

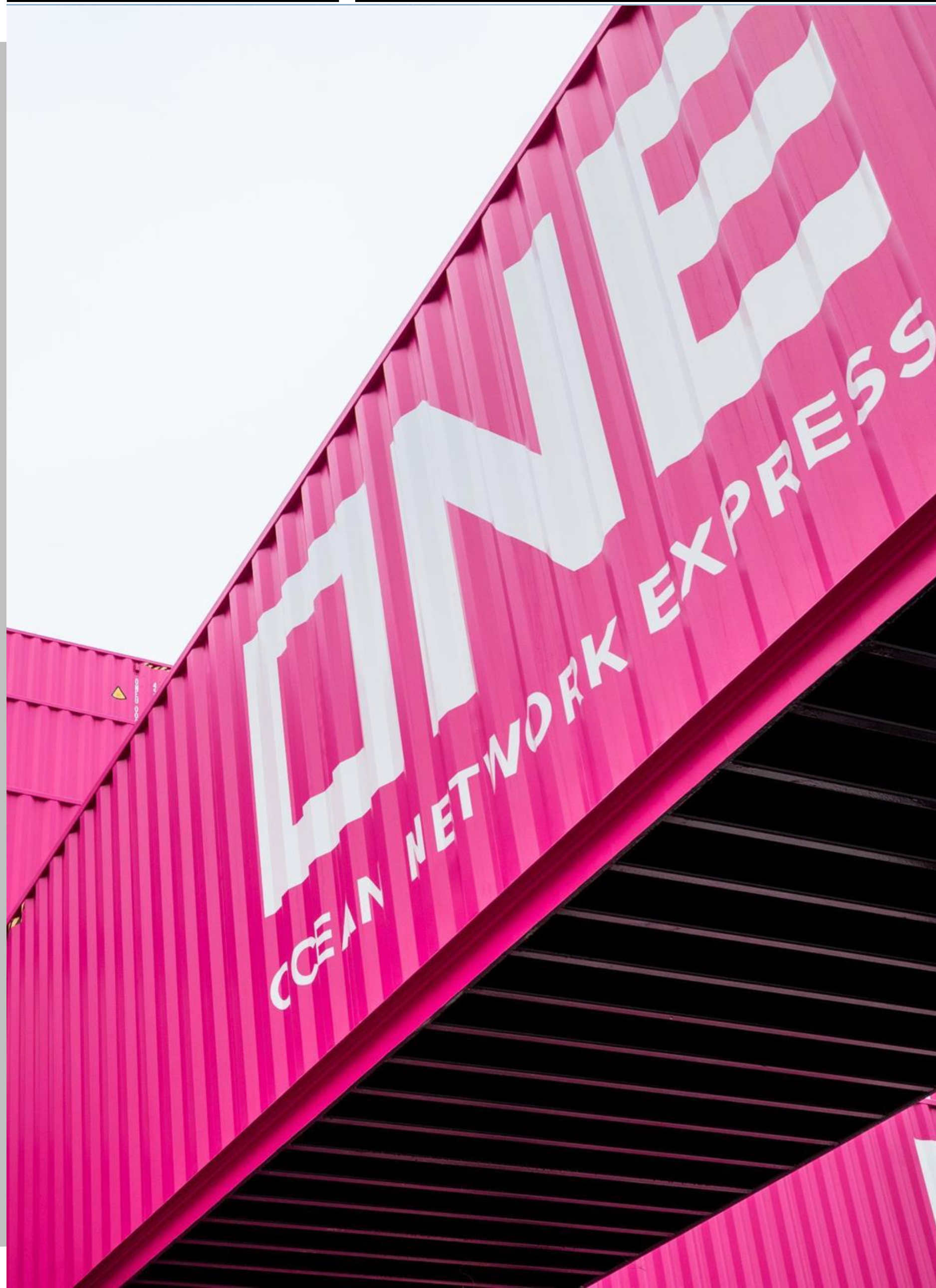
ONE INITIATIVES

FY2022 Q4



28, Apr 2023





- 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

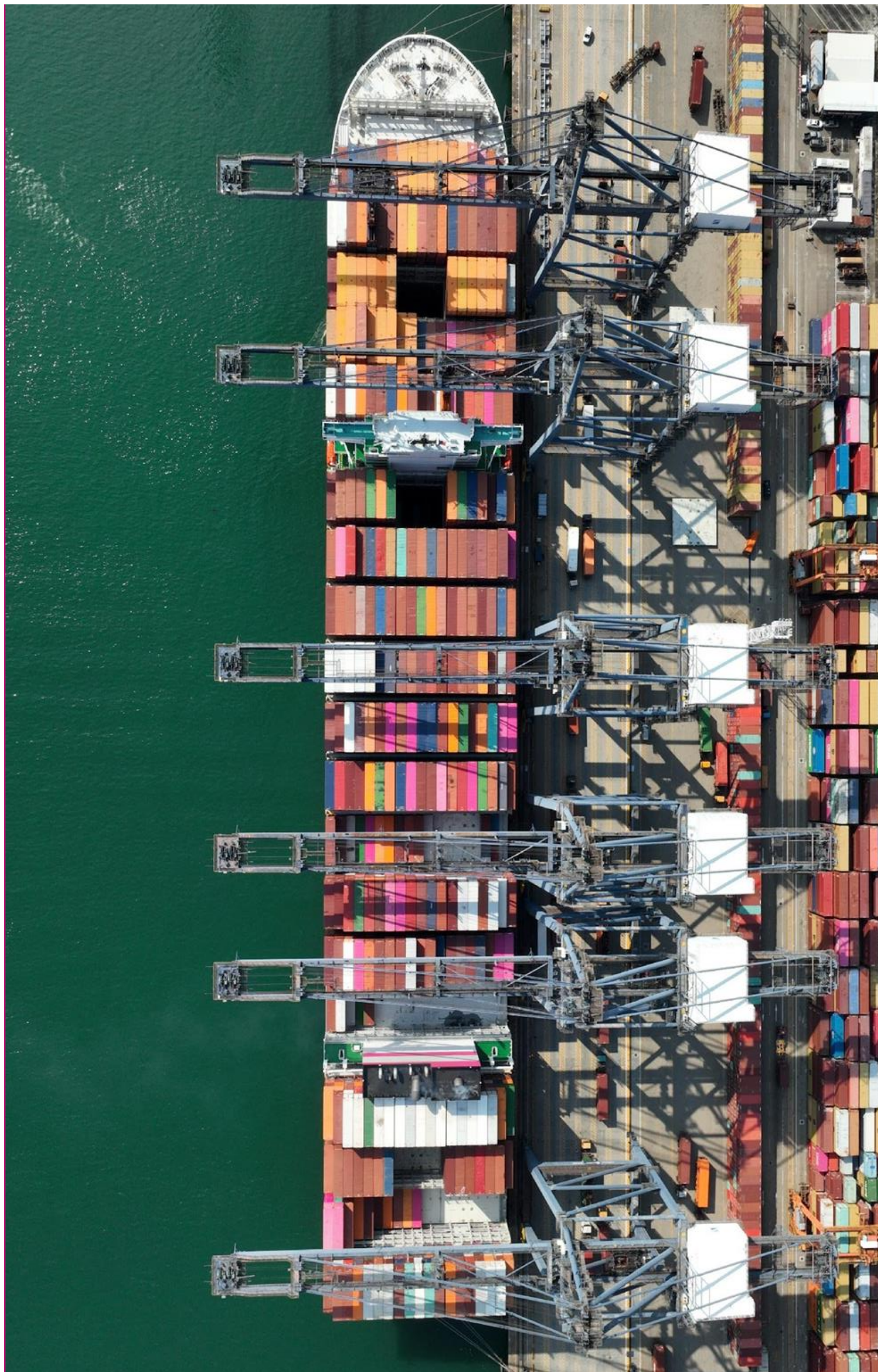
Market Developments

Demand in the last quarter (i.e., Q1/23) has been significantly weaker compared with the previous two years' first calendar quarters (i.e., Q1/22 and Q1/21). This is not wholly unexpected since the ensuing Covid 2022 recovery cycle brought strong inventory ramp-up programs for consumer merchandise at destination. There has been an over-correction, and recent sales and inventory levels have moved adversely, particularly in North America and Europe. Because of this contraction in demand, some export sailings departing Asia on the key East-West trade routes will have to be reduced, particularly after the unseasonably long factory shut down period following Chinese New Year (week 6). In terms of recovery, volumes have generally been somewhat more resilient on intra-Asia and North-South trade routes.

There were slight improvements in booking forecast projections excluding the People's Republic of China (PRC), but this is most likely due to the golden week holidays in early May. It is likely that we will have to wait until at least June and July before we see any discernible green shoots. On the supply side, the global port and inland congestion overhangs from last year have now largely dissipated. However, over at the USA west coast, last year's labour agreement between the Pacific Maritime Association (PMA) and the International Longshore & Warehouse Union (ILWU) has yet to be finalised. Additionally, due to longer contract extension periods and overhangs from the peak 2021/2 period, charter tonnage remains tighter than expected.

ONE Investment

In line with the company's mid-term plan, we continue to prudently manage our balance sheet and make strategic investments where necessary. In March, ONE confirmed a further order for ten 13K wide beam newbuild vessels with modular green fuel ready designs. This order is double that of a similar one made by ONE a year ago. The delivery vessels will be delivered between 2025 and 2026. The company has also announced plans to acquire majority shareholdings in three container terminals in California (YTI/LA, Trapac LA and Trapac/Oakland). Additionally, last month ONE has acquired a minority stake in Atlas (owner of Seaspan). Meanwhile, as part of our ongoing efforts to upgrade and expand our global equipment fleet, we have announced the acquisition of new Reefer and Special Cargo units. We are also working on the upgrade of our reefer fleet with telematic IOT live trackers, and have also entered into a new strategic collaboration with Sony to develop future tracking solutions for our dry box fleet.



