



Business Performance
in
FY2014-2nd Quarter

Mitsui O.S.K. Lines, Ltd.
October 2014

Contents

FY2014 2 nd Quarter Results [Consolidated]	2
Outline of FY2014 2 nd Quarter Results [Consolidated]	4
FY2014 Full-year Forecast [Consolidated]	6
Key Points of FY2014 Full-year Forecast [Consolidated]	8
[Supplement #1-9]	10

(Note1) Fiscal Year = from April 1 to March 31

Q1 = April to June

Q2 = July to September

Q3 = October to December

Q4 = January to March

(Note2) Amounts are rounded down to the nearest 100 million yen.

FY2014 2nd Quarter Results [Consolidated]

*as of July 31,2014

(¥ billion)	FY2014 Result			FY2013 H1 Result	YoY	Previous forecast* FY2014 H1	Variance
	Q1	Q2	H1				
Revenue	443.9	446.2	890.1	845.1	+44.9	900.0	-9.8
Operating income/loss	3.9	0.2	4.2	21.7	-17.5	10.0	-5.7
Ordinary income/loss	7.5	7.0	14.5	25.6	-11.1	15.0	-0.4
Net income/loss	8.5	3.0	11.5	21.1	-9.6	12.0	-0.4
Average exchange rate	¥101.94/\$	¥102.22/\$	¥102.08/\$	¥98.34/\$	+¥3.74/\$	¥100.97/\$	+¥1.11/\$
Average bunker price	\$611/MT	\$604/MT	\$607/MT	\$608/MT	\$0/MT	\$615/MT	-\$8/MT

【Ordinary income/loss】YoY Comparison (Major factors)

(¥ billion)

Fluctuation of Foreign Exchange	+3.9	YoY	¥3.74/\$	¥ Weaker
Fluctuation of Bunker Price	+0.0	YoY	\$0.18/MT	Lower
Fluctuation of Cargo Volume/Freight Rates, Others.	-31.7			
Cost Reduction	+13.5			
Equity in Earnings of Affiliated Companies	+3.2			
(Total)	-11.1			

[By segment]

	Upper		Revenue		FY2013 H1 Result	YoY	Previous forecast* FY2014 H1	Variance
	Lower		Ordinary income/loss					
(¥ billion)	FY2014 Result			FY2013 H1 Result	YoY	Previous forecast* FY2014 H1	Variance	
	Q1	Q2	H1					
Bulkships	212.5	205.2	417.8	399.7	+18.0	420.0	-2.1	
	10.8	5.6	16.5	23.9	-7.4	15.0	+1.5	
Containerships	187.3	196.2	383.5	355.8	+27.6	390.0	-6.4	
	-7.2	-3.6	-10.8	-3.7	-7.0	-7.0	-3.8	
Ferry& Domestic transport	13.6	14.6	28.2	27.7	+0.5	29.0	-0.7	
	0.6	1.4	2.0	1.2	+0.8	2.0	0.0	
Associated Businesses	28.2	28.2	56.4	58.0	-1.5	58.0	-1.5	
	3.2	2.9	6.1	5.7	+0.4	6.0	+0.1	
Others	2.1	1.8	4.0	3.7	+0.2	3.0	+1.0	
	1.0	1.0	2.1	1.9	+0.1	1.0	+1.1	
Adjustment	-	-	-	-	-	-	-	
	-0.9	-0.4	-1.4	-3.4	+2.0	-2.0	+0.5	
Consolidated	443.9	446.2	890.1	845.1	+44.9	900.0	-9.8	
	7.5	7.0	14.5	25.6	-11.1	15.0	-0.4	

*as of July 31, 2014

Note 1) Revenues from customers, unconsolidated subsidiaries and affiliated companies.

Note 2) Bulkships =Dry bulkers, Tankers, LNG carriers/Offshore businesses, Car carriers

Note 3) Associated Businesses =Real estate, Cruise ships, Tug boats, Trading, Temporary staffing, etc.

Outline of FY2014 2nd Quarter Results (I)

[Overall]

- ◆ Revenue increased/income decreased in a year-on-year comparison.
 - ← Impact of weaker yen ⇔ Automobile production areas transferred; containership freight rates declined, etc.
- ◆ Slight downturn in ordinary income compared to the outlook at the end of Q1 (announced on July 31)
 - ← Impact of weaker yen, cheaper bunker prices ⇔ Downturn in freight rates/loading factors on some containership routes, etc.

