IR / MEDIA CONFERENCE

AS ONE, WE CAN.



23 March 2022



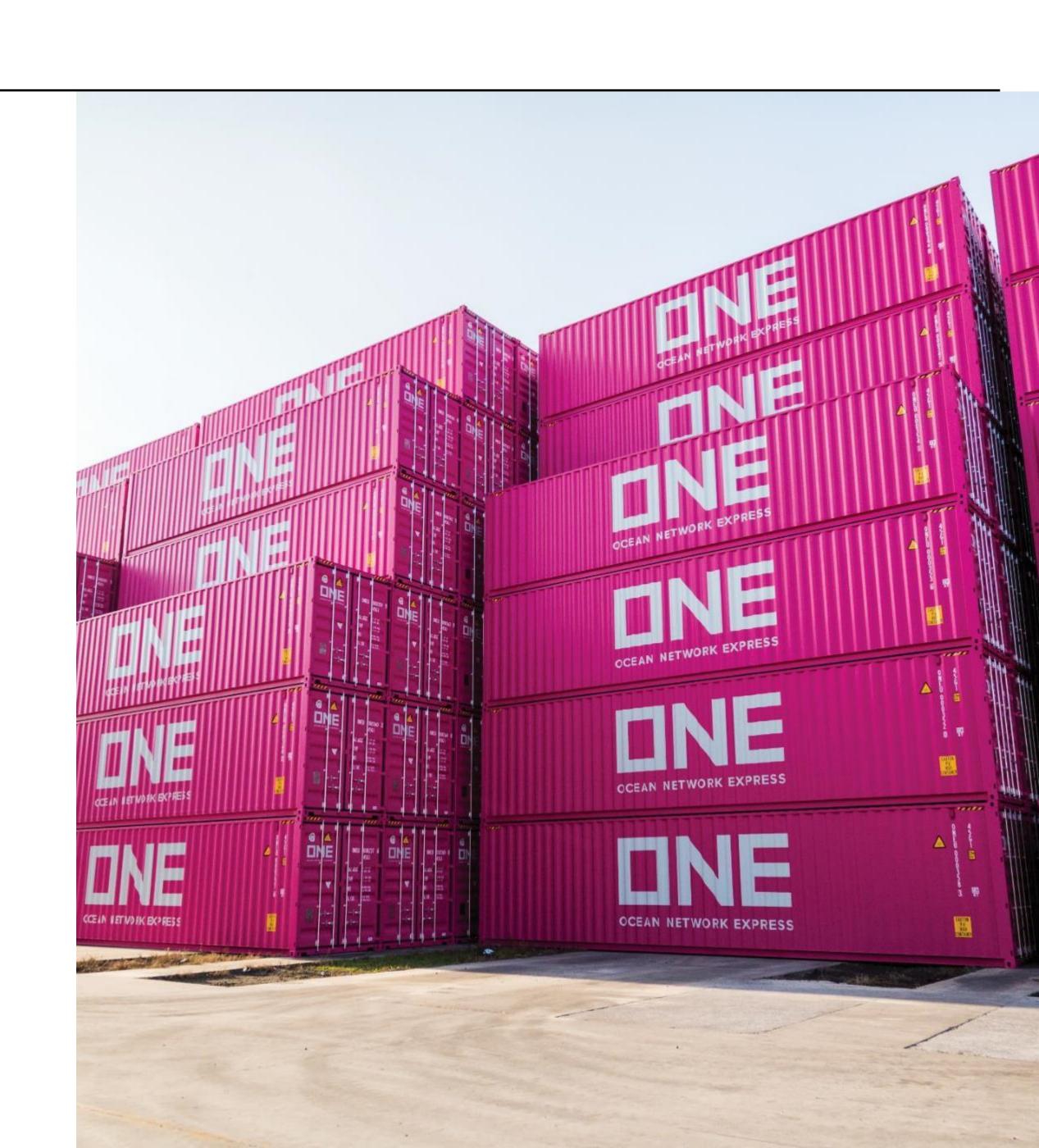
AGENDA

Business Overview

ONE's Midterm Strategy

Green Strategy