Green Strategy

The International Maritime Organization (IMO) will hold its MEPC 80 meeting in London in June, and it is hoped that this meeting will lead to more long-term ambitious sustainability goals and fuel standard regulations. At the same time, ONE is moving forward with its own evolving decarbonisation strategy based on the further reduction of its existing emissions, and the development of future green fuel and carbon capture technology solutions. In addition, we will continue to promote pan-industry collaboration in sustainability, best practice sharing, and common technology and reporting standards. ONE has also recently launched its new Eco Calculator on its mobile and e-commerce platforms. This provides customers directly with an immediate and comprehensive insight into their carbon footprint routing options on ONE vessels, equipment, service loop, port-to-port, and inland service as well as on both a well-to-wake and tank-to-wake measurement basis. ONE's annual Sustainability Report for 2023 will also be released soon.

Service Enhancements

ONE is focusing on upgrading and enhancing our global customer service levels through our new Service Cloud system. Shipper and consignee servicing needs can be addressed faster and comprehensively. In addition to continued enhancements to our "Live Chat" functionality, we have also further upgraded our ONE QUOTE service to streamline our online self-help booking process. We have also announced another initiative to promote wider use of the Electronic Bill of Lading within the industry. For the ONE Liner network, further upgrades were announced for ONE feeder services in Myanmar, South Philippines, Bahrain, Kuwait, Peru, Chile, Israel and Egypt.

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)
- ONE together with partners has completed of acquisition on Atlas Corp., the owner of Seaspan Corporation. (Mar 2023)
- ONE has additionally ordered 10 large vessels with a capacity of over 13,700TEU to be delivered in 2025 and 2026 (Mar 2023)

Environment:

- Study of EEXI/CII by vessel and by route is ongoing. 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.
- Launched the ONE Eco Calculator, which calculates carbon dioxide (CO2) emissions (Apr 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)
- Large scale crisis drill concluded as second joint crisis management drill with Seaspan (Feb 2023)

* 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.

e-Commerce

ONE is continuously enhancing its feature offerings with the introduction of Shipment Overview-Import, empowering users to access round-the-clock import shipment visibility, including Arrival Notice, OBL Surrender Notice, Customs/Manifest Release, and other vital information.

The Schedule Features have been enhanced to showcase essential information such as cut-off time, transit days, and route details, facilitating a better user experience and enabling effortless sharing of search results in PDF format.

Our eCommerce platform now offers six language options, which includes English, Simplified Chinese, Japanese, Korean, Portuguese, and Spanish, to cater to customers with diverse language preferences.

Mobile Application

Our Demurrage and Detention (D&D) Calculator is now available in 30 countries, including the United States and Canada. This powerful tool provides users with access to applicable free time and subsequent D&D charges at their fingertips.

Our point-to-point schedule search features have been enhanced to provide you with a better user experience. With an intuitive and user-friendly UI/UX, searching for schedules has never been easier.

We continuously invest in our mobile app to simplify shipment management for businesses of all sizes. It has an intuitive interface and easy-to-use features for tracking deliveries and accessing shipping information on-the-go!

ONE QUOTE

We are delighted to announce that effective April 2023, North American exports have been integrated into our vast array of port pairs. This expansion enables us to extend our reach and provide our esteemed customers with a more comprehensive coverage at their convenience.

Empowering customers with the ease of instant quotation and hassle-free shipment booking online, ONE QUOTE is a game-changer in the industry. Not only does it offer better price transparency, but customers can also conveniently track all their ONE QUOTE bookings on one platform. With exclusive access to value-added services, such as space and equipment guarantee, ONE QUOTE stands out from the competition.

e-Payment

We are delighted to announce the launch of e-Payment in Malaysia, joining six other countries in providing a secure and reliable platform for online payments. Our ongoing expansion efforts reflect our commitment to improving payment experiences for all customers.

ONE Finance

ONE has developed a new financial product called ONE Finance. The product aims to improve e-commerce customer experience. It also offers value-added services, such as direct payment using e-Payment, dispute resolution, and access to B/Ls and invoice information. The official launch of ONE Finance is scheduled for 2023 after a trial run for a limited group of users.

CRM Update (ONE Force Sales & Service Cloud)

Our integrated Sales & Service Cloud solution will provide ONE with a complete 360-degree view of our customers, allowing us to continuously improve our service and enhance customer satisfaction.

We are pleased to announce the addition of Turkish and Polish language support to our Service Chat and Web form. This development represents a significant step in our ongoing efforts to provide an outstanding user experience.

To meet complex service requests, web form communication with customers has been enhanced as a more effective alternative to direct communication.

