

ONE INITIATIVES

FY2021 Q3



31st of Jan, 2022



- 1. CEO MESSAGE**
- 2. ONE's COUNTERMEASURES**



Jeremy Nixon
Chief Executive Officer

Stakeholder and Staff Welfare

We are committed to support the welfare of our staff, customers and business partners wherever possible. “working from home” has its challenges but during this quarter we have managed to fully maintain all our functional business activities in every country location. The new Omicron variant is obviously a cause for concern, due to its higher infection rate and the significant variation in national policies on quarantining and travel. Meantime, our seafarers are consistently facing very challenging conditions due to ongoing crew change restrictions, shore leave and vaccination policies. As ONE, we continue to be a strong advocate for improvements to seafarer welfare conditions.

Financial Performance

Our P&L maintains a strong performance with a significant return on equity for the shareholders. Our balance sheet is now fully restored with some increasing safety buffer to support the business’s future investment needs and the forward guidance for the rest of 2021 remains firm. We are in the process of finalising the mid term business plan, with the aim to provide a healthy balance between improving product competitiveness, annual investor returns and future long term enterprise value growth. More details will be available in due course.

Global Supply Chain Bottlenecks

We continue to experience a dislocation in the capacity and velocity of supply chains between the marine and inland operational environments. Whilst all ships and containers are fully deployed, resource restrictions at the ports and inland logistics networks resulted in persistent backlogs which adversely impacted the ocean network operations, causing heavy delays and extended waiting period of vessels in major container ports. The situation is particularly acute in North America where currently we are only able to deploy circa. 80% of our proforma weekly capacity. The operational port situation is expected to remain challenging globally for the majority of calendar 2022 based on latest assessments.



Yield Management

We maintain, where operationally possible, to provide equipment and booking allocations in line with our original 2021 contract commitments. This of course remains challenging where scheduled sailings have to be voided at short notice due to berthing delays at destination. Overall our equipment inventory management has held up well, despite the difficulties, by further enhancing our AI forecasting systems and deploying additional empty sweeper voyages where necessary. The 2022 client contracting is now well underway with Jan-Dec contracts completed, and April-March now commencing. The fixed contract rate levels for 2022 are already indicating a significant yield enhancement over 2021 levels. Meantime the short term spot market remains firm, and is further augmented by ONE's new online pricing platform (ONE QUOTE).

Digitalisation

We continue to make significant progress with the upgrade and enhancement of our sales and customer service management systems, strengthening our e-commerce and online quote and cargo status enquiry functionalities. We have also successfully rolled out the new CRM system and are in the process of further enhancing our front line Sales and Customer service team resources. This would further strengthen our "customer service" quality and speed of response in 2022, at both the global and local level. We have also launched new Digital B/L and mobile app capabilities.

New Network Extensions

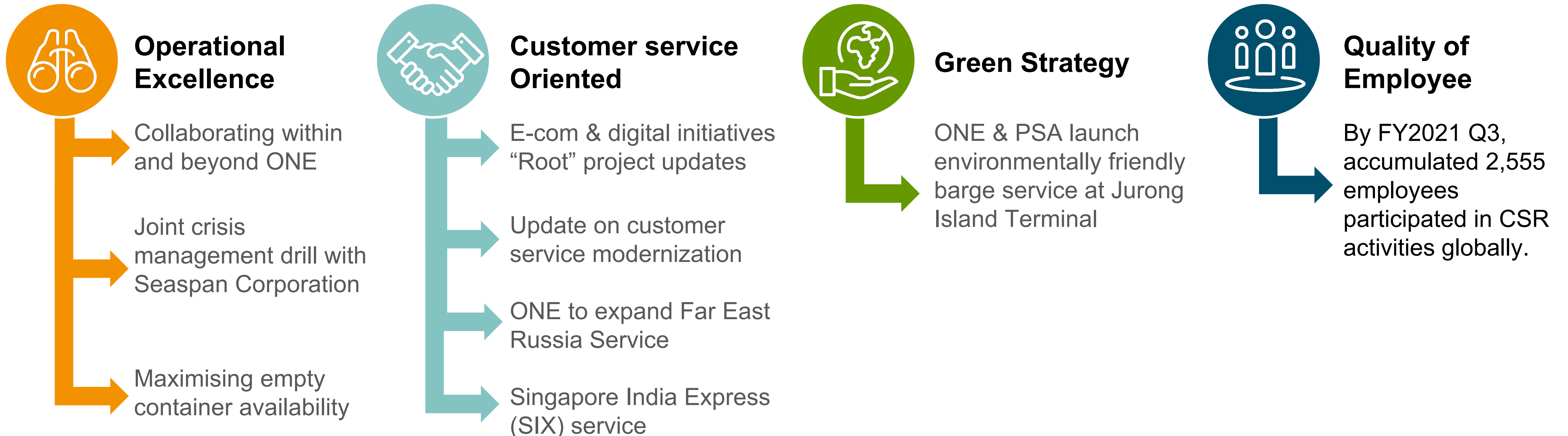
Despite the shortage of market tonnage and challenging main port operations, we are well positioned to launch new regional services to serve our valued customers. In this quarter, the new Russia Far East service - connecting PRC and Korea, and the direct service between Nhava Sheva (W.India) and our core transshipment hub in Singapore, are deployed.

