

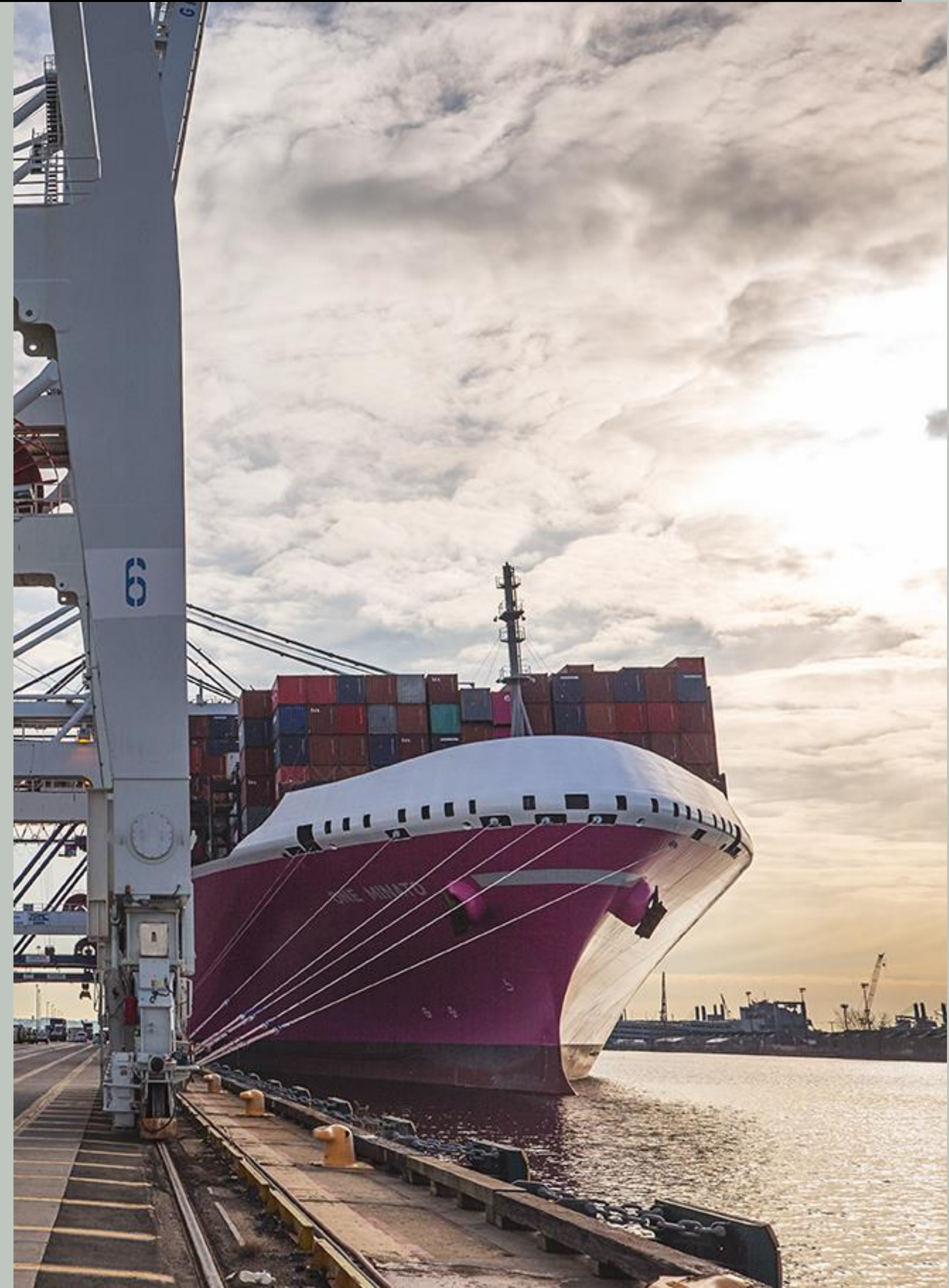
ONE Initiatives



January 29, 2021



- 1. CEO MESSAGE**
- 2. GENERAL MARKET CONDITIONS**
- 3. ONE's COUNTERMEASURES**



1. CEO MESSAGE



Jeremy Nixon
Chief Executive Officer

It goes without saying that we're still living in extraordinary times. Just as our hearts go out to everyone affected by Covid-19, we are enormously grateful to our seafarers who have endured considerable hardships to keep the world supplied with raw materials, fuel, food and goods, including vital medical supplies.

With the launch of the Neptune Declaration on Seafarer Wellbeing and Crew Change this week, we're joining stakeholders from across the global maritime value chain to establish a collaborative and multi-stakeholder response needed to solve the international crew change crisis. We must protect the two million seafarers across the world's oceans and recognize the critical role they play as "key workers" in the front line in transporting humanitarian products and protecting the global economy.

As countries around the world begin to implement vaccination plans, we're continuing to face operational challenges which are straining global supply chains. Staff illness and quarantining, social distancing measures, lockdowns that affect factories' output patterns and soaring demand for work-from-home (WFH) items and PPE have all combined to place severe pressure on the container shipping industry.