Over 90% of the ONE service team staff has been successfully onboarded to Service Cloud, with plans for remaining staff to be onboarded by end of May 2023.



Service Quality Improvement

At ONE, we are committed to enhancing our service quality by adopting a data-driven approach that prioritizes customer satisfaction. To achieve this, we have established global and regional Service Key Performance Indicators (KPIs) and developed strategies aimed to achieve these targets. We are thrilled to be taking this proactive approach towards improving our services.

ONE has presented our valued customers with an extensive range of digital tools. We are currently developing a centralized data platform to track their respective usage. The implementation of this platform will provide us with the capability to comprehensively evaluate the effectiveness of these tools and identify avenues for further enhancement.

Service Updates for Singapore Shuttles to Yangon

ONE is pleased to announce ONE’s revamped service network from Singapore to Yangon (“SMM”)

This new service SMM will consolidate the existing “YGX” and “TMM” services. The SMM will provide two weekly coverages from Singapore to Yangon, thereby giving customers connections for Yangon imports and exports via its transshipment hubs in Singapore to cater for rising demand.

ONE

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EAST ASIA | SMM: Singapore Myanmar Service

Last update : 28-Mar-2023

For more information, please click [here](#)

Schedule 1

N/B	RGN	S/B	SIN
SIN	4	RGN	3

Schedule 2

N/B	RGN	S/B	SIN
SIN	4	RGN	4

PORT ROTATION

(Terminals are subject to change)

ORIGIN	ETA/ETD	TERMINAL
Schedule 1		
Singapore	THU/FRI	PSA
Myanmar	TUE/THU	Myanmar Industrial Port
Schedule 2		
Singapore	SUN/MON	PSA
Myanmar	FRI/SUN	Asia World Port Management Co.
Singapore	THU/FRI	PSA

Port Rotation:

Singapore-Yangon(MIP)-Singapore-Yangon(AWPT)-Singapore

Frequency:

Weekly The first sailing will commence as follows.

MIP Loop:

M/V SINAR BANDA 281N with ETA Singapore 4 April

AWPT Loop:

M/V ALS SUMIRE 1688N with ETA Singapore 16 April

Service Updates for Singapore Shuttles to South Philippines

ONE is pleased to announce ONE’s revamped service network from Singapore to South Philippines (“PH3”)

This upgraded service “PH3” will merge ONE’s existing “SPE” & “PH2” services, and will provide a more efficient and competitive service from Singapore to South Philippines.

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EXPRESS

EAST ASIA | PHX3: Philippines Express 3

Last update : 23-Mar-2023

For more information, please click [here](#)

NORTHBOUND

SOUTHBOUND

N/B	DVO	GES	S/B	SIN
SIN	5	6	DVO	8
			GES	5

PORT ROTATION

(Terminals are subject to change)

ORIGIN	ETA/ETD	TERMINAL
Singapore	SUN/MON	PSA Singapore
Davao	SAT/SAT	Davao International Container Terminal
General Santos	SUN/TUE	General Santos Terminal
Singapore	SUN/MON	PSA Singapore
Turnaround days: 14		

Port Rotation:

Singapore – Davao – General Santos - Singapore

Frequency:

Weekly

The first sailing will commence with the M/V KOTA NANHAI 0068N, departing Singapore on 10th April 2023.



Large scale crisis drill

ONE conducted its annual crisis management drill on 14 Feb, 2023.