[By segment] [Ordinary income/loss for H1/FY2014 (year-on-year comparison)]

Bulkships [¥16.5 billion (-¥7.4 billion)]

■ Dry bulkers:

- Vessels with short-term market rate contracts: Sluggish shipments of iron ore from Brazil despite robust imports by China. China's coal imports decreased in year-on-year comparison. → Market year-on-year comparison/outlook comparison = right-hand chart
 - ⇔ Market exposure scaled down; operational efficiency improved.
 - Vessels with mid- and long-term transport contracts: Continued to secure stable profits through long-term transport contract vessels (iron ore, coal, woodchip carriers, and so on).
- ⇒ Slight upturn compared to the outlook at Q1 with income increased in a year-on-year comparison

	Jan-Mar	Apr-Jun	Jul-Sept	
	Year-on-Year Comparison	Year-on-Year Comparison	Year-on-Year Comparison	Outlook Comparison
Capesize	↑	↑	↓	↓
Panamax	↑	↓	↓	↓
Handymax	↑	↓	↓	↑
Small Handy	↑	↓	↓	↓

■ Tankers:

- Crude oil tankers: The market did not reach the break-even point even though it moved upward after mid-June, running above the average for H1 in FY2013.
 - ⇔ Scaled down market exposure during the previous year. → Income improved in a year-on-year comparison, turning to profitability.
 - Product tankers: The MR market worsened in a year-on-year comparison/outlook comparison and the LR market improved, continued deficits.
 - Other: Favorable market boosted profitability of LPG carriers. Chemical tankers made a strong showing.
 - Entered the shuttle tanker business; with the aim to generate stable profits on top of crude oil tankers, methanol carriers, etc.
- ⇒ Income increased in a year-on-year comparison, turning to profitability. Slight upturn compared to the outlook at Q1.

Outline of FY2014 2nd Quarter Results (II)

■ LNG carriers/Offshore business:

- Rates of operation decreased due to drydocking, early retirement of aged vessels, expenditures for ship crew training, etc.
 - Income worsened in a year-on-year comparison, recording a deficit.
- Announced conclusion of new contracts—3 vessels in July, 2 in September—steadily accumulating long-term contracts.

■ Car carriers:

Cargo volumes from Japan decreased due to automobile production moving overseas. Working to increase cross trade and import cargo volumes by developing new services.

⇒ Income decreased in year-on-year comparison.

Containerships [-¥10.8 billion (-¥7.0 billion)]

- ◆ Cargo volume: Maintained high utilization rates on outbound trades, but imbalance between outbound and inbound lifting enlarged due to flatten inbound cargo movement. Also impacted by congestion at ports in Intra-Asia, average utilization rate for all trades fell in a year-on-year comparison/outlook comparison at Q1.
 - ◆ Freight rates:
 - Year-on-year comparison; Dropped on East-West inbound trade and North-South (for South America East Coast) outbound trade.
 - Outlook comparison; Slight downturn in Europe outbound trade, North South (for South America East Coast) outbound trade, etc.
 - ◆ Enhanced cost competitiveness: Reduced unit cost as planned, taking deliveries of new large-size vessels and disposing of mid-size vessels.
- ⇒ Deficits increased in year-on-year comparison and outlook comparison, due to larger impact of freight rates, imbalance, and port congestion.

Ferry and Domestic Transport [¥2.0billion (+¥0.8 billion)]

Ferry cargo volumes remained strong, resulting in an increase in income in a year-on-year comparison, despite impact on passenger volume by typhoons in *obon* (mid-August) holidays. Coastwise steel transport made a strong showing.

Associated Businesses [¥6.1billion (+¥0.4 billion)]

Stable profits, mainly in the real estate business. Scaled down deficits of the cruise ship business. (Same as the outlook at Q1)

[**Cost Reduction**] Achieved ¥13.5 billion of the full-year target (entire company) of ¥30.0 billion

FY2014 Full-year Forecast [Consolidated]

*as of July 31, 2014

(¥ billion)	1st Half			2nd Half			Full-year		
	Result	Previous Forecast*	Variance	Forecast	Previous Forecast*	Variance	Forecast	Previous Forecast*	Variance
Revenue	890.1	900.0	-9.8	919.8	930.0	-10.1	1,810.0	1,830.0	-20.0
Operating income	4.2	10.0	-5.7	23.7	26.0	-2.2	28.0	36.0	-8.0
Ordinary income	14.5	15.0	-0.4	35.4	35.0	+0.4	50.0	50.0	0.0
Net income	11.5	12.0	-0.4	28.4	28.0	+0.4	40.0	40.0	0.0
Average exchange rate	¥102.08/\$	¥100.97/\$	+¥1.11/\$	¥107.00/\$	¥100.00/\$	+¥7.00/\$	¥104.54/\$	¥100.48/\$	+¥4.06/\$
Average bunker price	\$607/MT	\$615/MT	-\$8/MT	\$500/MT	\$620/MT	-\$120/MT	\$554/MT	\$618/MT	-\$64/MT

(cf) FY2013 Result	1st Half	2nd Half	Full-year
Revenue	845.1	884.2	1,729.4
Operating income	21.7	19.3	41.0
Ordinary income	25.6	29.2	54.9
Net income	21.1	36.2	57.3
Average exchange rate	¥98.34/\$	¥101.24/\$	¥99.79/\$
Average bunker price	\$608/MT	\$611/MT	\$610/MT