The situation has been exacerbated by landside delays and port infrastructure challenges. Since last September, we have fully deployed all of our available ships and equipment in the service. And, we hired extra charter vessels and arranged extra empty-dedicated sailings to imbalance surplus empty equipment to unexpected high demand areas, and also procured additional empty containers. Despite our efforts, we anticipate that bottlenecks will continue to persist until the landside situation improves.

One of our key focus areas for FY2020 is to build further resilience within our business to withstand waves of disruption and recovery. Accelerated digitalization of our business processes and platforms have enabled us to transition smoothly to a WFH environment globally whilst providing high level of customer service quality. We'll continue to push ahead with many initiatives to address climate change, which remains a key challenge for the shipping industry.

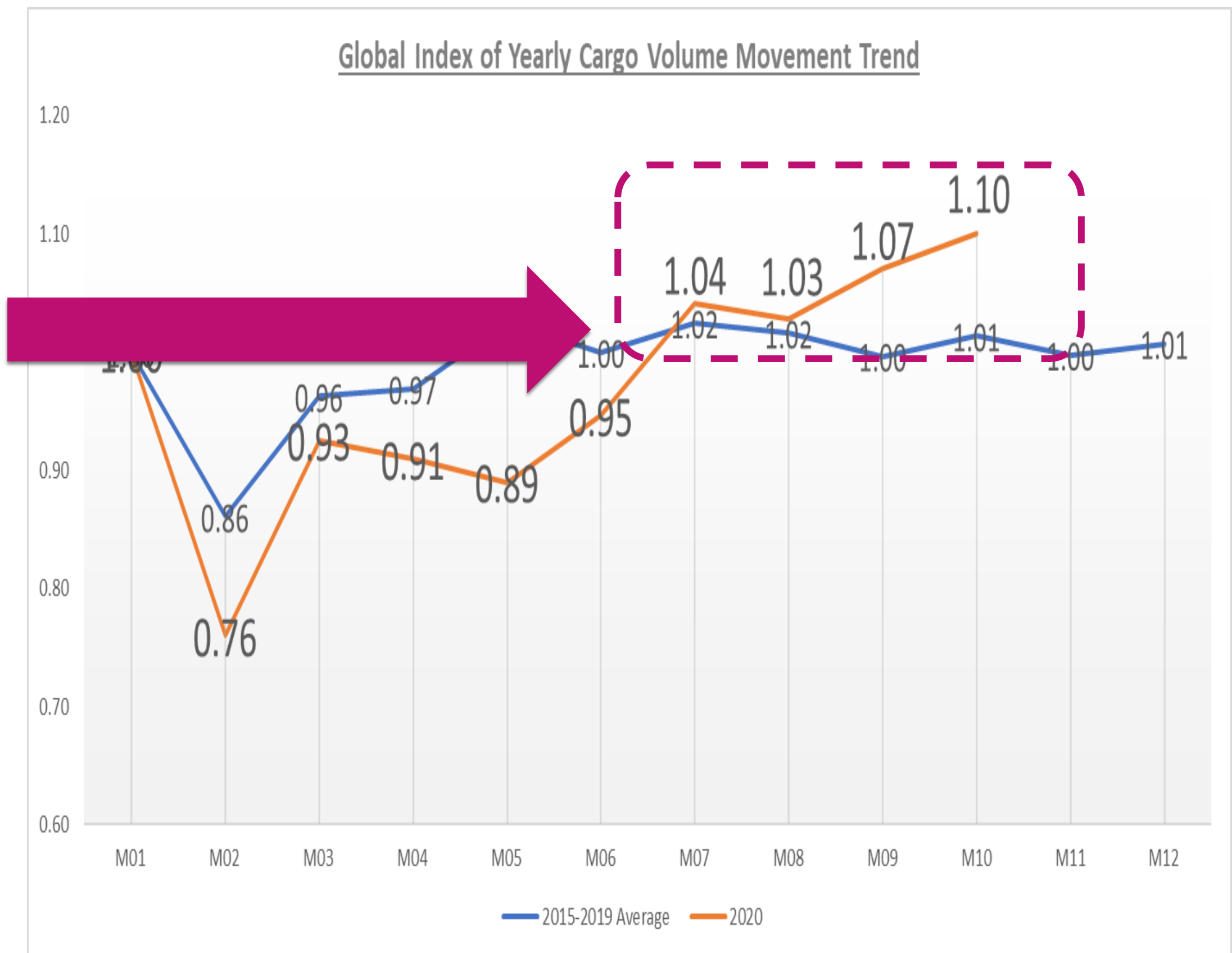
These are unpredictable times and the extent of the economic impact of the pandemic is still uncertain. But with the precautions we are taking for our employees' health and safety, our investments in new technologies, our unwavering spirit to strive for customer service excellence and our continued fiscal discipline, I believe ONE is well positioned to serve our customers during this critical time – and well into the future.