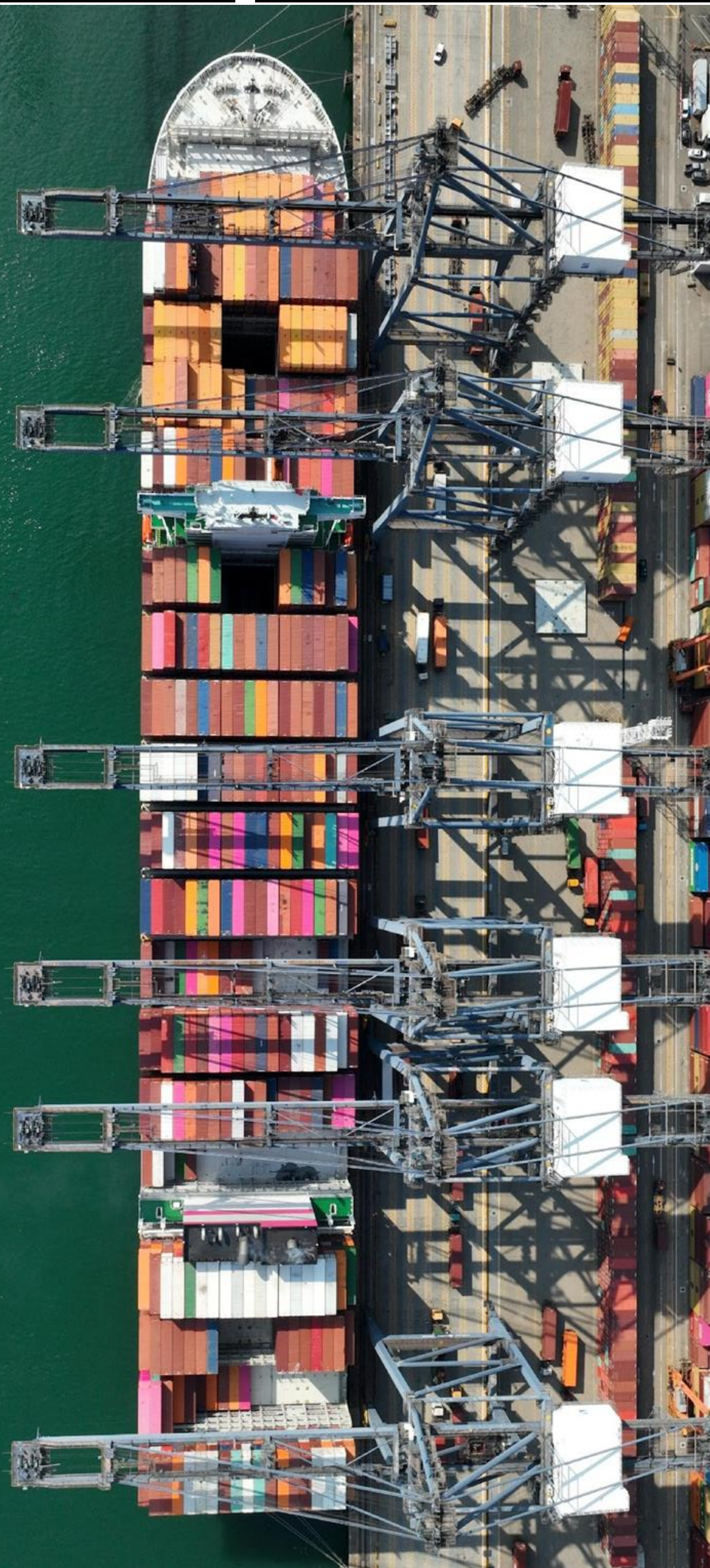
The drill was jointly conducted with SEASPAN Corporation in Canada and with over 70 participants from ONE Singapore Headquarters and the Regional Headquarter in the USA.

The purpose of the drill was to test emergency response procedures, with a particular focus on post-pandemic hybrid work models and how they impact inter and intra-organisation workflow.

Smart Dry container solution development with SONY Network Communications

ONE launched a project with SONY Network Communications Europe to develop an innovative smart container solution across the global container fleet with sensing and connectivity technologies. These smart dry containers will provide better visibility and efficiency of individual containers. Reliable and real time shipping data will allow easier and more transparent communication with relevant stakeholders.