Go Green !

We remain dedicated to strengthening our environmental capabilities. The new Green Strategy Department is now fully up and running in our Singapore Global headquarters. We have been working on a number of environment collaboration and technical design projects. In preparation for our future new build requirements, improvement analysis and studies of our existing fleet to reduce carbon footprint are undergoing. We continue to support the new Global Maritime Decarbonisation Centre in Singapore, and are actively participating in related industry events in London and Glasgow (COP 26) .

2. ONE's COUNTERMEASURES

As ONE, we remain committed to support the welfare of our staff and stakeholders. Crew changes are still extremely challenging, but we persevered to advance arrangements leading to a 25% increase. Digitalisation efforts and modernising our processes have further strengthened our "customer service" quality and the speed of responses in 2022. We are focused to strengthen our environmental capabilities and are carrying out studies on our existing fleet to reduce our carbon footprint. More than 2,500 employees participated in CSR activities globally to contribute to local societies and, we have recently launched the global #ONEPinkRibbon year-long campaign to raise breast cancer awareness.





Operational Excellence

Collaborating within and beyond ONE

Operational micro-management

During the October-December period, ONE continued to meet various challenges that have been stubbornly persistent, including chronic port congestions spanning from USWC to Europe and to Asia, the shortage of land transportation capacity, impaired container yard fluidity, reduced manpower due to omicron variant and so on. The impact of flooding in Vancouver disrupted inland transportation and, the Covid Omicron variant-triggered supply chain disruptions in some major port areas, had a powerful negative impact on already stretched operational resources. Also, the intermittent strike in Piraeus triggered tremendous challenges for the Mediterranean services which are still lasting. Consequently, we have been fighting against evolving and fluctuating adversities as well as their ripple effects. Under our lean and agile business formation, Business Collaborative Council, the global ONE team collaborated to mitigate the impact and maximize the carrying capacity in our network.

Shipowners & crew

We have continued to advance crew change arrangements in this quarter, despite the ongoing Covid-19 pandemic and a highly regulated environment in Asia. As a result, a 25% increase in crew change arrangements during this quarter were realised compared to the average in the previous three quarters.

Joint crisis management drill with Seaspan Corporation

ONE and Seaspan Corporation conducted a joint crisis management drill based on a simulated scenario of ONE's chartered vessel's involvement in a collision incident on 2nd December. The joint exercise was a success and included about 80 participants. This simulated drill has strengthened ONE's crisis management capability, and has proven that the organization is constantly prepared to respond in times of emergency under any circumstance.

Maximizing empty container availability

Under these challenging circumstances, we continuously managed container box inventories, which were further complicated by disrupted vessels schedules. ONE has kept a reasonable empty container inventory level so as not to disrupt our container box supply.

Empty container procurement

We continue to proceed with empty box procurement for both dry container and reefer container based on our market and demand forecast. This has helped to control the unexpected surge in demand.

