

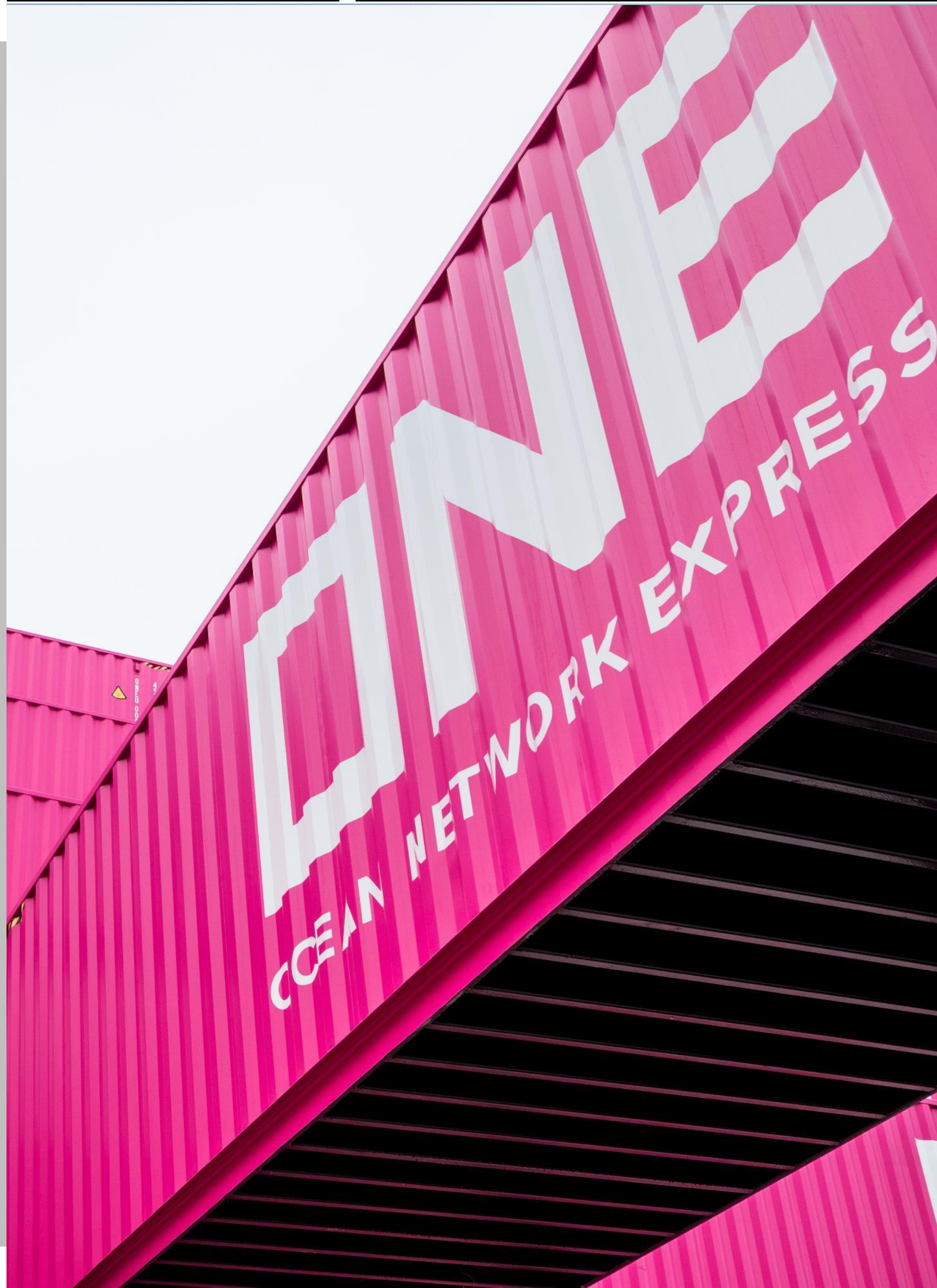
ONE INITIATIVES

FY2022 Q2



31, Oct 2022





- 1. CEO's MESSAGE**
- 2. Our Initiatives for FY 2022**
- 3. ONE's COUNTERMEASURES**
 - **CUSTOMER SERVICE ORIENTED**
 - **OPERATIONAL EXCELLENCE**
 - **GREEN STRATEGY**
 - **SUSTAINABILITY IN ONE**