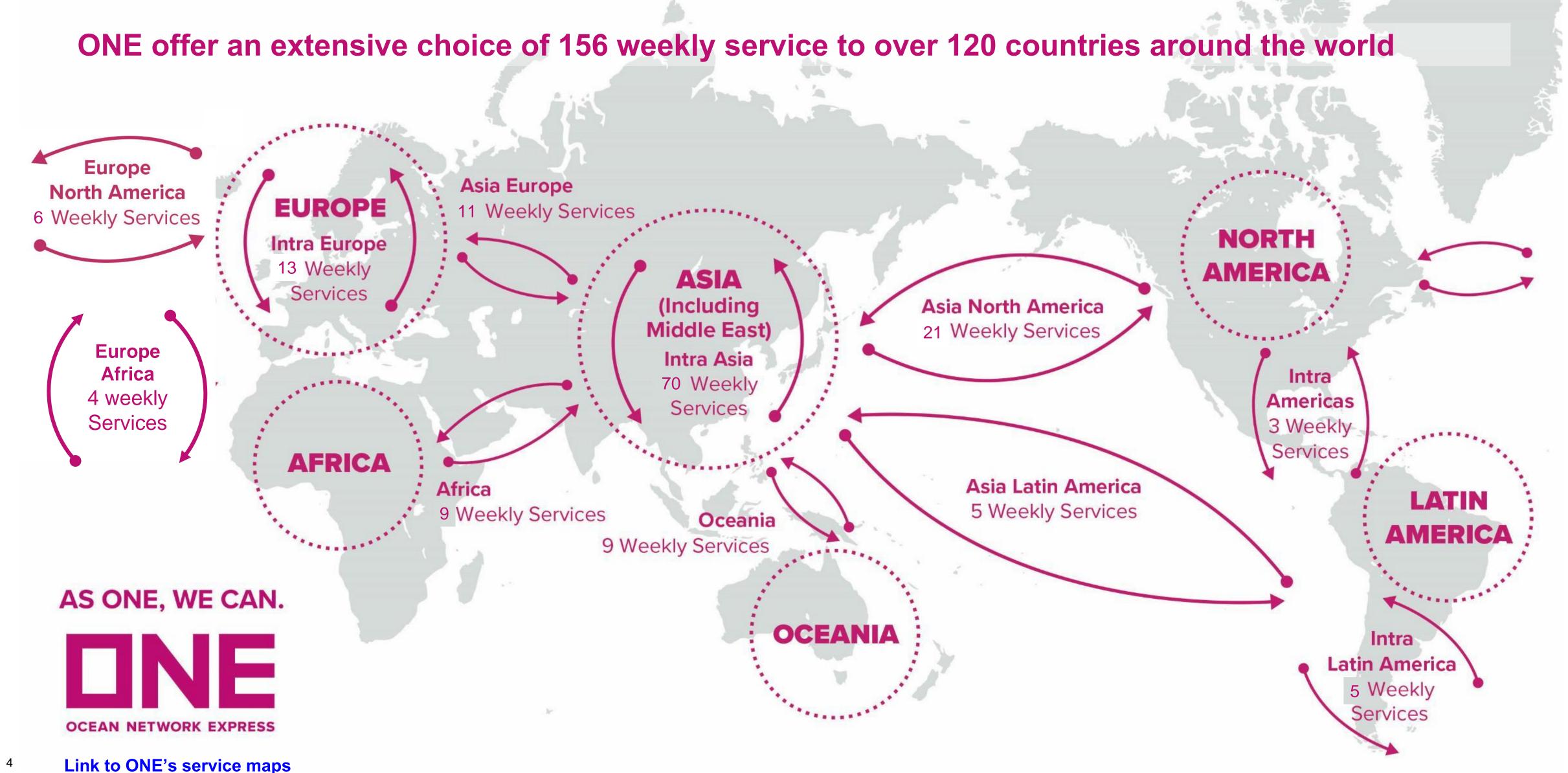
Digitalization Strategy







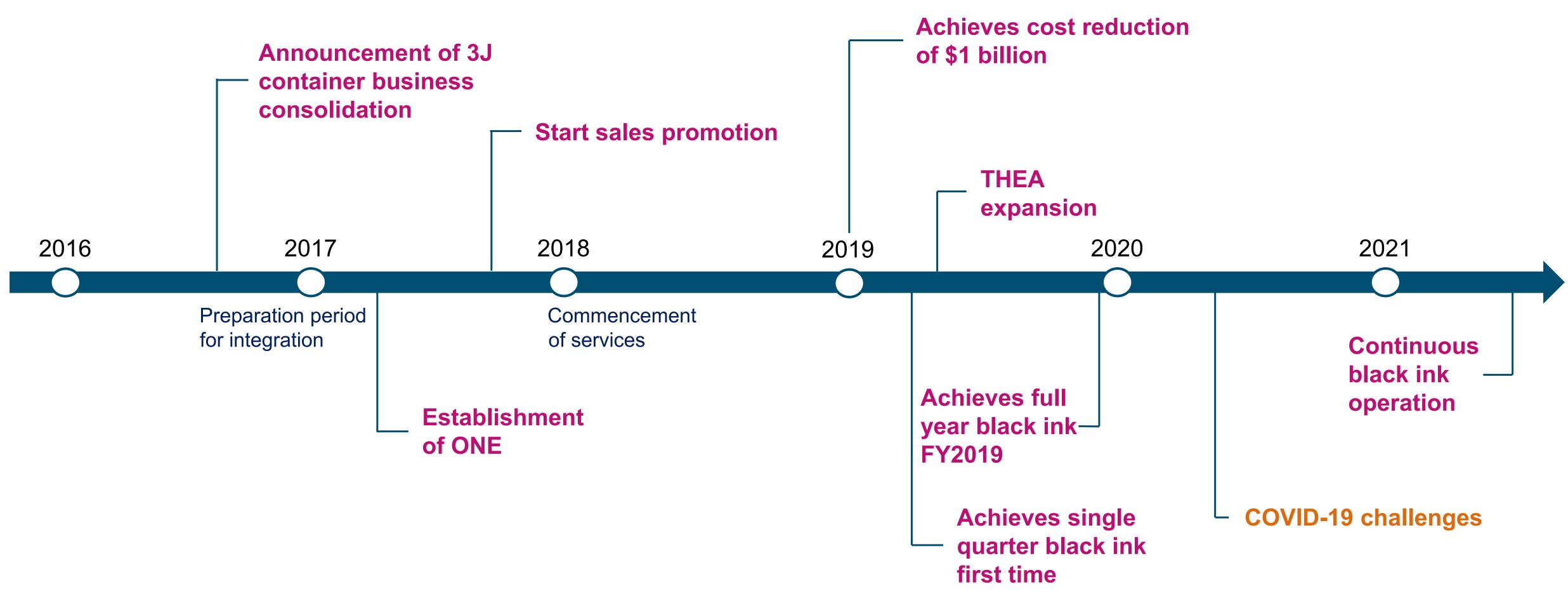
ONE'S BUSINESS STRUCTURE (GLOBAL NET WORK)