The year of unprecedented cargo fluctuation

- Year 2020 experienced a significant cargo volume drop in the 1st half due to COVID-19. The global pandemic temporarily halted the world economy.
- Then, entering the 2nd half of year, **a sudden surge of the cargo demand**, mainly due to the pent-up demand, emerged.

This unprecedented surge of cargo demand is posing various operational challenges to the industry infrastructure and the supply-chain. (Container equipment shortage, port congestion, schedule delay etc...)



Setting Jan (M01) as benchmark (Index 1.00), and showing cargo volume fluctuation from Feb (M02) onwards.

(Source: Seabury 2020)

3. ONE's COUNTERMEASURES

We are embarking on a range of initiatives to help ONE maintain its operational edge, continue to provide world class customer service, and to capitalise on our people's knowledge, experience, tenacity and innovative spirit to address any challenges we may face.



Operation excellency

Maximizing empty containers availability

Collaborating Within and Beyond ONE



Customer service oriented

eCom & Digital initiatives "ROOT project"

Reinforcing vessel fleet & Striving to maintain vessel schedule

Close communications with customer



Quality of employee

Smooth transition to the new working environment

Pandemic doesn't stop our CSR activities



Operation excellency

Maximizing Empty containers availability

ONE made every effort to cater to the unexpected surge in container demand on account of the unprecedented situation.

Empty container positioning

We have started to accelerate the positioning of empty containers, including arrangements of empty sweeper vessels. In the past 9 months, we had around three million TEUs repositioned from various long-haul regions back to the deficit locations.

Empty container Procurement

Our equipment team has been restlessly striving to inject more containers to the fleet to safeguard ONE's supply. We had 76% more units on hire in Q3 than in Q2.

New Technology

We've been rapidly adopting AI-based technology to improve our demand forecast system and enhance predictability.

Collaborating Within and Beyond ONE

Operational Micro-management

Our global operational staff work around the clock as a strong and coherent team throughout the extremely difficult year of 2020. Lean and agile way of working has been broadly adopted. A cross-functional working group, Covid-19 Contingency Working Group has been convened shortly after the pandemic broke out to facilitate ONE's optimal operations.

Terminal Operator

Terminal Partnership Program (TPP), originally launched in 2018, is now expanded to more than 10 terminals including a number of major terminal operators all over the world. The original objective is reducing vessel port stay to improve productivity and service reliability. This joint efforts, coupled with our operational micro-management, have effectively helped us counter various operational adversities

Ship Owners & Crew

ONE is committed to render the maximum assistance to the ship owners and crew, and around 15% of ONE's operating vessels conducted extra calls for crew change in cooperation with the ship owners/crew in FY2020.



Customer service oriented

eCom & Digital initiatives “ROOT project”

Providing Value propositions through the Pre-booking, Booking and Post-booking process

- Enhanced e-Commerce platform for quicker booking & bl turn-around time
- Established proactive alerts to provide cargo status
- Direct API linkages “ONE Connection” with Customer
- ONE 24/7 Chat BOT & Live Chat

Reinforcing vessel fleet

We are committed to provide quality service with the state-of-the-art vessel fleet. We have injected a further 8 ultra large modern vessels into our fleet in 2020BP.



Striving to Maintain Vessel Schedule

Facing the inevitable vessel schedule delays caused by obstacles spanning across operational segments, we have been diligently looking to the charter market for additional hires, in which direction we added 5 more ships in Q3 compared to the previous quarter. Along with nimble vessel deployment and operational micro-management, we have been committing and will continue to commit ourselves to countering any negative impact to our vessel schedules.

Close communications with customer

Inspire of the ongoing challenges, ONEs key objective was to ensure timely & accurate customer communications. ONE's frontline sales actively communicate on empty pick-up/return and equipment/space availability situation with the customers to maximize the usage of the limited resource in the market. It meant to micro manage certain processes, but this was to ensure alternate solutions are being provided in a timely manner



Quality of employee

Smooth Transition to the new working environment

Since the beginning of the pandemic outbreak, our Crisis Management Committee in the Global Headquarters has been activated to implement measures to minimize impact to the Company, and it was also mirrored in each Regional HQ for lean and agile decision making. With many of our business processes digitalized and standardized across regions, such as booking, documentation, customer service, stowage planning, etc., we were able to transition smoothly to working from home (WFH) globally and provide seamless service to the customers.

Pandemic doesn't stop our CSR activities

We are committed to play our part not only as a business but as a member of society, and we will continue to support efforts to combat the spread of COVID-19 while delivering essential container shipping service around the world.

Examples of our Activities:

- Singapore (Charity event at student care corner)
- Holland/The United Kingdom (Charity/Christmas events)
- Korea (Charity Bazaar/ Donation to local NGO)
- Brazil (Sant Claus and Christmas bag charity)
- Denmark/Finland/Sweden (Support to cancer centre and children)
- Poland (Christmas event, Support to local Hospice)
- Hong Kong (Hygiene Pack Creation with local NGO)





Thank you.

www.one-line.com