Jeremy Nixon
Chief Executive Officer

Global Markets

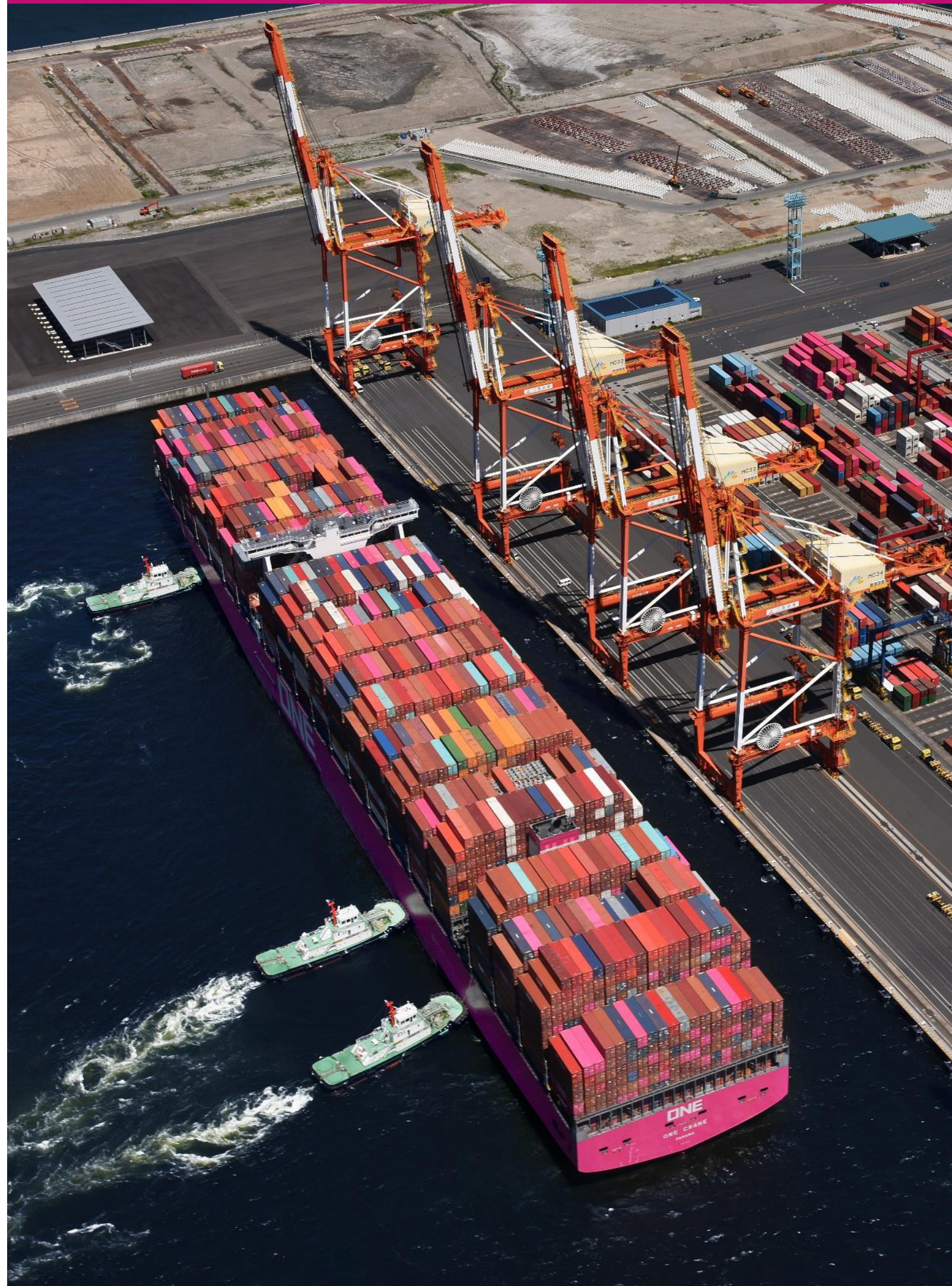
The global economy continues to come under pressure from high energy costs, rising interest rates and inflation. Whilst supply chain bottlenecks continue to impact some geographies and industry sectors. A case in point is the latest Ningbo city lock-downs in China and continued inland rail congestion in the USA. Overall though, inland and port logistics fluidity continues to improve. Consumer confidence is however more subdued and some retailers have reduced their current purchase orders whilst sitting on higher levels of inventory. October is structurally a relatively weak month (Golden Week holidays in PRC) and so this and the wider weaker confidence in consumer sales has led to a recent drop in booking demand across a number of key trade lanes. This has led to a sharp correction in spot market rates, due to overall demand dropping quicker than the market can adjust supply side capacity.