DNE NETWORK ONE'S JOURNEY

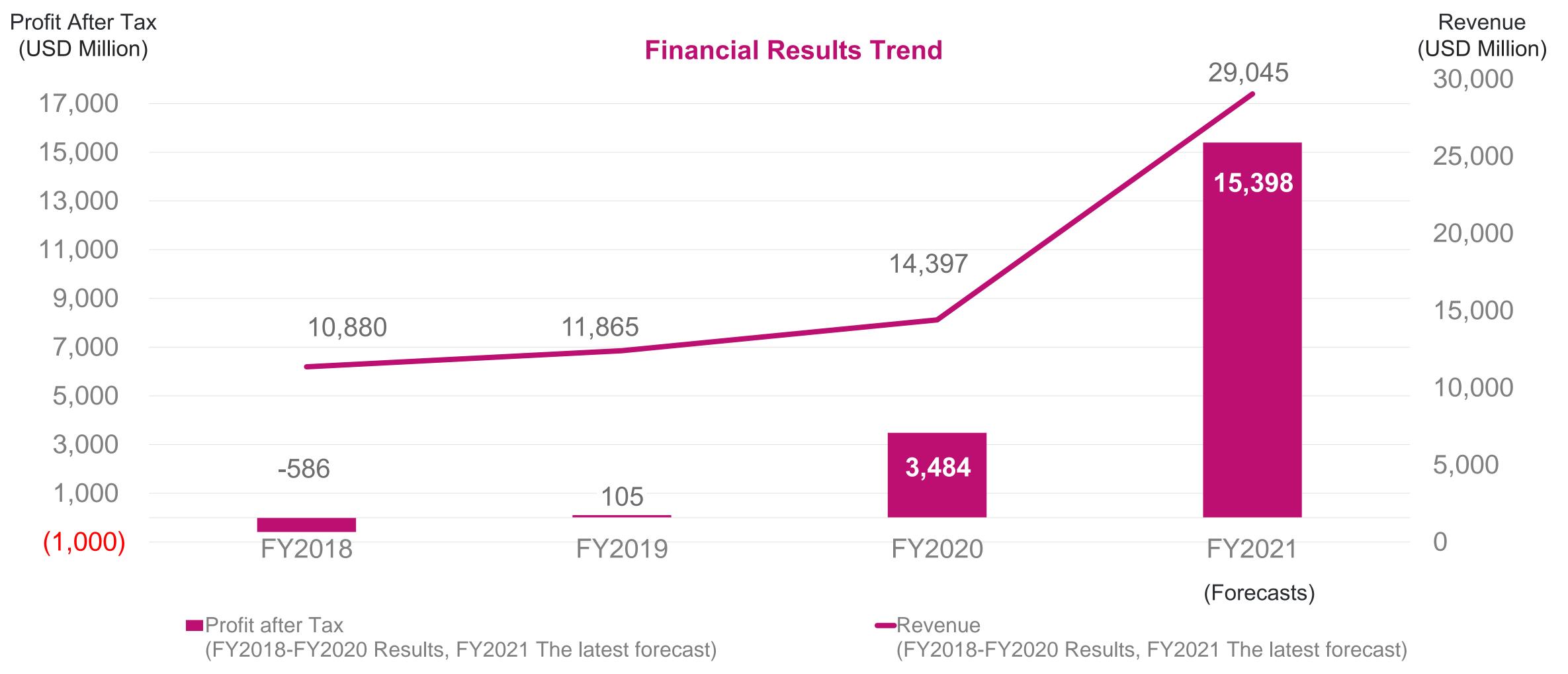
ONE established in 2017 and started operation in 2018. Providing container transportation services to the world for 4 years with success.





BUSINESS OVERVIEW - FY2018-FY2021 PROFIT AND LOSS

ONE recorded a loss in FY2018, but has produced profit in every year since.





A CONSISTENTLY PROFITABLE COMPANY

- Top class profitability ONE's EBIT margin in January to December 2021 was 53%.
- Our business scale as a major container shipping company and our focus on operational excellence is yielding better margins.

- US\$1Bn per annum synergy effects against FY2015 level (of three parent companies) has been fully achieved.
- New "ONE INITIATIVES" Service network optimization, yield management, operational excellence, etc. have further enhanced performance.

2021 Jan-Dec	ONE	Industry Peers*		
REVENUE	26,389	228,000		
EBIT	13,922	91,000		
EBIT Margin	53%	40%		

(USD Million)

7

^{*}Industry Peers are top 8 liner companies results, without considering segments, as long as published. ONE converted to US Dollar according to the internal exchange rates.



CURRENT BUSINESS ENVIRONMENT 1/3

- ☐ Since year 2020, the biggest challenge not only to ONE but also to the industry has been the significant global supply chain shock caused by COVID-19 pandemic.
- As a liner shipping company and a key stakeholder in the global supply chain, ONE executed many measures/initiatives to meet the requirement from society to transport increasing cargo volumes.