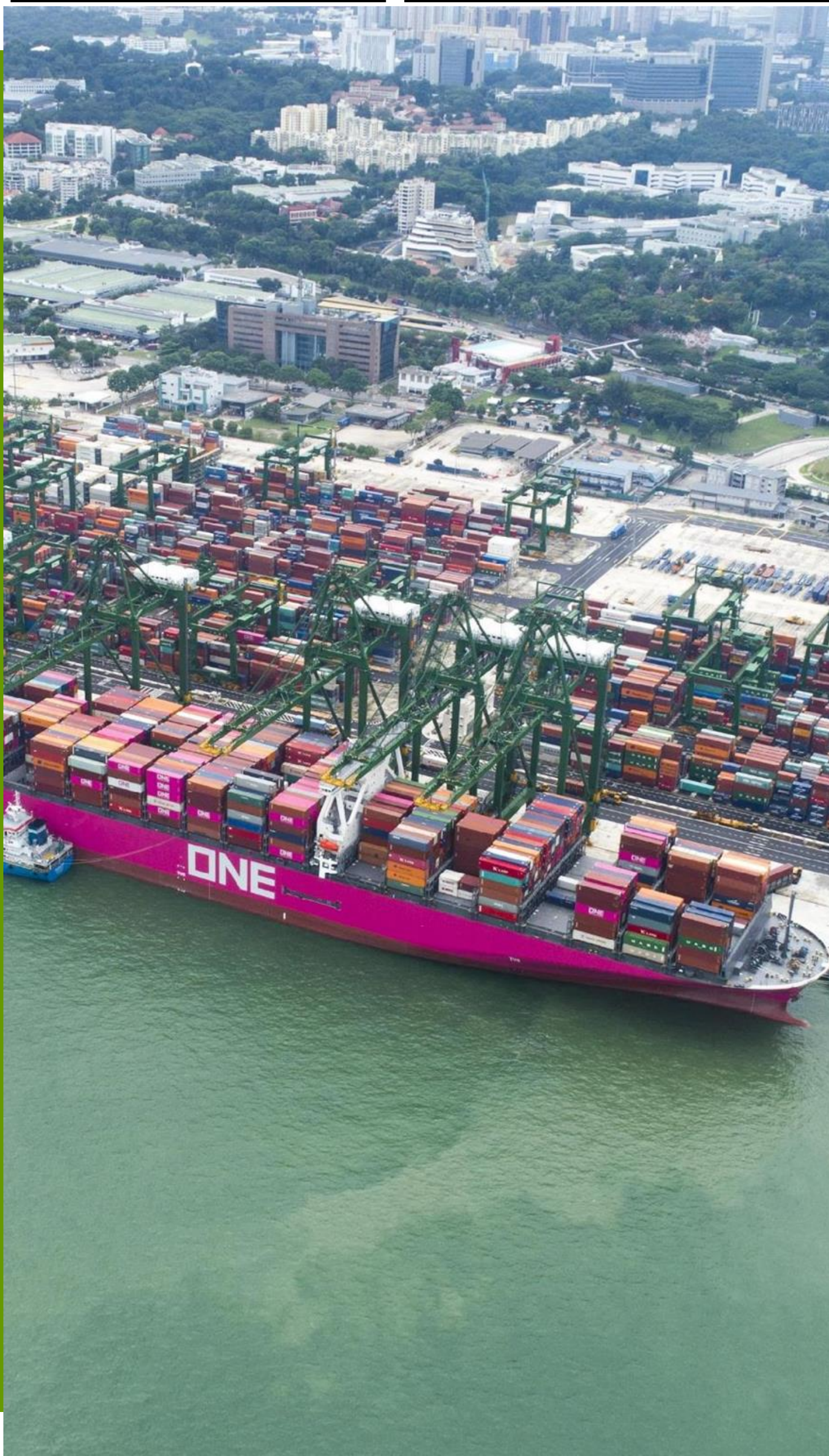




ONE launches ONE Eco Calculator

ONE has launched ONE Eco Calculator which calculates carbon dioxide (CO₂) emissions from ONE's operating vessels. The tool is one of the company's milestones in its journey to net zero and was also developed like-minded partners and customers seeking sustainable transport solutions who are seeking to manage their own cargo emissions.

The ONE Eco Calculator provides total distance and total CO₂ emissions from Place of Receipt to Place of Delivery, including door locations. Users can access the ONE Eco Calculator via our eCommerce Platform and Mobile App.



ONE brings together Decarbonization and Digitization in 4th Biofuel Trial

Drop-in biofuel pilot project

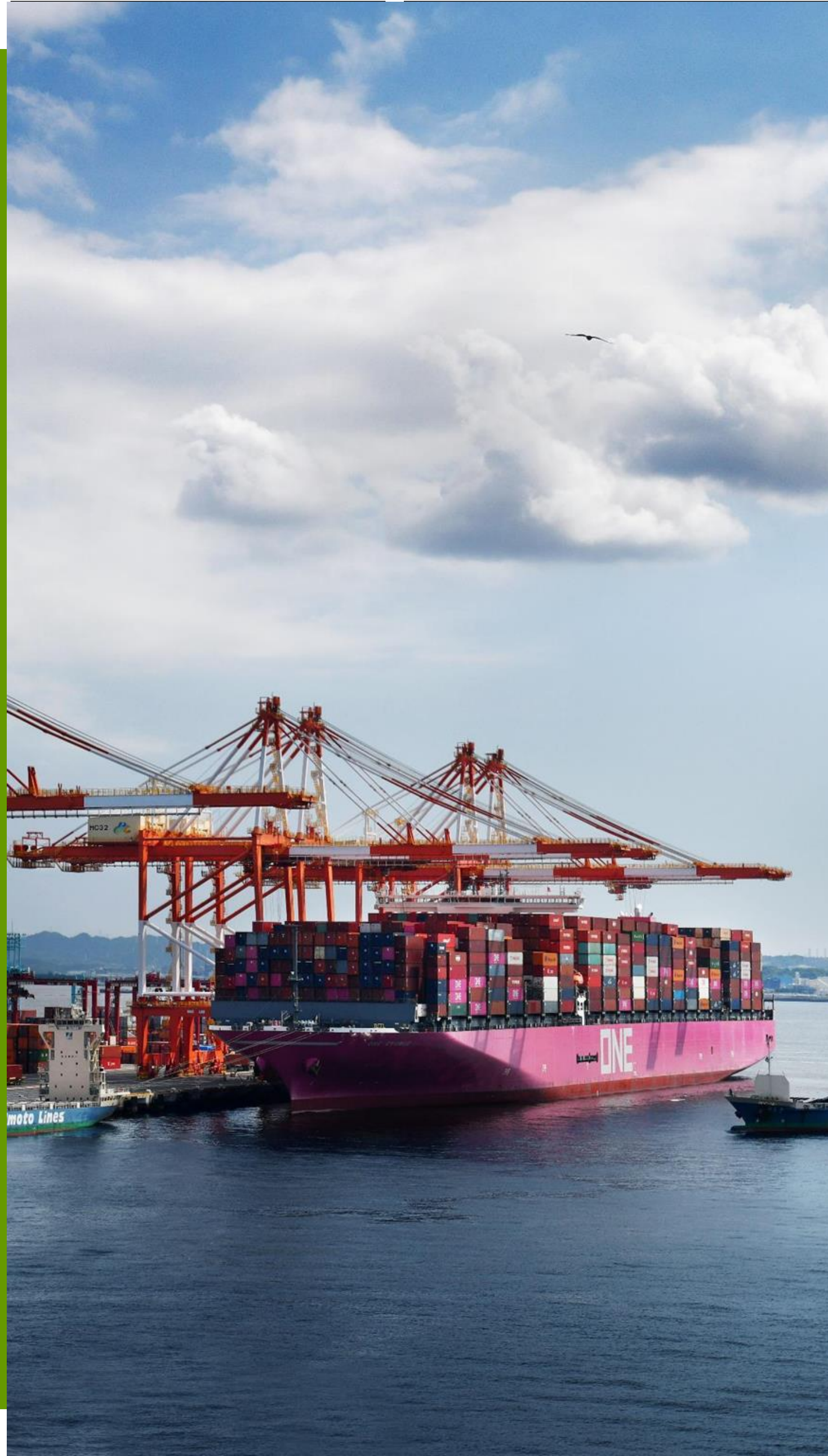
Together with the Global Centre for Maritime Decarbonisation (GCMD), ONE concluded a pilot project to establish a qualitative, quantitative and GHG abatement assurance framework for drop-in biofuels.