This situation however is likely to change over the next quarter as the market moves back closer to equilibrium, albeit at lower market volumes and rate levels compared with this time last year. Inevitably surplus inventories will need to get cleared out to accommodate the influx of seasonal specific commodities and purchase orders for the next calendar year.

Enhancing the Customer Journey

In addition to stabilising our port to port transit times and on time network arrival times, ONE is also focusing on enhancing its end to end customer service experience. We have now fully rolled out our Sales Cloud, so all customers are mapped internally to specific onshore staff members and account teams to look after their commercial and servicing requirements at both origin and destination.

We are also now rolling out our Service Cloud, so that all our frontline "customer care agents" are globally connected and linked directly to their associated account teams. It means that interactions by chat, phone and email are fully integrated, and key issues can be quickly escalated and resolved more clearly at a local, regional and global level. This month we also launched our enhanced "ONE QUOTE" platform so that our non contract customers can access and book freight online with ONE more easily. Our Mobile App also is getting a strong take-up as we continue to enhance its features and functionality.



Decarbonising our Supply Chain

We recognise that ONE's scope one emissions are our customers scope three emissions. So if we can decarbonise shipping we can decarbonise the world. ONE recently ordered ten new vessels (13K) for delivery in 2025, which initially will be designed to operate on conventional fuel oil, but can then be retroactively fitted to operate on green methanol or green ammonia when these fuel types become commercially available later this decade.

We are also participating in a number of R&D projects to accelerate innovation and reduce the carbon intensity of both our current and future fleet. This includes the retrofitting of some of our larger vessels with bow deflectors to improve their aerodynamics whilst underway.

Reconnecting

The last quarter has seen significant progress in the roll back of Covid 19 travel restrictions in many geographies. This has been a good opportunity to "reconnect" with many of our customers, staff and business partners on a "face to face" meeting basis, and get back on track from where we left off over two years ago. We all realise the importance of human interaction and unfettered discussion can never be underestimated.

As a result, we also hosted all our senior regional leadership teams this month here in Singapore, to not just "reconnect" as a team, but also set out our joint forward planning for next year, including the further enhancement of ONE's "customer journey".

INITIATIVES FOR FY2022

Strategy & Direction

Progress

Steadily execute business in accordance with ONE's Midterm Strategy and Green Strategy announced in March 2022.

- As a container shipping company that supports the supply chain, ONE will steadily make investments and continuously provide high-quality, safe global transportation services.
- ONE has positioned green strategies as its top management priority and will continue to address industry challenges, including decarbonization.
- The company will continue to enhance digitalization, operational efficiency, and risk management to further increase industry-leading profitability and safety.

Investment:

- ONE has signed ship building contracts with both Hyundai Heavy Industries Co. Ltd. and Nihon Shipyard Co., Ltd. to construct 5 vessels each with a capacity of over 13,700TEU (May 2022), adding a total of ten modern Very Large Container Ships (VLCS) to ONE's fleet, to be delivered in 2025.
- Two new building vessels of 12,000 TEU (long-term chartered vessels) have been delivered as planned. (Aug-Sep 2022)
- Feeder service to Hazira (India) launched (Singapore/Colombo/Hazira) . Offering more convenient service to East India (Sep 2022).
- Middle East/India-Mozambique direct service has been revamped, expanding new gateway options in East Africa with direct call at Mombasa, Kenya. (Aug 2022)
- Together with its major shareholders, the company proposes to acquire shares of Atlas Corp, which owns Seaspan Corporation, the world's largest container vessel owner. (Aug/Oct 2022)