(cf) Sensitivity against Ordinary income	
FY2014	(for 6 months/Max)
FX Rate:	±¥ 1.00 bn/¥1/\$
Bunker Price:	±¥ 0.04 bn/\$1/MT

[By segment]

Upper	Revenue	
Lower	Ordinary income/loss	

*as of July 31,2014

(¥ billion)	1st Half			2nd Half			Full-year		
	Result	Previous Forecast*	Variance	Forecast	Previous Forecast*	Variance	Forecast	Previous Forecast*	Variance
Bulkships	417.8 16.5	420.0 15.0	-2.1 +1.5	427.1 29.4	440.0 27.0	-12.8 +2.4	845.0 46.0	860.0 42.0	-15.0 +4.0
Containerships	383.5 -10.8	390.0 -7.0	-6.4 -3.8	406.4 -0.1	400.0 1.5	+6.4 -1.6	790.0 -11.0	790.0 -5.5	0.0 -5.5
Ferry& Domestic transport	28.2 2.0	29.0 2.0	-0.7 0.0	28.7 1.4	28.0 1.5	+0.7 0.0	57.0 3.5	57.0 3.5	0.0 0.0
Associated Businesses	56.4 6.1	58.0 6.0	-1.5 +0.1	53.5 4.3	58.0 4.5	-4.4 -0.1	110.0 10.5	116.0 10.5	-6.0 0.0
Others	4.0 2.1	3.0 1.0	+1.0 +1.1	3.9 0.8	4.0 1.5	0.0 -0.6	8.0 3.0	7.0 2.5	+1.0 +0.5
Adjustment	-1.4	-	-	-0.5	-	-	-2.0	-	-
Consolidated	890.1 14.5	900.0 15.0	-9.8 -0.4	919.8 35.4	930.0 35.0	-10.1 +0.4	1,810.0 50.0	1,830.0 50.0	-20.0 0.0

(cf)FY2013 Result	1st Half	2nd Half	Full-year
Bulkships	399.7 23.9	436.6 33.1	836.4 57.1
Containerships	355.8 -3.7	357.6 -10.7	713.5 -14.5
Ferry& Domestic transport	27.7 1.2	27.8 1.0	55.6 2.2
Associated Businesses	58.0 5.7	58.5 5.3	116.5 11.1
Others	3.7 1.9	3.5 2.6	7.3 4.5
Adjustment	-	-	-
	-3.4	-2.0	-5.5
Consolidated	845.1 25.6	884.2 29.2	1,729.4 54.9

[Notes]

- 1) Revenues from customers, unconsolidated subsidiaries and affiliated companies.
- 2) Bulkships =Dry bulkers, Tankers, LNG carriers/Offshore businesses, Car carriers
- 3) Associated Businesses =Real estate, Cruise ships, Tug boats, Trading, Temporary staffing, etc.

Key Points of FY2014 Full-year Forecast (I)

[Overall]

- ◆ Full-year forecasts for ordinary income and net income announced at Q1 (July 31) are unchanged.
- ◆ Assumed foreign exchange for the second half is ¥107/\$ and bunker price is \$500/MT (bunkering in H2 for unhedged portion).
- ◆ Breakdowns by segment have been changed due to business performance in H1, current market trends, weak yen, and bunker price decline.

	As of the end of Q1 (July 31)		As of the end of Q2 (October 31)
	H1 / H2 / Full-year Ordinary Income/Loss	→	H1 (Results) / H2 / Full-year Ordinary Income/Loss
Bulkships	¥15.0 / 27.0 / 42.0 billion	→	¥16.5 / 29.4 / 46.0 billion
Containerships	¥-7.0 / 1.5 / -5.5 billion	→	¥-10.8 / -0.1 / -11.0 billion
Total*	¥15.0 / 35.0 / 50.0 billion	→	¥14.5 / 35.4 / 50.0 billion

* Total includes three other segments and adjustments.

[By Segment]

[FY2014 forecast for ordinary income (increase/decrease in ordinary income from the projected figures announced on July 31)]

Bulkships [¥46.0billion (+¥4.0 billion)]

■ Dry bulkers

Q3 (Oct.~Dec.) market outlook revised downward (right-hand chart) due to current market trends and sentiment. However, anticipate improved market to certain degree with increased iron ore exports from Brazil utilizing large-size vessels, the coming demand season for grain trade from North America, and increased coal trade in the mid-size vessels.

→ Profitability for H2 will increase from H1, anticipating continued recording of brisk profits.