The M/V MOL ENDOWMENT was refuelled with 992 metric tons of marine biofuel product at the Port of Singapore and the vessel fully consumed on 26 Jan 2023.

This 4th biofuel trial marked a step forward in our goal to achieve net-zero by 2050.

Digitization of Bunkering Documents

The trial also marked a step forward in digitalization, with the exchange of documents between ONE and Chevron - biofuel supplier for this trial - digitally completed through the Singapore Trade Data Exchange (SGTraDex).



ONE co-launches UK's 1st rail freight solution using alternative fuel (GD+)

On 17 Jan 2023, ONE and UK's largest maritime intermodal logistics operator Freightliner co-launched a new freight service from Southampton to Crewe, UK. For this journey operated by Freightliner, ONE purchases GD+ fuel to cover 100% of the fuel volume required.

GD+ is a type of Hydrotreated Vegetable Oil to replace diesel. This drop-in fuel is made entirely from waste and residue oils, and defined as renewable and sustainable. Its supply chain is traceable and independently verified.

The launch underscores ONE's commitment towards a greener future with our like-minded supply chain partners. Use of GD+ reduces CO₂e emissions compared to diesel, while also reducing nitrogen oxides and methane.

ONE will continue to pursue decarbonisation of our supply chain to the best we can.



Global Initiatives

ONE offices collectively conducted various activities and awareness campaigns in conjunction with World Water Day.

- **Dubai, UAE:** Promoted awareness of Water Conservation, along with a renewed pledge
- **France:** Produced a series of YouTube videos with the message – “Because there is NO Plan(et) B, Saving Water is Saving Life”
- **Netherlands:** Conducted a World Water Day Quiz on our internal social media platforms
- **Pakistan:** Created a World Water Day Poster along with a sharing on water saving tips
- **Portugal:** Presented a World Water Poster along with a small awareness campaign
- **GHQ Singapore:** Held a World Water Day event with quizzes, massages by masseurs from Singapore Association of the Visually Handicapped, and a blue-themed candy bar

Ocean Network Express Supports Victims of Earthquakes in Türkiye-Syria

- **Monetary Contribution:** SGD 40,000 and USD 60,000 through the Singapore Red Cross and the Turkish Red Crescent Society respectively.
- **Free Transportation and Donation:** 50 x 40ft dry container units for aid materials and shelter, through the Turkish Disaster and Emergency Management Authority (AFAD).

ONE extends its deepest condolences to those affected by the natural disaster and is committed to joining the global community in offering recovery support and services.

