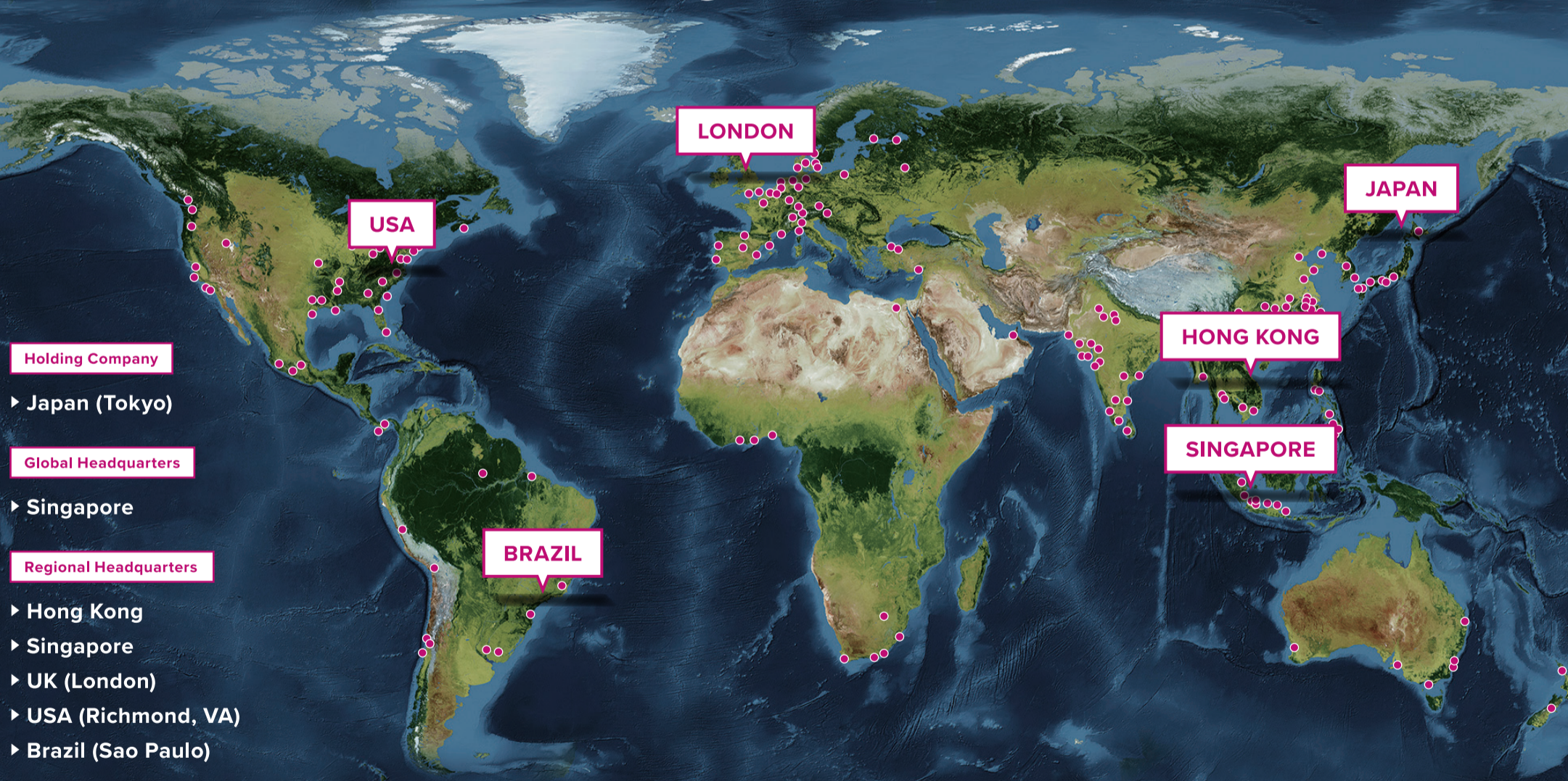


ONE

OCEAN NETWORK EXPRESS

ONE network operating across over 90 countries



Holding Company

- ▶ Japan (Tokyo)

