MOL Sustainability Plan (MSP) ～Safety & Value～

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans
Safety & Value Provide added value through safe transportation and our social infrastructure business	**Value through Our Core Business**	● Provide sustainable value through marine transport and social infrastructure business		● Implement strategies set forth in the management plan
		Transport volume (ton-mile)	—	
	Safety Levels	● Ensure that the MOL Group can continue to protect precious people, property, and the environment and be trusted		● Promote the active participation of human capital to help ensure safety ● Development of safety infrastructure centered on technology ● Preemptive management of risk and danger ● Reform safety awareness through mutual enlightenment ● Pursuit of the ideal organizational structure and business processes
		Group-wide KPIs for the MOL Group －Number of fatal accidents －Number of serious accidents *1 －LTIF(Lost Time Injury Frequency)*1	0 0 —	
		Safe Operations －4 ZEROS 　Serious marine incidents 　Serious cargo damage 　Oil pollution 　Fatal accidents	 0 0 0 0	
		－SPI (Safety Performance Indicator) 　LTIF (Lost Time Injury Frequency) *2	Less than 0.50 (FY2025) Less than 0.40 (FY2030) Less than 0.30 (FY2035)	
		Average downtime (hours per shipper year) *3	Less than 24.00 (FY2025) Less than 22.00 (FY2030) Less than 20.00 (FY2035)	
		Downtime frequency rate (incident per ship per year)**4	Less than 1.00 (FY2025) Less than 0.80 (FY2030) Less than 0.60 (FY2035)	

*1 Define and set for each business segment in the MOL Group. *2 Number of lost time injuries occurring in a workplace per 1 million hours worked (MOL uses "on board time" as denominator).
*3 The amount of downtime due to mechanical malfunctions or incidents per vessel per year.
*4 The number of mechanical malfunctions or incidents that result in downtime per vessel per year.

MOL Sustainability Plan (MSP) ～Safety & Value～

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans
Safety & Value Provide added value through safe transportation and our social infrastructure business	**Creation of New Added Value**	● Create services that meet social needs		● Steadily promote existing projects and explore new service opportunities 　– Global HR consulting, Blue carbon Project, businesses of MOL PLUS Co., Ltd., etc. ● Continuously commercializing new businesses proposed by employees
		Track record of new services that cater to society's sustainability-related needs	—	
		Number of projects commercialized through the MOL Incubation Bridge, system for employee-inspired proposals for new businesses	—	

MOL Sustainability Plan (MSP) 〜Environment〜

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans

Environment
 	
Conservation for marine and global environment
	Climate Change Countermeasures	● Achieve net zero GHG emissions for the entire Group by 2050		● Implement strategies set forth in the MOL Group Environmental Vision 2.2
				  – Action 1: Adoption of clean energy
				  – Action 2: Enhancement of energy-saving technologies
				  – Action 3: Boost operating efficiency
				  – Action 4: Building business models to enable net-zero GHG emissions
				  – Action 5: Expanding low-carbon and decarbonization projects through use of the MOL group's concentrated strengths
				● Enhance response to TCFD recommendations
				● Strengthen cooperation with group companies

		GHG emissions *1	▲23% (FY2030, compared to that of 2019)	
		GHG emission intensity *2	▲1.4% per year (average through 2030, compared to that of FY2019)	
			▲45% (FY2035)	
		Number of LNG/methanol-fueled ocean-going vessels	90 vessels (FY2030)	
		Ratio of power from renewable energy for Scope 2	100% (FY2030)	
		Fuel efficiency (energy consumption per ton-mile)	▲5% (FY2025, compared to that of FY2019)	
		Amount of removal type carbon credits used (t-CO2)	2.2 million t-CO2 (FY2030, cumulative)	
		Environmental investment	650 billion yen (FY2023-25 in total)	
	Preservation of Marine Environments Protection of Biodiversity	● Reduce negative impact on the marine environment and biodiversity		● Identify and analyze nature-related risks and opportunities ● Consider KPIs and targets
		*Planning to set KPIs based on international guidelines, etc.	—	
	Prevention of Air Pollution	● Reduce air pollutants emitted from vessels		
		SOx emissions	—	
		SOx emissions intensity	▲14% (FY2030, compared to that of FY2020)	
		NOx emissions	—	
		NOx emissions intensity	—	

*1 Scope 1 and Scope 2 for the entire group (consolidated scope).
*2 Scope 1 and part of Scope 3 for MOL Group-operated ocean-going vessels.