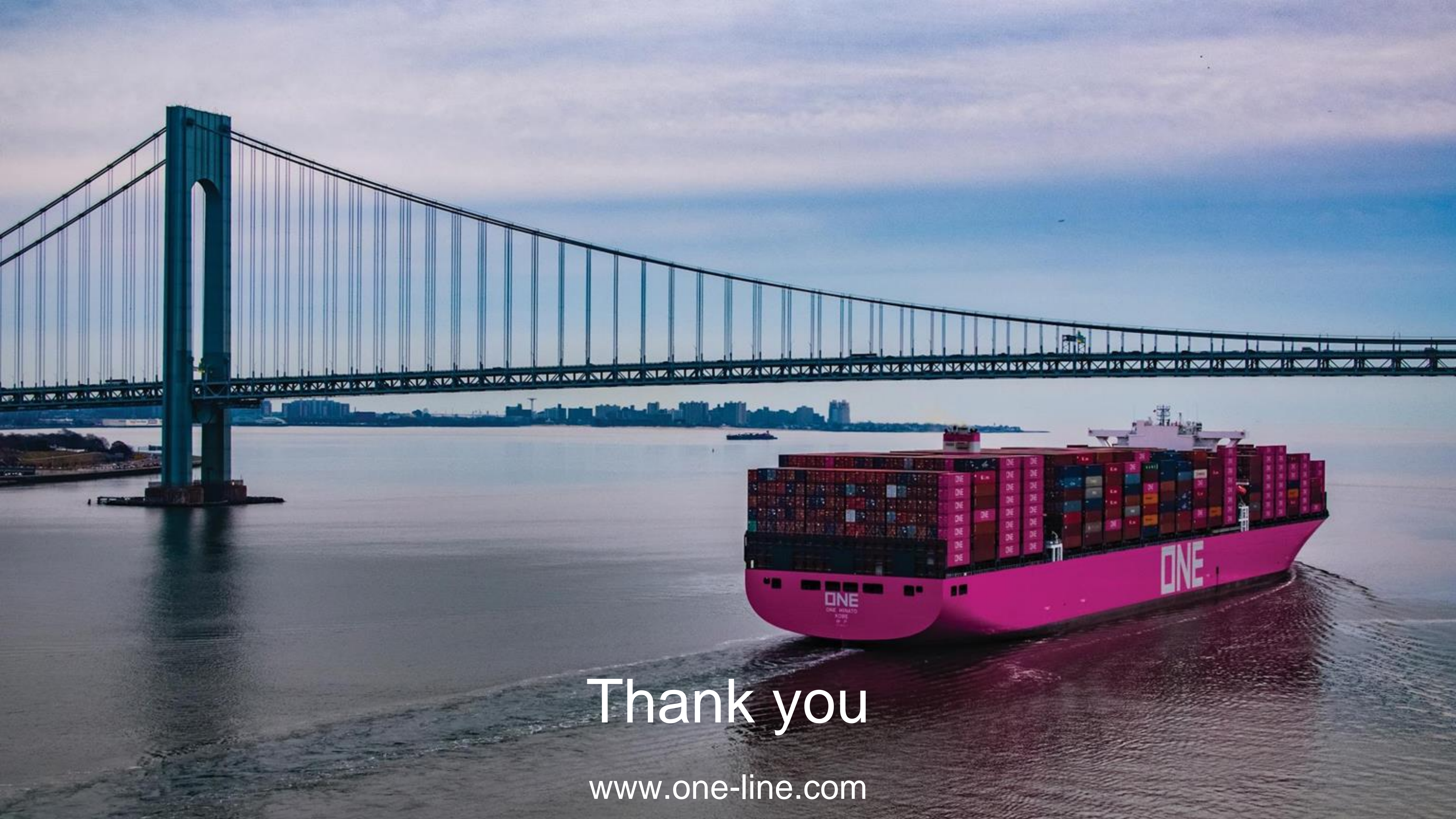


CSR Activities across ONE's Global Offices

ONE has participated in many CSR initiatives around the world since the start of our operations in 2018. As a responsible and sustainable global company, we have made many contributions to several local communities. Between January through March 2023, over 1100 employees have participated in various worthwhile causes.

Some highlights include:

- **GHQ Singapore:** Presented our student beneficiaries Lunar New Year gifts and employee-signed greeting cards; Conducted several awareness events for International Women's Day and World Water Day
- **ONE Dubai:** Made toys for underprivileged children in the refugee community in Kurdistan and Iraq.
- **ONE Ecuador:** Organized a cleaning day at Parque Samanes
- **ONE Hong Kong:** Partnered with the Hong Kong Maritime Museum to conduct the educational ONE Family Fun Day 2023 industry programme; Signed the Earth Hour "Lights Off" Pledge
- **ONE Japan:** Participated in a Kiwani Doll Making activity to produce dolls used for educating child patients on surgery and treatment procedures at a local hospital
- **ONE Korea (OTS):** Volunteered at the Babfor Meal Center, a facility offering free meals for the underprivileged
- **ONE Malaysia:** Supported Penang Port (PPSB) to provide relief items to victims of the Turkey-Syria Earthquake
- **ONE NA, Richmond:** Conducted a Blood Donation Drive activity with the American Red Cross
- **ONE Taiwan:** Collaborated with the Taiwan Foundation for the Blind to conduct an on-site head and shoulder massage event to raise funds for the visually handicapped.
- **ONE Thailand:** Funded and launched weir-construction activities at Kaeng Krachan National Park, Phetchaburi



Thank you

www.one-line.com