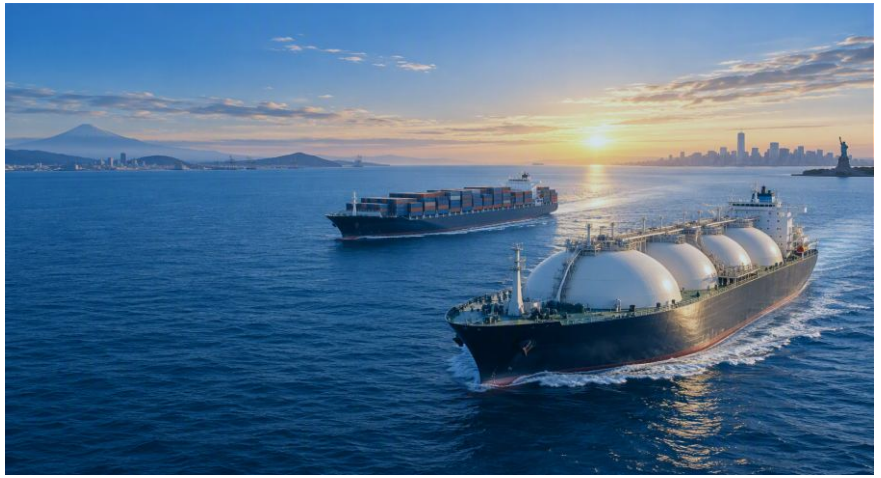
1 Shipping keeps our economies functioning

Shipping is more than transportation. It is critical infrastructure for energy, food, materials and manufacturing.

930 vessels in the MOL Group fleet

103 LNG vessels

100+ countries served worldwide



A diversified MOL's fleet supports different parts of the economy

Dry bulk vessels	360	iron ore, coal, grain, biomass
Energy transport vessels	181	oil, gas and energy products
Chemical logistics vessels	151	chemical products
Car carriers	109	vehicles and industrial cargo
Other vessels	129	containers, ferries, offshore, cruise and others

Why this matters

- Energy security
- Industrial continuity
- Economic resilience

Reliable shipping keeps economies functioning

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2 MOL Supports multiple U.S. supply chains

MOL Group vessels made more than

2,000 **U.S. port calls per annum**

These calls supports multiple U.S. supply chains, from energy and chemicals to vehicles and manufactured goods.



The often-overlooked contribution: the capacity to continue and recover when normal trade flows are disrupted.

Resilience comes from the system

Invest for long term	Vessels and infrastructure
Operate safely and reliably	Technology, seafarers and maintenance
Risk diversification	Routes, assets, fuels and partners
Build trusted partnerships	Industry and Government across Japan and U.S.

Next step is turn cooperation into commercially sustainable projects

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