Measures/Initiatives

- Continuation of business and operation worldwide throughout the pandemic period as an essential service provider (despite WFH restrictions).
- Collaboration within and beyond ONE to overcome global supply chain bottlenecks.
- Maximization of vessels and containers deployment.
- Support crew change welfare needs.
- Enhancement of customer digitalization solutions.





CURRENT BUSINESS ENVIRONMENT 2/3



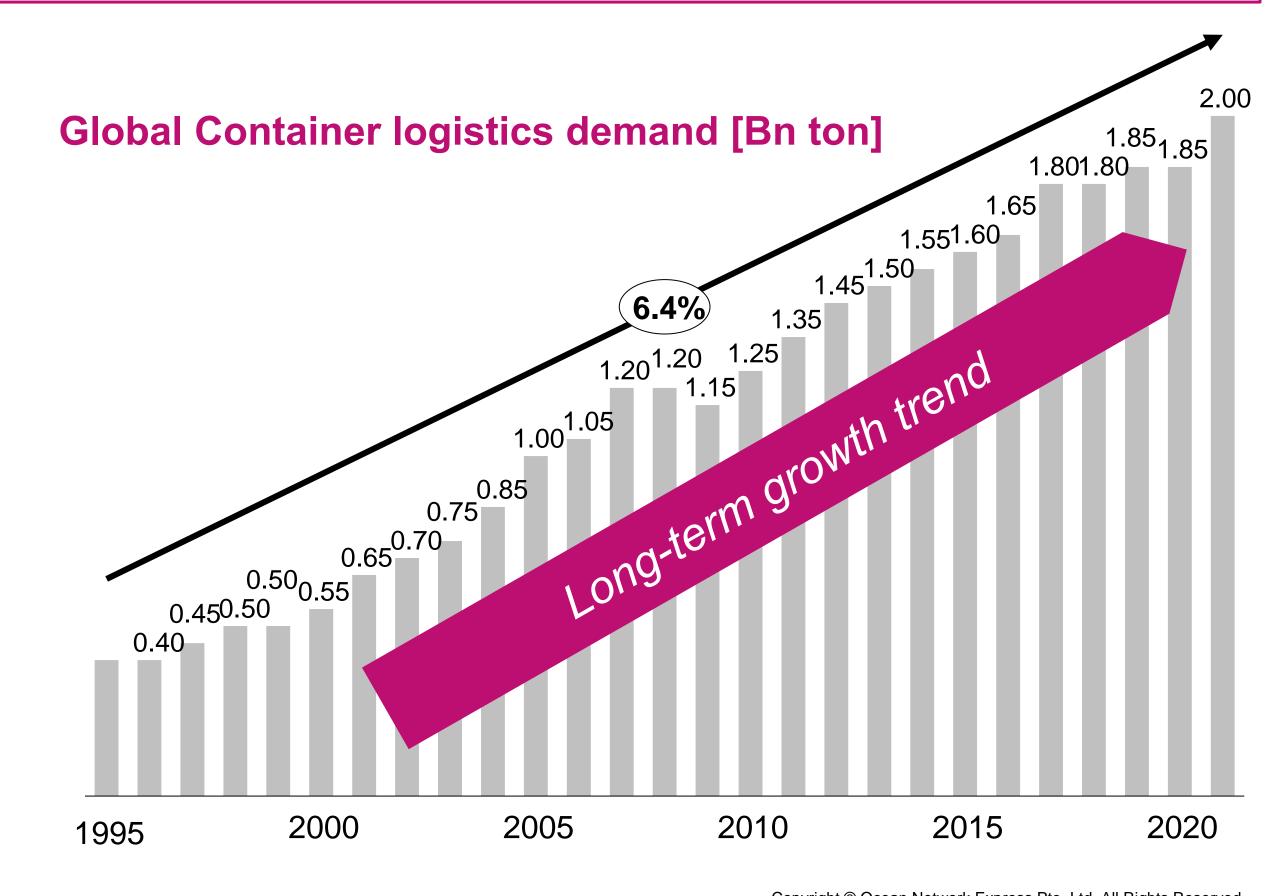
- The disruption to the global supply chain by the pandemic is not over yet and it will take more time to fully eliminate.
- In the short-term, we still see supply chain, uncertainties, e.g., timing of normalization from COVID-19 pandemic, Ukraine/Russia tensions, and global inflation, etc.
- On top of short-term uncertainties, commitment to decarbonization, adaptation to customers changing demands, governance and cyber security are all key components that need continuous management attention.
- □ But...



CURRENT BUSINESS ENVIRONMENT 3/3

- Container logistics demand has continued to grow steadily over the decades.
- Container demand is still forecasted to grow, supported by strong fundamentals such as population increase, infrastructure development, and global supply chain requirements.

- As a basic part of global infrastructure, continuous investment in assets is needed to meet global transportation needs.
- IMO Decarbonization requirements will increasingly impact global vessel supply.









ONE's MIDTERM STRATEGY

ONE will continue to aim for best-in-class industry profitability by successfully combining economy of scale and operational efficiency.



Keep top class industry profitability and target ROE 10% over the long term.



ONE's MIDTERM STRATEGY

Key Strategies

- 1. ONE will continue its strategic investment in the liner business.
- 2. ONE will be a leader in the decarbonization of shipping and is totally committed to achieving sustainable maritime transport services.