Empty container repositioning

In addition to our constant policy of full slot utilization for empty repositioning, we managed to arrange empty sweeping operations in spite of the lack of tonnage. The empty sweeper volume in this quarter increased by 50% compared to the previous quarter.



Customer Service Oriented (1/2)

E-com & digital initiative “Root” project updates

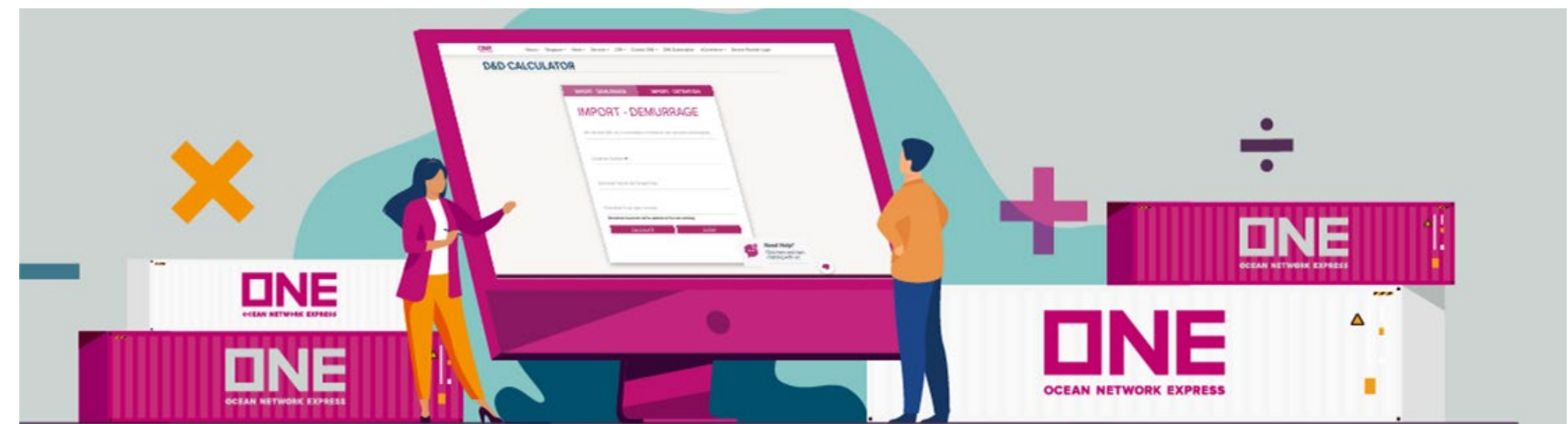
In the last quarter, we continued to improve overall customer touchpoints aligned to our digital deliverables.

- Our mobile APP releases, echo our commitment to constantly innovate solutions that allow customers to do more on the move. Amongst other features, we have released “schedule inquiry” & “push notifications on shipment status” to make shipping more accessible.
- Our upcoming end-to-end e-commerce application platform will focus on being intuitive, easy to use, and efficient with the overall objective to enhance our customers’ end-to-end experience.
- We're further enhancing the process and in parallel, system developments to improve our booking turnaround time, focusing on our e-commerce platform.
- ONE QUOTE has been enhanced with service scope expansion and functional development. The frequency of use by customers has increased steadily
- We have extended our online payment options through our e-payment solutions in Indonesia and Thailand and are planning on further expansion in other regions in the coming financial year.

Update on customer service modernization

For an impactful and consistent global customer experience (CX), we greatly believe in enhanced employee experience (EX).

- We are modernizing our support channels and processes to provide our customer-facing teams with the right tools & integrated data visibility across our internal systems, backed up by standard operating processes to better support our customer demands.
- We are on track towards implementing ONE Force, a Salesforce based Service Cloud CRM solution across ONE, by the next financial year. The focus would be to drive and enhance the overall customer experience.
- We are closely aligning ONE Force, Service Cloud platform with our customers requirements & designing our support strategy to build closer association with our customers.