		Q3	Q4
Markets related to MOL (non-consolidated)		Oct-Dec	Jan-Mar
Capesize	As of Jul. 31	35,000	15,000
	As of Oct. 31	20,000	15,000
Market related to overseas subsidiaries		Jul-Sept	Oct-Dec
Capesize	As of Jul. 31	20,000	35,000
	As of Oct. 31	12,600	20,000
Panamax	As of Jul. 31	7,000	10,000
	As of Oct. 31	5,900	8,300
Handymax	As of Jul. 31	8,000	10,000
	As of Oct. 31	8,900	10,000
Small Handy	As of Jul. 31	7,000	9,000
	As of Oct. 31	6,200	8,000

Red = Results

Key Points of FY2014 Full-year Forecast (II)

■ Tankers:

- Crude oil tankers: Anticipate a recovery in the market toward high-demand season in winter, backed partly by increase in long-distance transport from West Africa to China. (the same as the outlook at Q1)
 - Product tankers: Assume conservative stance in comparison to Q1 despite anticipation of a recovery in the market toward the winter high-demand season.
 - LPG carriers: Upward revision in comparison to Q1 on the assumption of upward market trends, judging from the current situation.
- ⇒ Anticipate increased profitability, H2 over H1, recording profits higher than the outlook at Q1.

■ LNG carriers/Offshore business

- Return to profitability as normal due to stable profits from Q2. Anticipate nearly the same level of profitability as the outlook at Q1.
- New projects (for LNG carriers/FPSO) start.

■ Car carriers

Continually step up efforts to increase cargo volume on inbound and cross-trade transport; continue working to improve operational efficiency.

Containerships [-¥11.0billion (-¥5.5 billion)]

- ◆ Cargo volume: Minimize downturn of utilization rate from H1/the outlook at Q1 by reducing downswings in winter season.
 - ◆ Freight rate: Downward revision of assumed freight rates for H2 in view of current freight rates on the Europe and North-South routes, which turned down in the outlook at Q1. Anticipate that freight rates for H2 will stay about the same average of all routes compared with Q2, with efforts to bottom out freight rate levels and stabilize rates with continued efforts toward recovery.
 - ◆ Enhance cost competitiveness: Anticipate greater cost reductions than the outlook at Q1 by launching large-size vessels, disposing of mid-size vessels, increasing adoption of slow steaming, and conducting rationalization of the North-South route.
- ⇒ Anticipate increased profitability in H2 from H1, despite a downturn from the outlook at Q1.

[Cash Flow] Investment cash flow for FY2014 was updated based on factors including the latest prospect on when the cash will be paid, progress in making off-balance sheet investment, etc.

[Dividend] Plan to execute ¥6 per share dividend payment for the full-year (interim ¥3 + year-end ¥3). (No change from the initial plan.)

Dry Bulker Market (Spot Charter Rate)

[Supplement #1]

1. FY2013 (Result)

(US\$/day)

Size	FY2013						Full-year
	1st Half			2nd Half			
Market for vessels operated by MOL	Apr-Sep, 2013			Oct, 2013 - Mar, 2014			Average
	Apr-Jun	Jul-Sep		Oct-Dec, 2013	Jan-Mar, 2014		
Capesize	6,200	19,000	12,600	27,100	16,200	21,700	17,100
Market for vessels operated by overseas subsidiaries of MOL	Jan-Jun, 2013			Jul-Dec, 2013			Average
	Jan-Mar	Apr-Jun		Jul-Sep	Oct-Dec		
Capesize	6,100	6,200	6,200	19,000	27,100	23,100	14,600
Panamax	7,100	7,800	7,500	8,900	14,100	11,500	9,500
Handymax	8,100	9,300	8,700	9,800	14,000	11,900	10,300
Small handy	6,900	8,000	7,500	7,900	10,000	9,000	8,200

2. FY2014 (Result / Forecast)

(US\$/day)

Size	FY2014						Full-year
	1st Half			2nd Half			
Market for vessels operated by MOL	Apr-Sep, 2014			Oct, 2014 - Mar, 2015			Average
	Apr-Jun	Jul-Sep		Oct-Dec, 2014	Jan-Mar, 2015		
Capesize	12,900	12,600	12,800	20,000	15,000	17,500	15,100
Market for vessels operated by overseas subsidiaries of MOL	Jan-Jun, 2014			Jul-Dec, 2014			Average
	Jan-Mar	Apr-Jun		Jul-Sep	Oct-Dec		
Capesize	16,200	12,900	14,500	12,600	20,000	16,300	15,400
Panamax	10,400	6,300	8,400	5,900	8,300	7,100	7,700
Handymax	11,600	9,000	10,300	8,900	10,000	9,400	9,900
Small handy	10,000	7,400	8,700	6,200	8,000	7,100	7,900

Note1) The general market results are shown in black.

Note2) The forecasts are shown in blue. These are referential charter rates for estimating P/L of free vessels that operates on spot contracts (contract period of less than two years). In case rates have already been agreed, however, such agreed rates are reflected on P/L estimation of the relevant voyages.

Note3) Market for vessels operated by our overseas subsidiaries is shown on Calendar year basis (Jan-Dec), because their fiscal year ends in Dec. and thus their P/L are consolidated three months later.

Note4) Market for Capesize= 4TC Average, Panamax= 5TC Average, Handymax= 5TC Average, Small handy= 6TC Average.