- Committed to high quality and safe global shipping services.
- Focused on environmentally and economically sustainable investments through independent finance.
- Firm actions to achieve net-zero emission by 2050.
- Providing value added and efficient customer service, through digitalization and data driven enterprise architecture.
- Further improve operational efficiency through the maximization of asset utilization.
- Reinforce and strengthen ESG+O(operational excellence) to be a sustainable and resilient organization.

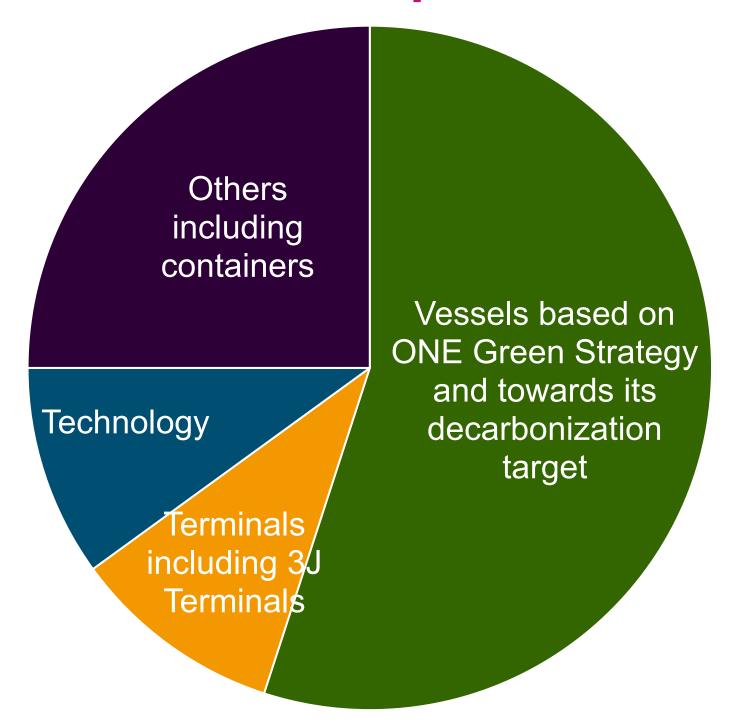
Establish mutually sustainable partnerships with customers and service providers.



FY2022 - 2030 INVESTMENT PLAN

ONE is committed to the Liner business and plans to invest more than US\$20Bn by 2030. Investment is made to sustain a best in class supply chain for our customers and meet ONE's future decarbonization targets.

Investment portfolio



*ONE's investment plan is based on recent trade statistics and assumptions will be regularly reviewed according to cargo demand and other business environment factors.

Investment plan

- Based on its mission to provide essential service for society and fulfil customers' requirement, ONE would continue investing in enhancing its core fleet.
- As responsible company, ONE would be investing to upgrade its fleet based on its green strategy and towards its commitment to accelerate decarbonization.
- ONE would also be investing in areas such as terminals to offer superior service to customer as end-to-end logistics provider.
- Digitalization to improve customer experience and more efficient deployment of assets.



CURRENT FLEET INVESTMENT

To fulfil growing demand and upgrade ONE's core fleet, the following investment (over 520K TEU in total) has already been made in newbuilding commitments.

Fleet investments made and in pipeline

Phase in	Size TEU	No. of VsI		
FY2020	12K	4		
FY2020-21	15K	4		
FY2022	12K	4		
FY2023	15K	4		
FY2023	24K	6		
FY2024	15K	6		
FY2024	7K	10		

Investing in newbuilding

- To fulfil customers' demand for future sustainable supply chains ONE has already been expanding its core fleet.
- These investments are part of ONE's green strategy and decarbonization plan.

Extension of existing charter fleet

• To maintain necessary network growth requirement, ONE will also be extending its existing charter program.



^{*} These investments have been completed and are not included in the USD\$20billion investment plan outlined last slide.

