terminal and Logistics	Real Property	Ferries & Coastal RoRo Ships, Cruise		
Revenues								
1. Revenues from external customers	455,734	525,793	53,641	587,887	48,912	73,385	58,252	1,803,608
2. Inter-segment revenues	281	11,235	349	4,260	4,022	361	29,578	50,088
Total Revenues	456,016	537,028	53,991	592,148	52,935	73,746	87,830	1,853,697
Segment profit (loss)	10,894	55,573	26,686	69,312	6,773	(9,550)	3,689	163,379
Others								
Depreciation and amortization	35,744	76,819	7,300	22,300	9,850	8,491	1,542	162,049
Amortization of goodwill	—	2,685	—	3,389	269	—	—	6,344
Interest income	1,256	17,798	457	924	411	166	158	21,174
Interest expenses	15,141	36,385	2,329	7,966	6,322	1,325	84	69,555
Equity in earnings (losses) of affiliates	179	25,991	15,588	(1,068)	(243)	1,021	196	41,665

FY2025 (Apr. 1, 2025 - Mar. 31, 2026)	Others *1	Total	Adjust-ment *2	Consoli-dated *3
Revenues				
1. Revenues from external customers	21,489	1,825,098	—	1,825,098
2. Inter-segment revenues	16,234	66,323	(66,323)	—
Total Revenues	37,724	1,891,421	(66,323)	1,825,098
Segment profit (loss)	4,420	167,799	8,040	175,839
Others				
Depreciation and amortization	1,162	163,211	5,034	168,246
Amortization of goodwill	—	6,344	—	6,344
Interest income	14,605	35,780	(17,890)	17,889
Interest expenses	13,948	83,503	(40,815)	42,687
Equity in earnings (losses) of affiliates	—	41,665	—	41,665

* 1. "Others" primarily consists of business segments that are not included in reportable segments, such as the ship operations business, the ship management business, the ship chartering business and the financing business.

* 2.
  (1) Adjustment in Segment profit (loss) of ¥ 8,040 million includes the following:
  ¥ -18,449 million of corporate profit which is not allocated to segments, ¥ 26,545 million of adjustment for management accounting and ¥ -55 million of inter-segment transaction elimination.
  (2) Adjustment in Depreciation and amortization of ¥ 5,034 million includes the following:
  ¥ 5,034 million of depreciation of assets which are not allocated to segments.
  (3) Adjustment in Interest income of ¥ -17,890 million includes the following:
  ¥ 10,123 million of interest income which is not allocated to segments and ¥ -28,014 million of inter-segment transaction elimination.
  (4) Adjustment in Interest expenses of ¥ -40,815 million includes the following:
  ¥ 13,677 million of interest expenses which are not allocated to segments, ¥ -26,545 million of adjustment for management accounting and ¥ -27,948 million of inter-segment transaction elimination.

* 3. Segment profit (loss) corresponds to ordinary profit in the consolidated statements of income.

* 4. Information on assets by reportable segments:
  Segment assets of the Vehicle Transport, Terminal and Logistics segment increased by ¥ 500,260 million compared to the end of the previous consolidated fiscal year due to consolidation of LBC Tank Terminals Group Holding Netherlands Coöperatief U.A.

* 5. Significant change in the amount of goodwill:
  We made LBC Tank Terminals Group Holding Netherlands Coöperatief U.A. consolidated subsidiary in the Vehicle Transport, Terminal and Logistics segment. The increase in goodwill from the event was ¥ 105,069 million.

* 6. Notes to changes in reportable segments:
  (i) "Steaming Coal Business," which was previously presented in "Energy Business," is included in "Dry Bulk Business," due to the restructuring of a part of the organization.
  (ii) The name of "Car Carriers, Terminal and Logistics" has been changed to "Vehicle Transport, Terminal and Logistics." This change has no impact on segment information.
  As a result, Revenues and Segment profit (loss) during the previous consolidated fiscal year are reclassified or adjusted to conform to the presentation for the current consolidated fiscal year.

* 7. Revision of Reportable Segment Allocation of Costs Related to Reflagging Vessels:
  The Company has revised the allocation of certain costs recorded in operating expenses, which are associated with reflagging a part of its fleet to Japanese flag, to evaluate the performance of each reportable segment more appropriately. This revision was made in conjunction with the expansion of the MOL group's Japanese-flagged fleet. As a result of this revision, in comparison with the previous method, Segment profit (loss) for the current consolidated fiscal year increased by ¥ 703 Million for "Dry Bulk Business," ¥ 248 Million for the "Energy Business," ¥ 184 Million for "Containerships Business," and ¥ 354 Million for "Vehicle Transport, Terminal and Logistics Business,"while "Adjustment" in Segment profit (loss) decreased by ¥ 1,491 million.

(Material Subsequent Event)

Not applicable.