1. FY2013 (Result)

Type	WS criteria	FY2013				
		Q1	Q2	Q3	Q4	Full-year
Crude Oil Tanker (VLCC)	Year 2013	37	36	53	48	44
【Arabian Gulf - East】	(Year 2014)	(40)	(38)	(57)	(51)	(47)
Product Tanker (MR)	Year 2013	139	114	116	103	118
【Singapore - Japan】	(Year 2014)	(148)	(121)	(123)	(110)	(126)

2. FY2014 (Result / Forecast)

Type	WS criteria	FY2014				
				1st Half	2nd Half	Full-year
		Q1	Q2			
Crude Oil Tanker (VLCC)	Year 2014	38	45	42	53	47
【Arabian Gulf - East】						
Product Tanker (MR)	Year 2014	112	112	112		
【Singapore - Japan】						

Note1) The general market results are shown in black .

Note2) The forecasts are shown in blue. These are referential WS for estimating P/L of free vessels that operates on spot contracts (contract period of less than two years). In case rates have already been agreed, however, such agreed rates are reflected on P/L estimation of the relevant voyages.

Car Carrier Loading Volume

[Supplement #3]

1. FY2013(Result)

(1,000 units)

(Completed-voyage basis / including voyage charter)	FY2013						
			1st Half	2nd Half			Total
	Q1	Q2					
Total	957	979	1,936	1,004	952	1,956	3,891

2. FY2014(Result/Forecast)

(1,000 units)

(Completed-voyage basis / including voyage charter)	FY2014						
			1st Half	2nd Half			Total
	Q1	Q2					
Total	978	998	1,976	2,070			4,045

*The forecasts are shown in blue.

Containership Major Trades Utilization/Freight Rate

[Supplement #4]

1. Utilization of Asia-North America Trade

(1,000TEU)

		FY2013					FY2014				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Outbound (E/B)	Capacity	167	186	167	153	673	180	208			
	Lifting	154	181	157	148	640	181	200			
	Utilization	92%	97%	94%	97%	95%	100%	96%			
Inbound (W/B)	Capacity	164	183	169	152	669	182	199			
	Lifting	88	82	102	99	371	97	84			
	Utilization	54%	45%	60%	65%	55%	53%	42%			

2. Utilization of Asia-Europe Trade

(1,000TEU)

		FY2013					FY2014				
		Q1	Q2	Q3	Q4	Total	Q1	Q2	Q3	Q4	Total
Outbound (W/B)	Capacity	113	111	108	114	444	122	123			
	Lifting	98	109	104	110	421	125	127			
	Utilization	87%	98%	97%	97%	95%	102%	104%			
Inbound (E/B)	Capacity	113	108	112	113	446	120	124			
	Lifting	75	66	71	72	285	78	76			
	Utilization	66%	61%	64%	64%	64%	65%	61%			

3. Transition of Container Freight Rate (Index: Q1 FY2008=100)

	FY2013					FY2014				
	Q1	Q2	Q3	Q4	Full-year	Q1	Q2	Q3	Q4	Full-year
Freight rate index	85	82	79	80	82	79	80			
(Ref.) Bunker price (US\$/MT)	606	609	613	609	610	611	604			

Fleet Composition(incl. Offshore business)