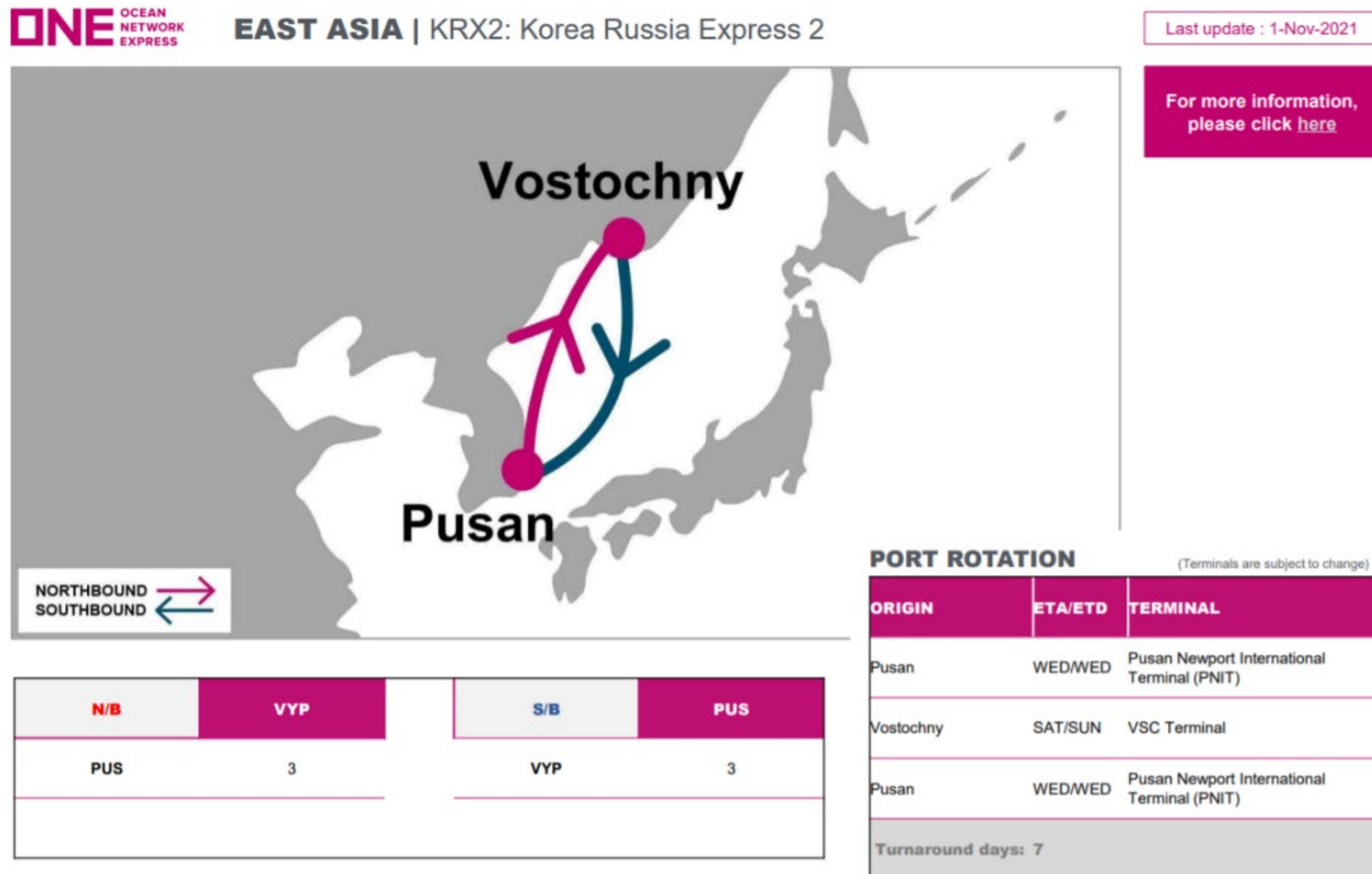




Customer Service Oriented (2/2)

ONE expands Far East Russia service

ONE was pleased to announce a new operating service, the Korea Russia Express 2 (KRX2) to complement the current Korea Russia Express (KRX) service and enhance our network within the same sector. [Download Press Release](#) [Service Map](#)



Korea Russia Express 2 (KRX2) service

By having an added weekly service calling Pusan and Vostochny, the new KRX2 service, operated by 1 x 1,000 nominal TEU ship provides more sailings between the two ports, answering the logistic needs of ONE's customers. With Pusan as the transshipment hub, both services offer improved connections with other worldwide destinations throughout ONE's global network. The maiden voyage for KRX2 was commenced with the M/V CONSCIENCE 0035E/W departed Pusan on the 17th of November 2021.