Global Headquarters

- ▶ Singapore

Regional Headquarters

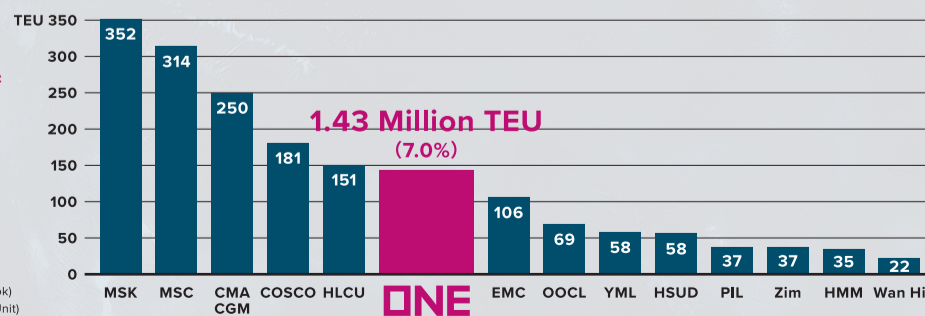
- ▶ Hong Kong
- ▶ Singapore
- ▶ UK (London)
- ▶ USA (Richmond, VA)
- ▶ Brazil (Sao Paulo)

FLEET SIZE

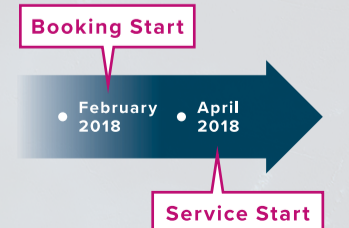
1.43 Million TEU*

6th in the market
with approx.
7% of global share

Note: Sum of 3 companies fleet TEU is as of October, 2017 (excluding the order book)
Source: Alphaliner Monthly Monitor, October 2017 (*TEU: Twenty-foot Equivalent Unit)



PROJECT SCHEDULE



We are ONE

VISION

Looking out beyond the horizon, we're broadening the essence of our industry, exploring new services and reimagining new levels of efficiency to break tradition for the better. Spanning oceans and continents as well as cultures and industries, we deliver not only freight but also trust and security over a vast network of routes. Our values reflect one new world standard, moving beyond the traditional and into the innovative.

Ocean Network Express.

Our name conveys our integrity as a company—three leading marine transport companies working together to spark a revolution. Ours is to champion human potential and combine our strengths to deliver better service, more diverse routes, and ICT solutions born to change the way the world moves. Our customers' needs come first, and we intend to exceed them. Now and well into the future. One partnership on one global scale conceived to bring success to our customers and improve lives around the world.

All routes lead to ONE.

Lean & Agile

Breaking through conventions to make ideas into reality quickly

Teamwork

Respect individual diversity to build a team that can work together to create new value

CORE VALUES

Best Practice

Continuing to improve ourselves based on the knowledge cultivated by three shipping companies to deliver the best services

Challenge

Exploiting individual strengths and continuing to meet challenge without fear of failure

Quality

Pursuing the best quality that always exceeds customer expectations

Reliability

Delivering stable, sustainable and professional services

Innovation

Delivering services that contribute to the customer's business through self innovation and creativity

Customer Satisfaction

Focus on customer needs well and deliver satisfaction that exceeds expectations



Jeremy Nixon

Chief Executive Officer

ONE (Ocean Network Express Pte. Ltd.) is a major new global container shipping company, that comes to market in 2018, and will offer an extensive liner network service portfolio covering over 100 countries internationally. It's key focus will be on enhanced service and innovation, supported by a highly professional and experienced staff organisation with a strong financial balance sheet.

ONE emerged from the legacy of three Japanese liner companies, who historically prided themselves on high level service quality and process excellence. These characteristics, which we highly cherish, are also the founding core principles of ONE. The new company's global headquarters

will be in Singapore, to further enhance its intended strong international trading presence. With a global fleet of over 250 vessels, active participation in all major global trade lanes, deployment of the latest IT systems and an extensive terminal ownership portfolio. ONE positions itself as being "large enough to survive, but still small enough to care".

The core values of ONE include Quality, Reliability, Innovation and Customer Satisfaction. Built around an organization which prides itself on Teamwork and Best Practice. We thank you for your interest and support to ONE, and look forward to growing our future involvement together over the many years to come.

Operating Company Profile

- ▶ **Tradename**
OCEAN NETWORK EXPRESS PTE. LTD.
- ▶ **Location**
Republic of Singapore
- ▶ **Representative**
Jeremy Nixon
- ▶ **Business Domain**
Container Shipping Businesses (Including worldwide terminal operation except for Japan)
- ▶ **Amount of Capital**
200,000,000 USD
- ▶ **Date of Establishment***
July 7th, 2017

*"Date of Establishment" in this section refers to the date MOL and "K" Line add their investment to the new company. Company registration was done earlier on March 27, 2017, with NYK as the initial investor based on the terms of the business integration agreement.