Environment:

- Study of EEXI/CII by vessel and by route is ongoing with alliance partners. A CII monitoring function using the system is also being developed.
- GCMD*2, in which ONE participate, has collaborated to create the 'Green and Digital Corridor'*1 between Singapore and Rotterdam. (September 2022).
- Projects are composed with external stakeholders for the AiPs for zero-emission vessels, with the aim to acquire them by the end of 2023.

Safety:

- Safety campaigns were conducted for ONE operated vessels. This year, the main focus was on introducing and sharing best practices and initiatives on each ship. (Aug 2022)

* 1 : Initiatives by Maritime & Port Authority of Singapore and City of Rotterdam which aims at decarbonisation.

* 2 : Global Centre of Maritime Decarbonization, Singapore's maritime decarbonisation hub through industry-government collaboration.



ONE Mobile App

- Understanding the importance of customer feedback in improving our customer experience using the Mobile app, we have released a feedback page for customers to share their experience.
- We have expanded the Demurrage and Detention calculator – a valuable and popular feature customized for mobile – in South Asia to provide free time and additional detention or demurrage charges on fingertips.
- In the latest release, quick video tutorial guides were added to give customers a quick tour of our enhanced features.

Process improvements in Customer touchpoints

- We continue to identify opportunities to improve customer experience by reducing manual intervention for the booking data from eCommerce, seamlessly integrating booking features into our operational system for faster processing and confirmation of bookings for customers.
- With e-Payment being a part of the digital business solution provided by ONE, customers will be able to make online payments easily and securely. This service is currently available in Singapore, Hong Kong, Thailand, Indonesia and China. E-Payment in India will be available soon and it will be rolled out to more countries imminently as ONE continues to review areas for expansion.

Service Enhancement

- More than half of ONE staff from the service team has been onboarded to Service Cloud, with 80% of service staff to do so by the end of 2022. An integrated Sales & Service Cloud implementation will provide a 360-degree customer view, which will allow ONE to improve our overall level of service.
- We are aligning our service channel strategy and digital solutions to bring our sales & service teams closer to customers.
- As we strive to provide a consistently positive experience for our customers, they can contact us via our established support channels via Web Chat, our website, email or phone.
- With the new “ONE QUOTE”, launched on 10th October 2022, customers can receive instant quotations and book a shipment in one go online. In addition, customers will enjoy better price transparency. They are also able to track all of their ONE QUOTE bookings. Finally, available exclusively on ONE QUOTE, customers can purchase space and equipment guarantee services as well as other ONE QUOTE value-added services.



Marine Safety and Quality Campaign 2022

Over August and September, ONE launched the Marine Safety and Quality Campaign to raise safety awareness and mitigate marine accidents. This year's campaign highlighted recurring observation items and drew on good practices from ONE's inspection database. During this campaign, ONE collected the feedback of good practices from its operating fleet and encouraged further enhancements to the safety and quality of our vessels.



ONE joins the Singapore-Rotterdam Green and Digital Corridor as Action Partner

On 2nd August 2022, the Maritime and Port Authority of Singapore (MPA) and the Port of Rotterdam signed a memorandum of understanding (MOU) to establish the world's longest Green and Digital Corridor. The Corridor aims to optimize maritime efficiency, safety, and the transparent flow of goods by creating a digital trade lane.

ONE is proud to be part of this initiative as an Action Partner. ONE continues to engage other partners in discussions to establish more concrete plans and targets to encourage the use of low- and zero-carbon fuels along this Corridor.