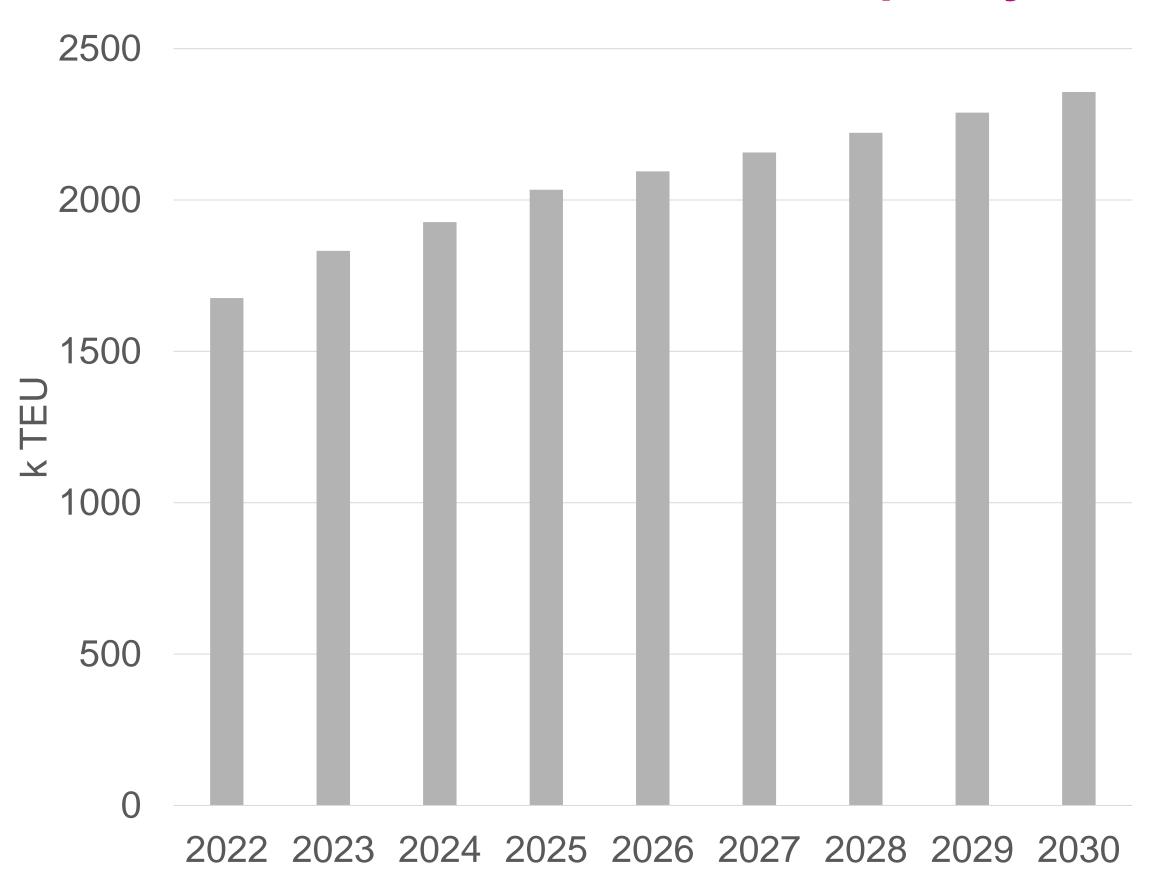
* 24K vessel image



FUTURE FLEET INVESTMENT

To meet growing demand and our decarbonization target, ONE plans to invest in approx. 150K TEU of newbuilding annually.

Future investment and fleet capacity



Investment to enhance core fleet

- To provide better service addressing long term growth, ONE plans to invest in approx. 150K TEU of newbuilding on annual basis.
- Investment in newbuilding will align with ONE's green strategy.

Replacement of obsolete vessels to accelerate decarbonization

 Obsolete vessels would gradually be replaced with newbuilding delivered to achieve ONE's commitment towards decarbonization.



BRAND STRATEGY

Enhancing ONE's service delivery platform.

Grow awareness of our brand personality to external stakeholders





Support business growth by developing corporate values.

Grow recognition of employee internally





SUSTAINABILITY VISION AND ESG+0 STRATEGY

Vision

"To be sustainable and resilient; a trusted partner for customers in delivering global shipping solutions".

Category

Environment

Social

Governance

Operational Excellence

As a responsible and transparent business partner, footprint will be updated through ONE Sustainability Report.



Social

- Talent Management Re-establish ONE's HR infrastructure and policies. Annual engagement survey, Flexible working conditions.
- Human Rights Regular updates on policies and global training, whistleblowing system. Respect for Seafarers.
- CSR Activities #OneOcean (marine conservations),
 #OnePinkRibbon (Awareness), contributions to local society.



Governance

- Compliance, Anti-corruption, Antitrust law— Global compulsory training program to all employees.
- ISO14001 for environment management and EU inland service procurement, ISO 9001 for vessel safety inspection process.
- Supply Chain Management Engagement management, ethics guideline endorsement, GHG emission data collection.
- Cyber Security Top class security and global training.





NE NETWORK GREEN STRATEGY

ONE will be a leader in the decarbonization of shipping and is totally committed to achieving sustainable maritime transport.



ONE's Green Strategy sits at the top of our management agenda, as does our commitment to achieve carbon neutrality by 2050, thereby playing an important role in global environmental conservation.



ONE will make continuous investments in greener assets & technologies whilst also taking all appropriate actions to achieve our green targets.



ONE will engage in open collaboration with industry stakeholders to realize the Decarbonization of Shipping.



GREEN STRATEGY: ROAD TO ZERO EMISSION

ONE takes leadership for open collaboration in the concept of "Road to zero emission" of shipping industry.

Regulator

Rules & Regulations for shipping industry

Industry-level regulations such as global alignment of emission standards, carbon neutral certification for alternative fuels & carbon capture, scope 3 emission rules and carbon tax etc.

Supplier

Supplier collaboration

•Ensuring consistent supply of technology, fuel, feedstock and other requirements to continue maintaining and scaling business sustainably.

Zero emission

ONE

Actions from ONE

Addressing decarbonization and other environmental issues such as alternative fuels, carbon management, operational efficiency, ecosystem building etc.

Industry level cooperation

•Alignment and cooperation for green shipping offerings (zero emissions routes), R&D and other initiatives.

Customer

Customers setting green standards

Customers addressing their own ambitious targets by setting rules of collaboration with sustainable liners.



GREEN STRATEGY: VISION / MISSION / TARGET

To realize our vision and mission, ONE sets new Environmental target including net-zero GHG emission by 2050.

Green Vision

To be a global leader in the realization of environmentally sustainable shipping.

Green Mission

We will achieve carbon net-zero shipping in order to protect our planet via lean and agile best practices and open collaboration.

Decarbonization targets

Emissions intensity:

To Reduce scope 1 GHG emissions by 70% (vs 2008) per TEU km by 2030.

Absolute emissions:

Achieve net-zero GHG emissions (including scope 2 & 3) by 2050.