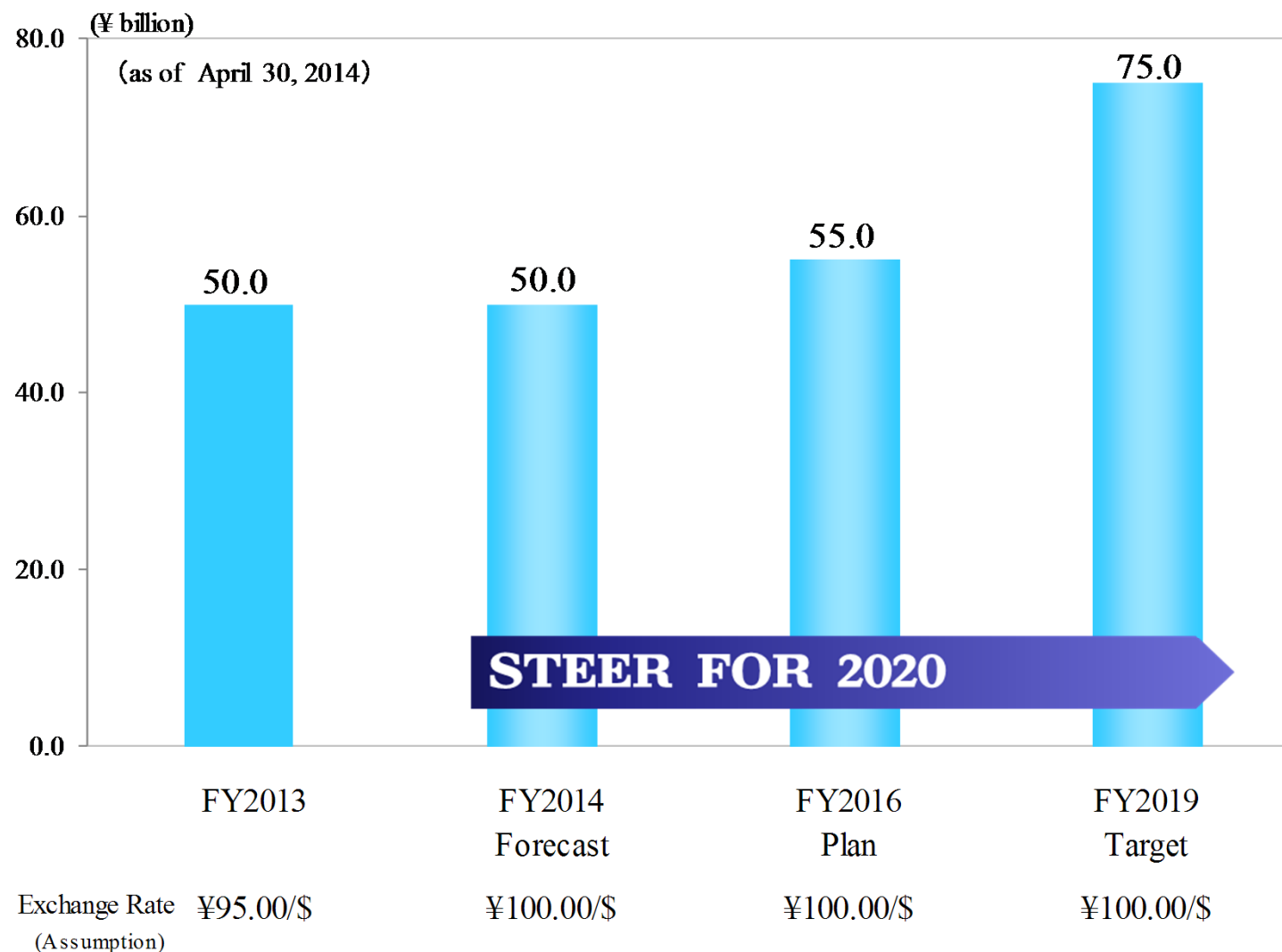
[Supplement #5]

		31-Mar, 2014	30-Sep, 2014		31-Mar, 2015 (estimation)	
			1,000dwt			
Dry bulker	Capesize	107	103	19,684		
	Bulk carrier	Panamax	38	32	2,730	
		Handymax	67	74	4,063	
		Small Handy	56	53	1,778	
		Heavy lifter	6	6	74	
	Wood chip carrier	42	43	2,319		
	Steaming coal carrier	40	43	3,877		
	General cargo carrier	47	46	826		
	(Sub total)	403	400	35,350		
	(Market Exposure)	(190)	(186)	-	382 (163)	
Tanker	Crude oil tanker	38	42	11,093		
	Product tanker	59	52	3,040		
	Chemical tanker	72	69	1,988		
	LPG tanker	11	9	474		
	(Sub total)	180	172	16,595		
	(Market Exposure)	(115)	(103)	-	173 (103)	
LNG carrier	67	64	4,964		66	
Offshore	FPSO	1	1	-		2
Car carrier		125	121	2,005		120
Containership		119	121	7,360		112
Ferry/Domestic carrier		40	40	161		
Cruise ship		1	1	5		45
Others		2	2	13		
Total		938	922	66,454		900