The new service will create an excellent, reliable, and efficient transport option for ONE's valued customers.



Singapore India Express (SIX) Service

ONE has also unveiled a new addition to our services, connecting Singapore and Nhava Sheva, India – The **Singapore India Express (SIX) Service** [Download Press Release](#) [Service Map](#)

Singapore India Express (SIX) Service

The new weekly Singapore India Express (SIX) Service, launching on the 14th December from Singapore, has enhanced the coverage of the India market, bringing more options and greater flexibility to ONE's valued customers.

SIX service rotation is as follows:

Singapore – Nhava Sheva – Singapore

SIX Effective Vessel Voyage

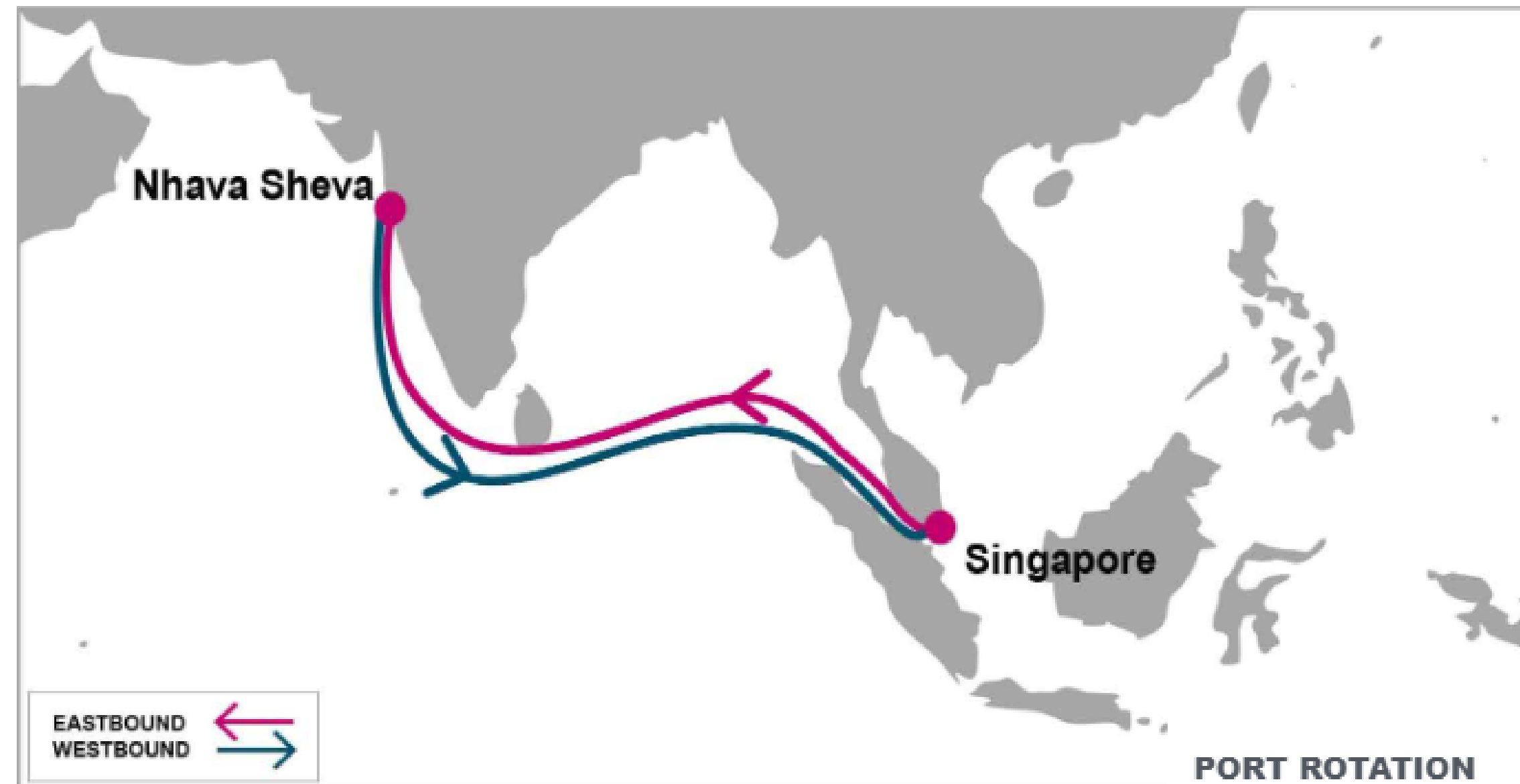
SINAR SUNDA/0101W, ATA Singapore 14 Dec 2021