[Supplement]

1. Review of Quarterly Results

<FY2025>

		Q1 Apr-Jun, 2025	Q2 Jul-Sep, 2025	Q3 Oct-Dec, 2025	Q4 Jan-Mar, 2026
Revenues	[¥ Million]	432,704	437,068	475,674	479,652
Operating profit (loss)		37,078	34,745	30,921	24,258
Ordinary profit (loss)		52,233	62,374	46,861	14,371
Income (Loss) before income taxes		61,662	73,246	84,284	19,813
Profit (Loss) attributable to owners of parent		52,817	63,392	64,302	32,749
Net income (loss)* per share	[¥]	152.89	184.62	187.21	95.33
Net income (loss)* per share (Diluted basis)		152.66	184.34	186.94	95.18
Total Assets	[¥ Million]	5,330,729	5,397,524	5,616,676	5,962,245
Total Net Assets		2,557,921	2,619,967	2,735,911	2,929,073

*Profit (Loss) attributable to owners of parent

(Note) The current consolidated fiscal year (the sum of the figures from Q1 to Q4) reflected the finalization of the provisional accounting treatment for the business combination. However, the quarterly period from Q1 to Q3 did not reflect the finalization of provisional accounting treatment.

<FY2024>

		Q1 Apr-Jun, 2024	Q2 Jul-Sep, 2024	Q3 Oct-Dec, 2024	Q4 Jan-Mar, 2025
Revenues	[¥ Million]	435,949	464,679	418,048	456,794
Operating profit (loss)		40,527	48,852	33,242	28,230
Ordinary profit (loss)		108,539	142,383	125,771	43,010
Income (Loss) before income taxes		114,758	147,063	135,441	55,473
Profit (Loss) attributable to owners of parent		106,991	141,600	121,365	55,536
Net income (loss)* per share	[¥]	295.27	390.69	337.79	158.19
Net income (loss)* per share (Diluted basis)		294.64	389.92	337.11	157.90
Total Assets	[¥ Million]	4,402,247	4,476,959	4,626,283	4,984,449
Total Net Assets		2,566,940	2,680,900	2,605,913	2,724,218

*Profit (Loss) attributable to owners of parent

(Note) In the fourth quarter of consolidated fiscal year 2024, the provisional accounting treatment for the business combination and the application of the equity method was finalized, and the figures for the fiscal year 2024 reflect the finalization of the provisional accounting treatment.

2. Depreciation and Amortization

(¥ Million)

	FY2024	FY2025	Increase / (Decrease)
Vessels	102,790	129,346	26,556
Others	24,786	38,899	14,113
Total	127,576	168,246	40,670

3. Interest-bearing Debt

(¥ Million)

	As of Mar.31, 2025	As of Mar.31, 2026	Increase / (Decrease)
Bank loans	1,473,771	2,017,309	543,538
Bonds	201,200	301,200	100,000
Commercial papers	30,000	-	(30,000)
Others	141,838	177,007	35,169
Total	1,846,809	2,495,517	648,708

4. Fleet Capacity

(No. of ships)

	Dry Bulk Business	Energy Business	Product Transport Business		
	Dry Bulk Carriers (including Steaming Coal Carriers)	Tankers, Wind Power, Offshore, LNG / Ethane Carriers, Gas Infrastructure	Subtotal	Car carriers	Containerships
	No.of ships	No.of ships	No.of ships	No.of ships	No.of ships
Owned	104	206	70	52	18
Chartered	255	141	66	57	9
Others	1	6	-	-	-
As of Mar.31, 2026	**360**	**353**	**136**	**109**	**27**
As of Mar.31, 2025	369	355	130	100	30

	Wellbeing & Lifestyle Business	Associated Businesses and Others	Total
	Ferries & Coastal RoRo Ships, Cruise Ships	Others	
	No.of ships	No.of ships	No.of ships
Owned	14	59	453
Chartered	3	5	470
Others	-	-	7
As of Mar.31, 2026	**17**	**64**	**930**
As of Mar.31, 2025	18	63	935

(Note 1)Partial ownership of a ship is counted as one ship.

(Note 2)As of the fiscal year 2025, the Steaming Coal Carriers and the Coastal Ships have been reclassified from the Energy Business segment to the Dry Bulk Business segment.

5. Exchange Rates (Against the US dollar)

	FY2024	FY2025	Change		
Average rates	¥152.79	¥149.91	¥2.88	[1.9%]	JPY Appreciated
Term-end rates	¥149.52	¥159.88	¥10.36	[6.9%]	JPY Depreciated

<Overseas subsidiaries>

	As of Dec.31, 2024	As of Dec.31, 2025	Change		
Term-end rates	¥158.18	¥156.56	¥1.62	[1.0%]	JPY Appreciated

(Note)"Average rates" are average of monthly corporate rates in each term, while "term-end rates" are TTM rates on the last day of each term.