MOL Sustainability Plan (MSP) ～Human & Community～

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans
Human & Community Contributing to the growth and development of people and communities	**Diversity, Equity & Inclusion**	● Realize a work environment in which a diverse range of human capital can succeed		● Implementation of human capital acquisition and allocation ● Achieving the right people in the right place ● Implementing talent management with the use of technology ● Supporting autonomous career development ● Improvement of employees' engagement ● Strengthening the capabilities of divisions managing human capital ● Enhancement of attractiveness for Seafarers
		Percentage of managerial positions filled by women (Non-consolidated, office workers)	15%（FY2025）	
		Composition of people filling MOL Group Key Positions (MGKP) *1 　－Percentage who are women 　－Percentage who are not from headquarters 　－Percentage who are in their 40s or younger	8%（FY2025） 30%（FY2025） 15%（FY2025）	
	Mutually Empowered	● Establish an environment for "Mutually Empowered" to maximize individual and group-wide organizational capabilities		
		Communication implementation rate aimed at achieving and practicing the Group Corporate Mission, Vision, Values	100%（FY2025）	
		Number of transfers due to the open recruitment of positions Groupwide (cumulative figure over three years)	More than 50 cases (FY2025) *2	
	Highly Engaged	● Realize a group in which employees can feel the significance and peace of mind of working for the company on a daily basis		
		Engagement Survey (ES) response rate	More than 90% (FY2025)	
		Percentage of organizations where the KPI score for "Engagement" improved in the ES	More than 70% (FY2025)	

*1 General Managers in MOL head office(GMs), and positions in all the MOL GROUP companies, of which function and responsibility are designated to be equivalent to those of GM (irrespective of whether in Japan or overseas)
*2 Cumulative total for 3 years

MOL Sustainability Plan (MSP) ～Human & Community～

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans
Human & Community Contributing to the growth and development of people and communities	**Growing Together with Local Communities**	• Expand activities that contribute to the growth and development of people and communities involved in our business		• Social contribution activities • Enhance activities related to key areas • Strengthen cooperation with group companies and expand initiatives • Expand initiatives to raise awareness of social issue resolution among group employees • Community contribution activities in Mauritius • Continued support for NGOs, academic institutions, etc. through two funds • Assistance in building networking among grant recipients • Publication of activity results with emphasis on social impact
		Results of social contribution activities	—	
		Progress of activities benefiting local communities in Mauritius	—	

MOL Sustainability Plan (MSP) 〜Innovation〜

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans
Innovation Innovation for development in marine technology	**Groupwide Adoption of Clean Energy**	• Introduce and increase the use of clean alternative fuels for vessels		• Strategic procurement of clean alternative fuels and the establishment of a reliable supply system • Promote the development of related technologies 　− Ammonia-fueled vessels, methanol-fueled vessels, hydrogen-powered vessels, use of fuel cells/batteries, etc.
		Number of net-zero GHG emission ocean-going vessels	Deploy commercial in the 2020s 130 vessels（FY2035)	
		Percentage of zero-emission fuels used	5%（FY2030)	
		• Develop technologies that contribute to the spread of clean energy in society		• Promote the development of next-generation clean energy carriers /bunkering vessels 　− Large ammonia carriers and bunkering vessels, liquefied hydrogen carriers, liquefied CO_2 carriers, etc. • Promote R&D on the Wind Hunter Project
		Progress in developing next-generation clean energy carriers/bunkering vessels	−	
	Increasing the Energy Efficiency of Vessels	• Use natural energy and establish and promote energy-saving technologies that help improve propulsion performance		• Develop ways to reduce the weight of the Wind Challenger and study the feasibility of mass production • Study installation of Rotor Sail *1 • Promote introduction of other energy-saving technologies 　− PBCF *2, Optimal Trim System *3, etc.
		Number of vessels equipped with the Wind Challenger (hard sail wind propulsion system)	25 vessels（FY2030) 80 vessels（FY2035)	
		Number of vessels adopting other energy-saving technologies	−	
	ICT Utilization for Safe, Efficient Operation	• Upgrade, expand, and establish platforms using vessel-related big data (the FOCUS Project etc.)		• Upgrading FOCUS 　− Expansion and review of data items related to efficient operation, support for vessels fueled by LNG and other alternative fuels • Development/demonstration/implementation of Fleet Guardian
		Progress of the FOCUS Project	−	
		Progress of the Fleet Guardian Project *4	−	
		• Establish technologies for autonomous vessel navigation		• Formulate development plan in light of sea trials • Select partners and conduct verification with a view to installation
		Progress in developing technologies for autonomous vessel navigation		