GREEN STRATEGY: 7 KEY INITIATIVES

To achieve our targets we are addressing 7 key initiatives.

Decarbonization initiatives

- Green Investment
 - Invest and **upgrade** of **hardware** assets.
 - Invest into green related technologies.
 - Invest into green talents and expertise.

Alternative Fuels

- Develop alternative fuels roadmap.
- First alternative fuel ships deployed by 2030.
- Zero emission vessels AIP by 2023.

SCarbon
Management

- Deploy internal carbon pricing scheme.
- Develop low-carbon service offering.
- Study green related tech. such as CCS.

Operational Efficiency

- Further improvement of fuel efficiency and other programs.
- Vessel digitalization program.

Community Ecosystem Building

- Call to Action for Shipping Decarbonization.
- Open collaboration activities such as GCMD, academic partnerships etc.
- Supplier policy.

Environmental initiatives

6

Clean Ship Recycling

- Frequent 3rd party audits of all dismantling sites used.
- Join the Ship Recycling Transparency Initiative.



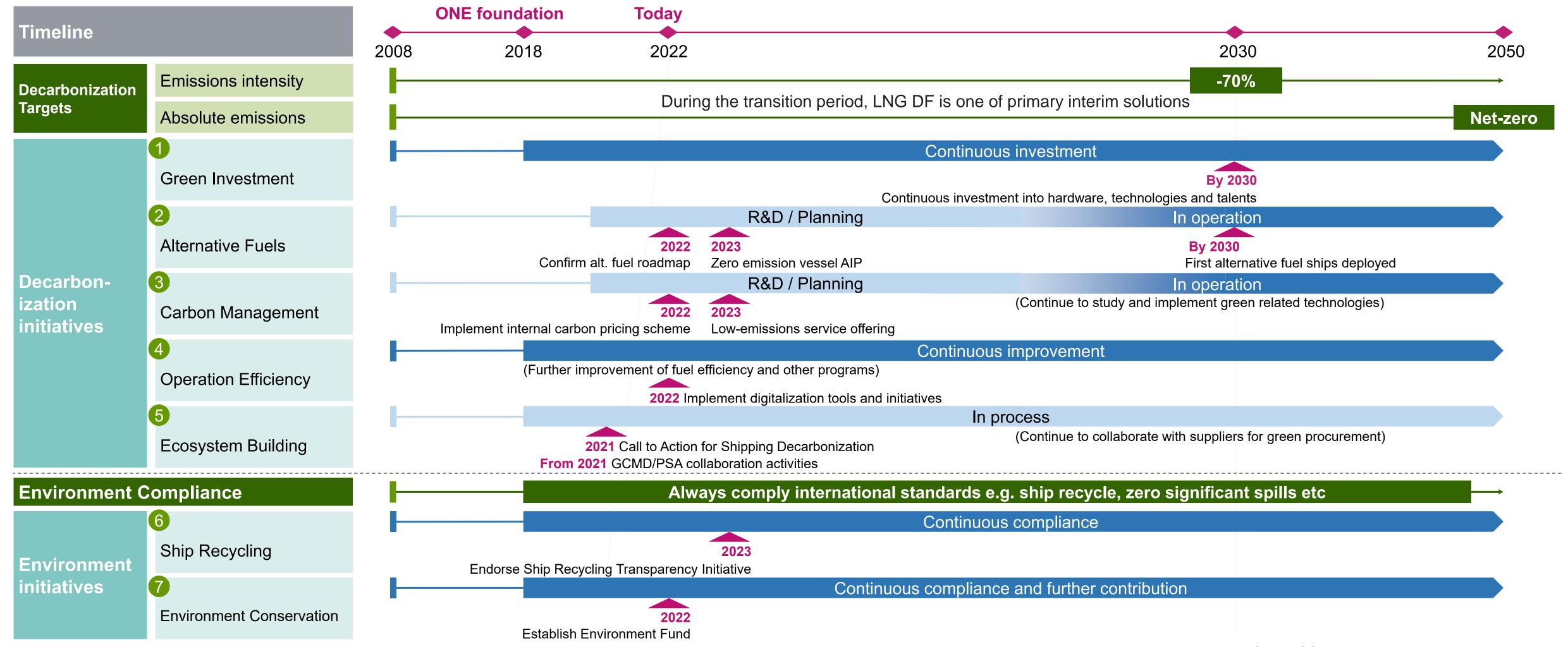
Active Environmental Conservation

- Ensure zero significant spills for all vessels.
- Participate in ecological conservation programs.
- Establish an Environment Fund to finance activities.



INE NETWORK GREEN STRATEGY: ROADMAP

Our Decarbonization Roadmap has 2050 in mind and incorporates beneficial environmental initiatives in the nearer term.