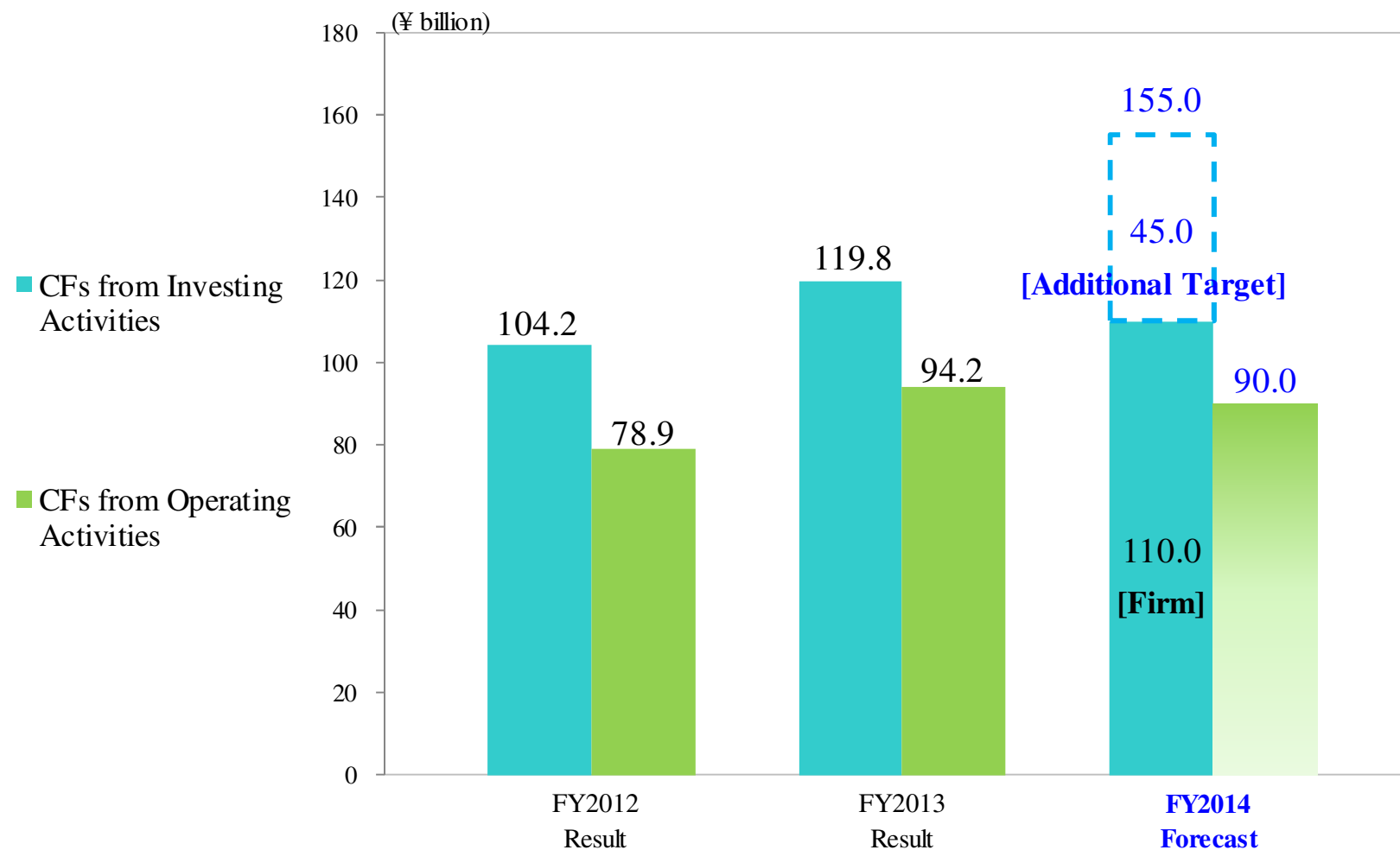
Note 1) Including spot-chartered ships and those owned by joint ventures

Note 2) "Market Exposure"=Vessels operating under contracts less than two years, which are owned or mid-and long-term chartered vessels. Includes vessels that combine multiple customers' cargoes.