*1 Rotor Sail is an auxiliary device using wind power.   *2. Propeller Boss Cap Fins. It improves propulsion efficiency by breaking up the hub vortex generated behind the rotating propeller of the vessel.
*3 The optimum trim system quantitatively assesses MOL captains' extensive practical knowledge of vessel running attitudes through tank testing and tests aboard actual ships. This data is translated into graphs that make it easy for seafarers to use the system.
*4 A predictive diagnostic system to prevent problems and breakdowns in the main engine, based on the information from various sensors monitoring the onboard main engine, etc.

MOL Sustainability Plan (MSP) 〜Innovation〜

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans
Innovation Innovation for development in marine technology	**DX**	● Digitalize to improve company productivity and optimize processes		● Promote land-oriented DX projects for use in designing and introducing new function-specific standard practices, etc. ● Promote maritime-oriented DX projects, such as maximizing digital use of onboard documentation ● Implement measures to develop change leaders ● Optimizing the overall business environment through ICT infrastructure development at the entire group
		Conversion rate to work for value creation and safety *1	10% (FY2025, cumulative) 20% (FY2030, cumulative) 30% (FY2035, cumulative)	
		Number of change leaders *2	—	

*1 Ratio of man-hours spent by employees on routine work to man-hours spent on new value creation and safety operations through digital applications and optimization of operations and organization.
*2 Change leaders are defined as "A person promoting changes in business models, business processes, corporate culture, etc." and "A person who understands business and process issues, is able to envision the ideal state and lead the change". The number of employees receiving training to develop them as change leaders.

MOL Sustainability Plan (MSP) ～Governance～

Sustainability Issues	Initiative Focus	Targets and KPIs		Fiscal 2024-2025 Action Plans

Governance
 	
Governance and compliance to support businesses
	Management Transparency	• Achieve management system for global growth by leveraging the collective strength of the group
		• Establish a highly effective corporate governance system
		• Enhance disclosure to encourage dialogue with stakeholders
				• Implement various measures based on the "MOL Group Three Basic Principles of Corporate Governance"
				  – Continuously implement improvement measures based on evaluation of the effectiveness of the Board of Directors
				  – Develop a roadmap for realizing a board structure based on a skills matrix
				  – Enhance discussions on company-wide material risks
				  – Strengthen the authority of the Corporate Organization, Business Organization, and Regional Organizations, and enhance cross-checking functions

		Results of effectiveness evaluations of the Board of Directors	—	
		Progress of deliberation of the Corporate Governance Council	—	
	Information Security	• Zero serious ICT incidents		• Expansion of security incident operation systems and processes • Strengthening management of information assets and visualization of investment status • Development of ICT Security Zero Trust Security Enhancement Roadmap • Survey on the status of information and communications security measures and implementation of improvement measures
		Number of serious ICT incidents *1	0	
	Responsible Procurement Respect for Human Rights	• Identify and reduce risks related to the environment, safety, and human rights throughout value chains		• Disseminate and instill understanding of relevant policies within the group and among business partners to ensure their understanding • Continuously implement ESG surveys for business partners and expand targets • Continuously implement human rights due diligence • Expand human rights education programs
		Progress of value chain management	—	
		Track record on human rights training	—	
	Fair Trade Bribery Prevention	• Zero compliance violations		• Strengthen internal audit structure and implement improvement measures based on audit results • Continuously implement compliance-related education and enlightenment activities
		Number of compliance violations *2	0	
		Number of consultations received by compliance advisory service desk	—	
		Track record on compliance training and e-learning	—	

*1 Those that fall under Level 4 (most serious) of the four incident levels determined according to the scope of impact.
*2 Serious violations related to fair trade and bribery.

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