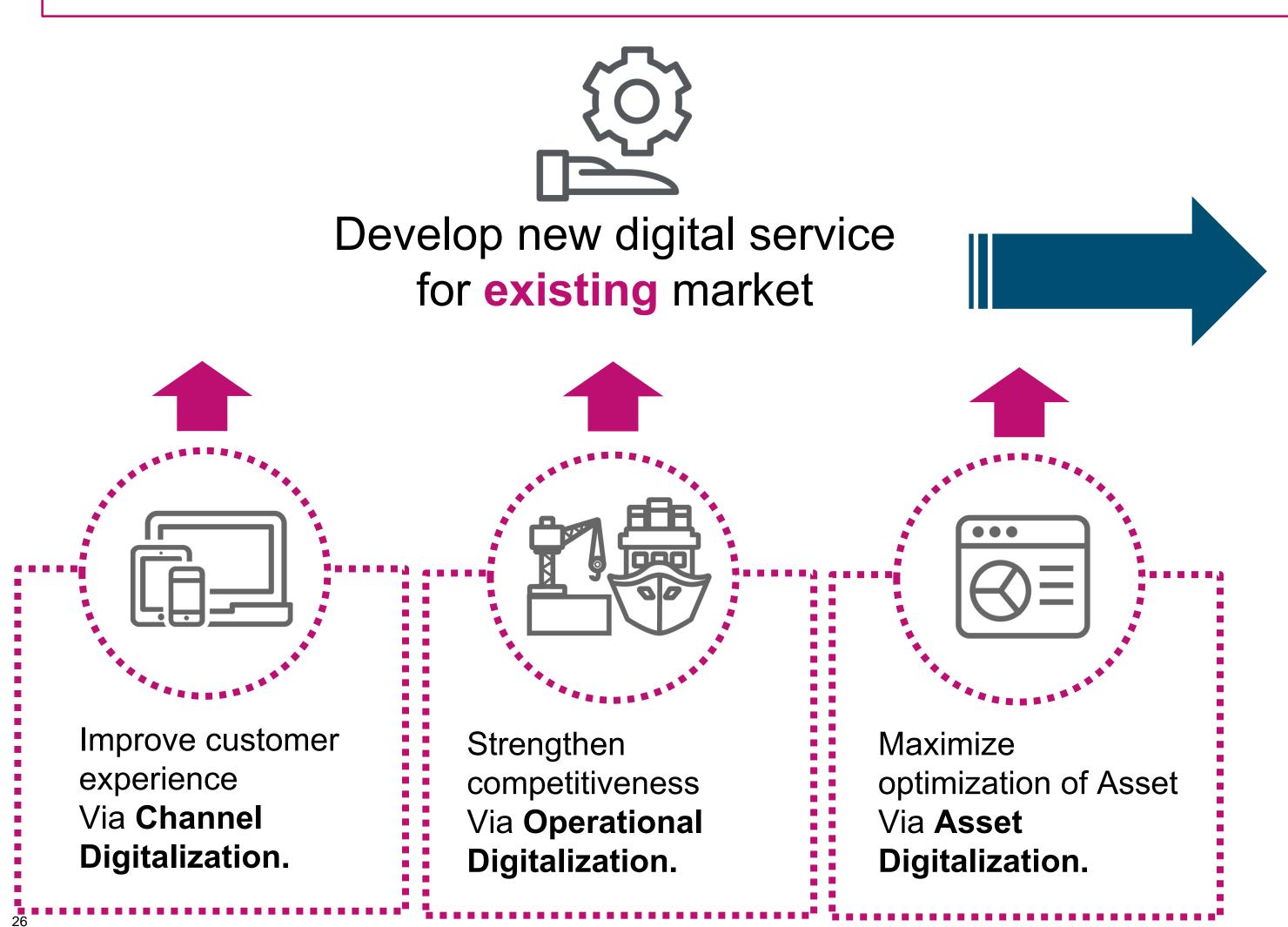


Digitalization Strategy



DIGITALIZATION STRATEGY

As ONE, we deliver value through big data analytics and digital capability to achieve excellent customer experience.



New market opportunities



Ambitions to create new values to new markets



DIGITALIZATION STRATEGY

ONE is running more than 20 digitalization initiatives under it's Enterprise Architecture blueprint.

Channel Digitalization

Provide real-time rate quotations, booking confirmations & self-service on E-Platform, EDI and Chatbot.

Enhance ONE's CRM platform for completeness and timeliness of message exchanges with customers.



Uplift sales and customer service skills and become better customer experiences

Operation Digitalization

Maximize EDI/API connections with stakeholders in the supply chain.

Use RPA to automate tasks such as bookings and invoicing.
Apply cutting edgetechnologies to optimize cargo portfolio and maximize utilization.

Automate processes and enable to enhance service quality

Asset Digitalization

Optimization of Assets using historical data. The use of data analytics for container flow and inventory management.

Vessel operation analysis through various vessel information channels/data.



Optimizing our asset usage for supply chain stabilization and CO2 emission reduction



DINE OCEAN ROADMAP IN 5 YEARS

		2021	2022	2023	2024	2025	2026
		Digitalizatio	on Initiatives				
Channel Digitalization	Self service on e-Platform from Quote to Booking and Payment	Mobi	le Application ayment Digital B/L	vice Portal Blockchain	initiatives		
	Enhance CRM platform		ales focus Customer service foc	us			
Operation Digitalization	Maximize EDI / API connection	EDI / API connection with customers and partners, etc					
	Automate internal operation process		standard operation cedure Import cargo re	elease projects			
	Yield management	Optimize cargo portfolio and Utilization, etc					
Asset Digitalization	Data Driven Enterprise	Demand and Optimize ve	return forecast ssel operation iner monitoring				
Modernize Mission Critical Operating System			Reform	n the architecture and	l enhance features b	ased on new requirem	ents
		Capability d	evelopment				
BPM talent development				Aim to secure 30+ ne	w BPM talents		
Data Scientist &	Data Analyst talent development		Aim to se	cure 10+ new Data So	eientists / Data Analy	vsts	
Offshore Agile Development Center		Shift resource from 3rd Party to In-house					