WEST ASIA | SIX: Singapore India Express

Last update : 16-Dec-2021

For more information, please click here



E/B	NSA	W/B	SIN
SIN	6	NSA	6

PORT ROTATION

(Terminals are subject to change)

ORIGIN	ETA/ETD	TERMINAL
Singapore	MON/TUE	PSA Singapore
Nhava Sheva	MON/TUE	Bharat Mumbai Container Terminal (BMCT)
Singapore	MON/TUE	PSA Singapore
Turnaround days:		14



Green Strategy

ONE & PSA launch environmentally friendly barge service at Jurong Island Terminal

ONE and PSA Corporation Ltd (PSA) have launched a barge sailing from PSA Singapore to PSA Jurong Island Terminal on 24 November. This collaboration marks another milestone for the two likeminded and eco-conscious partners, as both collectively strive for decarbonisation to limit the impact of terminal and shipping activities on our environment. Transportation of container-on-barge, or barge shipping, is a more environmentally friendly mode of cargo transportation compared to truck operations, which could reduce up to 30% of greenhouse gases (GHG) for one twenty-foot equivalent unit (TEU) container under this joint endeavour. This barge service will be used to transport empty containers to PSA Jurong Island Terminal for ONE's identified customers located on Jurong Island. ONE continues to closely monitor the local empty container inventory and evaluate this new process in comparison with those already in place on a dynamic basis, to ensure that a lower emission mode of local empty transport would always be available to customers.

ONE remains committed to furthering our decarbonization efforts throughout the maritime supply chain and finding the best way to reduce our overall carbon footprint. While going greener, we continue to build up our capability to safeguard the global supply chain by diversifying modes of empty transport.



Photo credit: PSA Singapore

A barge discharging ONE containers at PSA Jurong Island Terminal





Quality of Employee (CSR)

By FY2021 Q3, an accumulated 2,555 employees participated in CSR activities globally to get connected and to contribute to local societies.

#OneOcean project - ONE participated in a Coral Reef Conservation program at St. John's Island with National Parks Board – Singapore, to show our commitment to marine biodiversity in Singapore's waters, St. John's island is located just opposite of Singapore PSA terminal and the Magenta Singapore Terminal, Beach cleaning was also carried out at various other locations.

ISO14001 - Certified for landside operations in Europe and Africa

Donation to Mission to Seafarers - Supporting crew change and mental care of ship crews

#OnePinkRibbon – ONE will be a champion of Breast Cancer Awareness. 100 magenta coloured boxes trip around the world for one year. Charitable donation and awareness programs are organized globally.



ONE GHQ & South Asia RHQ (Singapore) - Christmas Charity event with ComChest Student care corners.

ONE Indonesia – 1,150 mangrove treeing in Jakarta, Surabaya, and Semarang.

ONE Philippines - Mangrove seeding and treeing

ONE Poland - Planting to recover destroyed forests.

ONE India - Charity event to the Missionaries of Charity at Ahmedabad and Nhava Sheva.

ONE Japan - Donation to Japan Philanthropic Association

ONE Uruguay - Donation to the parish church

ONE Brazil - Christmas Donation to NGO Pro Viver

ONE Bangladesh - Support to NGO SIDRAH Foundation

ONE Portugal - Donation of toys to social solidarity institution

ONE Poland - Charity event with the local hospice and orphanage

ONE Singapore - Lap top donation through “SG Cares”

and many more.





Thank you

www.one-line.com