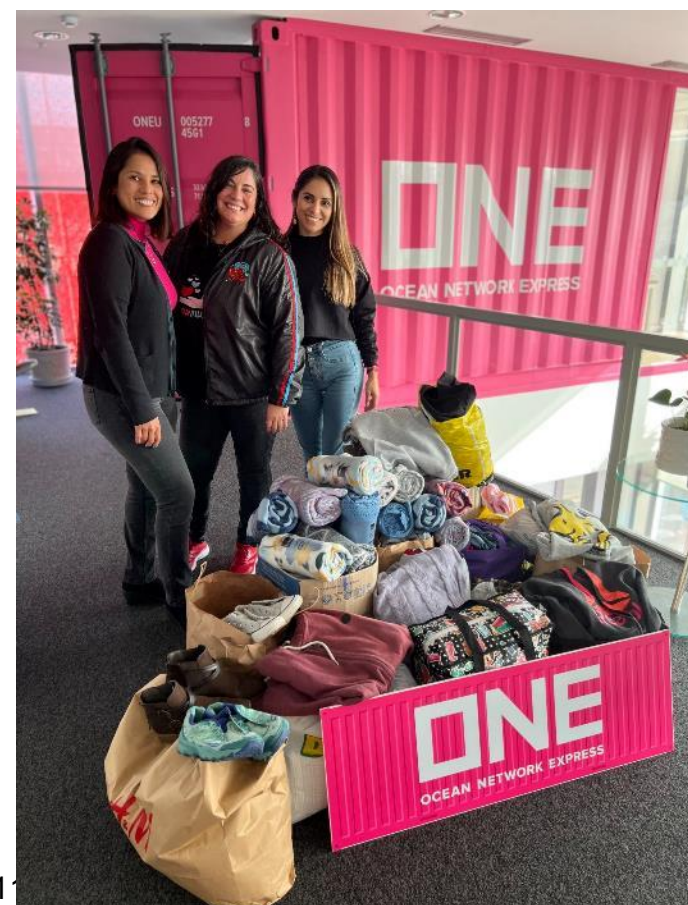


Global initiatives

ONE offices around the world held various clean-up-related activities in conjunction with World Clean-up Day.

- Belgium: Cleaning event at a nature preserve
- France: Cleaning up the streets in Marseille
- Ghana: Beach cleaning with local community partner
- Germany: Cleaning event with stand-up-Paddle Boards
- Malaysia: Beach cleaning event at Penang beach
- Singapore: Cleaning while kayaking
- Spain: Cleaning at parks
- Taiwan: Beach cleaning and seminar on green policies and preservation
- Turkey: Beach cleaning
- UK: Cleaning event at parks
- USA: RVA Clean Sweep Meetup / Participation in local beach cleaning event / River cleaning
- Vietnam: Beach cleaning at a park with cycling

ONE's campaign featuring Pink Ribbon Containers is still going on across our global offices. At GHQ Singapore, a Pink Ribbon Talk was held to increase awareness, and mammograms conducted by the National Healthcare Group were arranged.



CSR activities by ONE global offices

ONE has participated in many CSR initiatives around the world since we started operations in 2018. As a responsible and sustainable global company, we have made many contributions to local communities. Between July and September 2022, 1,018 employees participated in various worthwhile causes.

- ONE India: Facilitated donations to an old age home
- ONE Thailand: Conducted Green Training
- ONE North America: Volunteered with Feed My Starving Children and Home Depot Foundation; participated in activities to help preserve and improve wetland and protect native plantings and restore historic cabins at a state park; cleaned-up East End Cemetery, a historical heritage site
- ONE Chile: Participated in a beach clean-up and a green learning program
- GHQ Singapore: Participated in a marine conservation event at St. John's Island, which was organised by the National Parks Board
- ONE Mexico: Organized an e-waste recycling program
- ONE East Asia: Donated to and volunteered with a foundation for children with critical illnesses
- ONE South Africa: Started up a vegetable garden for Lawhill Maritime Center
- ONE Uruguay: Supported a Church assisting vulnerable people
- ONE Peru: Purchased and donated 200 pairs of plastic boots, and organized the collection and donation of clothes, blankets, shoes, jackets to vulnerable people
- ONE Philippines: Coordinated the clean up of the coastal area and nature walk at a wetland park
- ONE Sri Lanka: Managed donations of daily essentials to an orphanage
- ONE Egypt: Switched off the office's air conditioning for one hour



Thank you

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