【Highly Stable Profits】

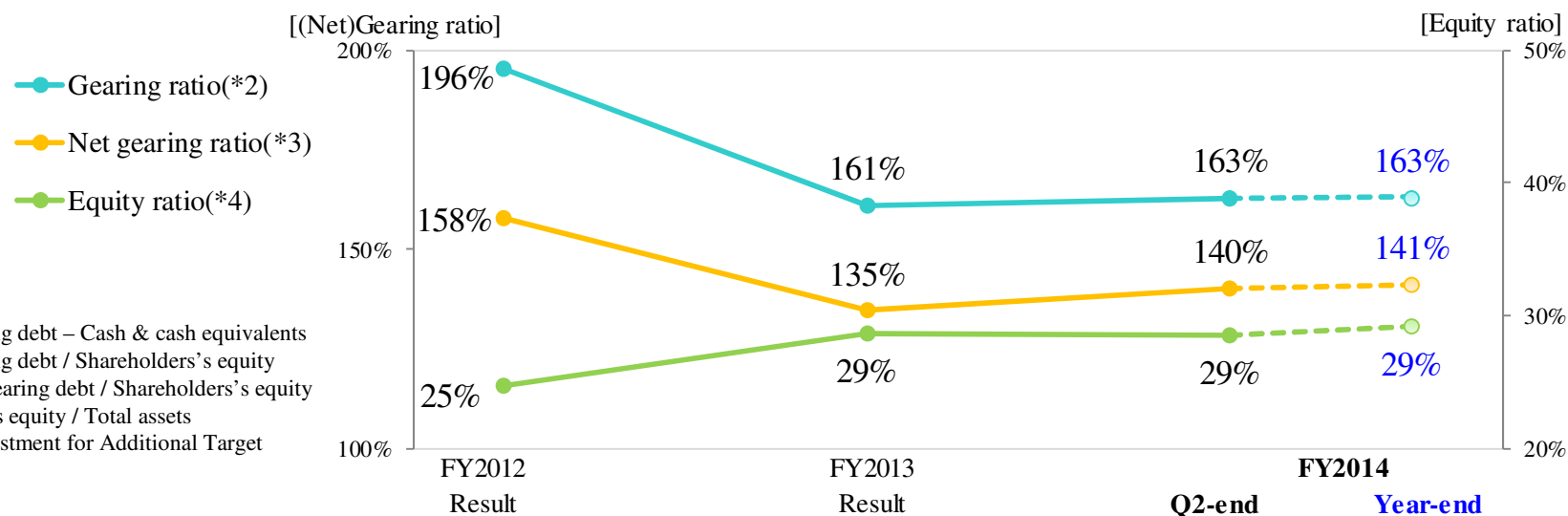
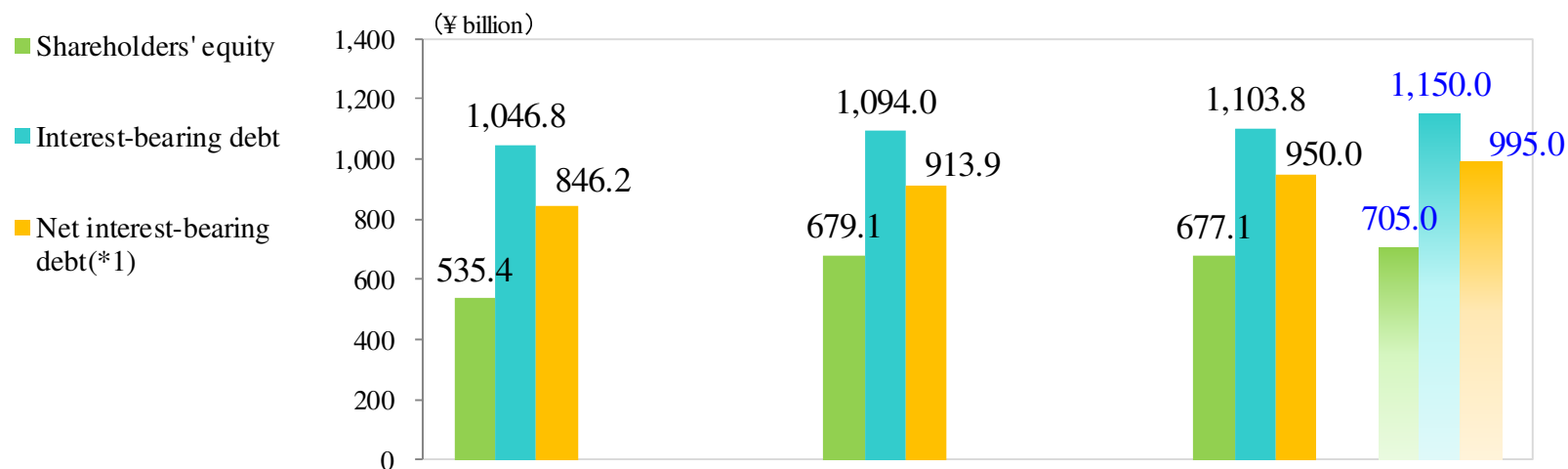
- Profits that are fixed, or expected to be fixed during this midterm management plan, from contracts of two years or more.
 - Projected profits from highly stable businesses.
- (The segments included in “Highly Stable Profits” are Dry bulker, Tanker, LNG carrier, Offshore business, Associated business and Others.)



Ordinary Income/Loss(¥ bn)	-28.5	54.9	50.0
Net Income/Loss(¥ bn)	-178.8	57.3	40.0
Ave. Exchange Rate	¥82.31/\$	¥99.79/\$	¥104.54/\$

(Note1) Free Cash Flows (FCFs) = CFs from Operating Activities – CFs from Investing activities

(Note2) Figures taking into account the FCFs and Dividend payments correlate with change of Net Interest-bearing Debt (on the assumption exchange rate has no change in the period). [cf. The upper graph on page 17]



(*1) Interest-bearing debt – Cash & cash equivalents
 (*2) Interest-bearing debt / Shareholders's equity
 (*3) Net interest-bearing debt / Shareholders's equity
 (*4) Shareholders's equity / Total assets
 (*5) Including investment for Additional Target

(Term-end Exchange Rate)

MOL	¥94.05/\$	¥102.92/\$	¥109.45/\$	¥107.00/\$
Overseas Subsidiaries	¥86.58/\$	¥105.39/\$	¥101.36/\$	¥107.00/\$

STEER FOR 2020

		FY2013 Result	FY2016 (Plan)	FY2019 (Target)
Revenue	[¥ bn]	1,729	1,900	2,100
Ordinary income/loss	[¥ bn]	55	100	140
(Highly Stable Profits)	[¥ bn]	50	55	75
Net income/loss	[¥ bn]	57	80	110
ROA*		2.4%	4~5%	
ROE*		9.5%	above 10%	
Equity ratio *		29%	(around FY2019)	35~40%
Net gearing ratio *		135%	(around FY2019)	100%
(Assumption)				
Exchange rate	JPY/US\$	99.79	100	100
Bunker price	US\$/MT	610	620	620
Market level	Assuming not so much improvements in and after FY2014			

*ROA = Ordinary income/Average Total assets at the beginning and the end of the fiscal year

*ROE = Net income/Average Shareholders' equity at the beginning and the end of the fiscal year

*Equity ratio = Shareholders' equity/Total assets

*Net gearing ratio = (Interest bearing debt-cash and cash equivalents)/Shareholders' equity