6. Average Bunker Prices

	FY2024	FY2025	Increase / (Decrease)
Purchase Prices	US$603/MT	US$550/MT	US$(54)/MT

7. Market Information

(1) Dry Bulker Market (Baltic Dry Index) (Index: January 1985 = 1,000)

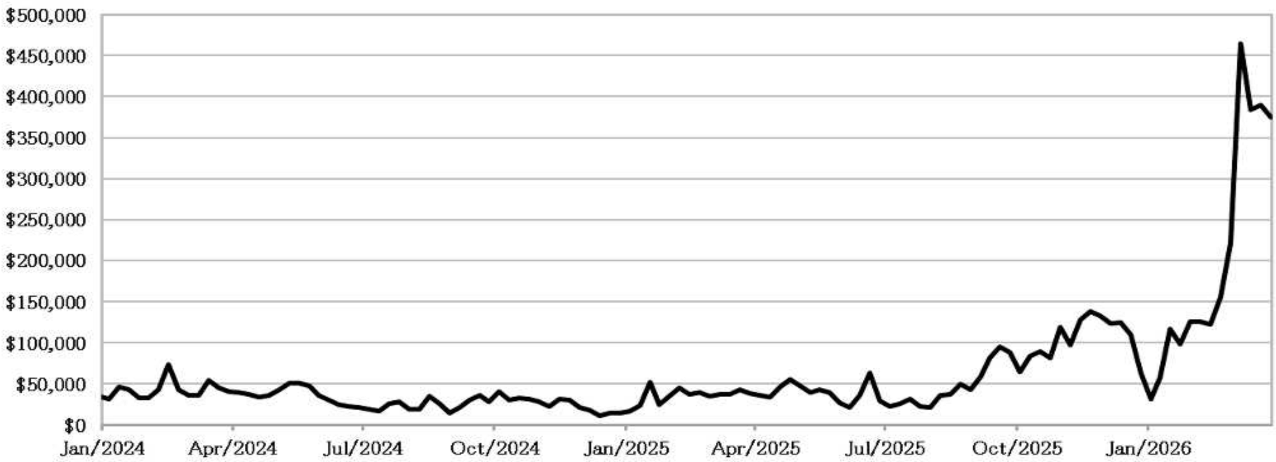
Source : Clarksons Research

Monthly Average	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Average
2024	1,617	1,650	2,233	1,731	1,895	1,922	1,925	1,716	1,965	1,667	1,540	1,099	1,747
2025	930	892	1,532	1,363	1,344	1,686	1,819	2,000	2,124	1,996	2,184	2,339	1,684
2026	1,777	2,041	2,047										1,955

(Note) The Graph and the table have different fluctuation ranges as the graph reflects daily figures while the table shows monthly averages.

(2) Tanker Market (Daily Earnings) : VLCC AG/Japan trade (US$Charter Rate/day)

Source : Clarksons Research

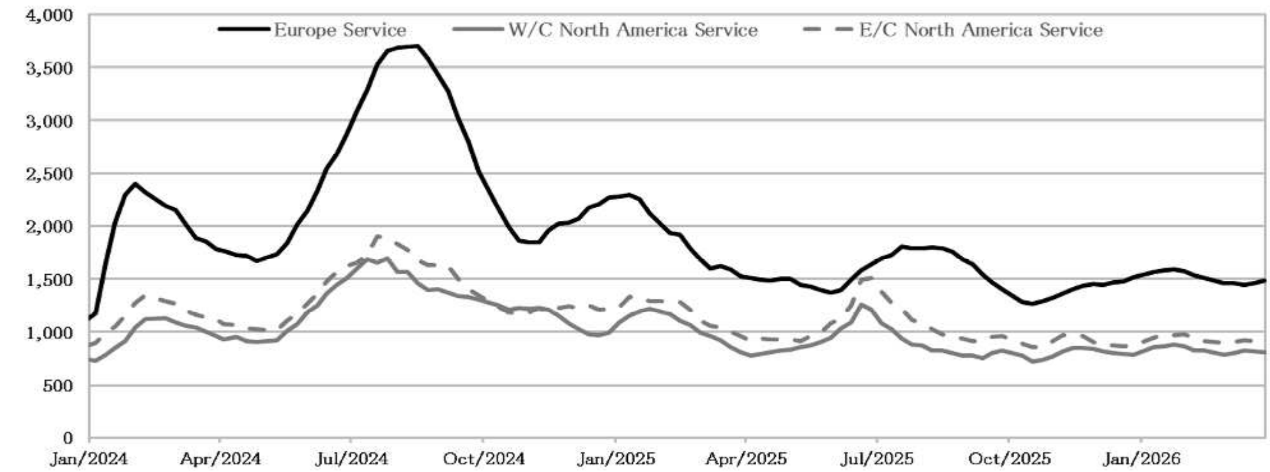


Monthly Average	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Average
2024	38,401	48,169	42,650	36,822	45,605	24,707	22,261	22,896	29,275	33,804	26,594	14,611	32,150
2025	30,382	39,419	38,906	42,724	39,203	37,608	25,759	37,414	80,604	87,610	124,183	105,185	57,416
2026	85,980	155,841	403,020										214,947

(Note) The Graph and the table have different fluctuation ranges as the graph reflects weekly figures while the table shows monthly averages.

(3) Containership Market (China Containerized Freight Index) (Index: January 1st 1998 = 1,000)

Source : Clarksons Research



(Note) CCFI reflects the freight rate trend for container exports from China only, which does not always match the overall trend for container exports from Asia.