

January 2, 2018

Preparations going well for ONE business launch!

- 2018 THEA product launch
- Resource transition planning
- Tariff & pricing tools final readiness
- System & data final readiness
- EDI transition testing

DECEMBER

12

1

JANUARY

- Sales & commercial resource expansion
- Final systems training
- “other than THEA product” launch
- Final preparations for booking launch

2

FEBRUARY

- Initial booking acceptance
- Further staff resource migration
- Phased transition to ONE operations & branding

3

MARCH

- All bookings for APRIL sailings taken by ONE.
- Smooth ongoing operations @ legacy companies.

4

APRIL

- ONE fully operational & receiving all bookings.
- Full staff deployment
- Fully stable customer contacts
- Continuous process & customer experience improvement
- Legacy companies completing smooth sunset

People Update

General Management level appointments are now complete around the world and our ONE leadership teams are steering the build out of the ONE network of companies in all our operating countries. The process of selection and transition of manpower is progressing well. Detailed plans are in place to ensure that the appropriate level of resource remains in place to achieve smooth sunset operations at the legacy 3J companies, whilst in parallel we are positioning increasing levels of resource into ONE in preparation for the launch of booking acceptance in February.

January will see a further build out of ONE's customer facing resource, enabling us to increasingly provide a definitive answer to customer questions concerning points of contact.



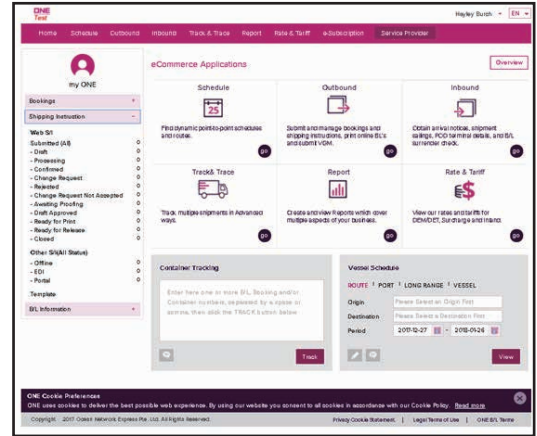
Office Infrastructure Update

Around the world new ONE office premises have been identified and are being prepared for occupation. During early 2018 our ONE teams will take up residence in their new business premises and migrate out of the interim locations which have acted as a temporary home. Customers will be advised of the new ONE office details once ready. Contingency plans do exist as required.



Technology Update

ONE's systems architecture is up and running and in the final stages of load testing, reference data population and full operational readying is underway. As ONE's operational system is already in use by one of the legacy 3J companies we have a high degree of confidence about achieving a smooth systems roll out. Customer interfaces, involving both direct EDI links, ONE's eCommerce applications and 3rd party connections such as those via our portal partners, are also being completed.



Ocean Network & Intermodal Product Update

ONE announced 2018 product enhancements relating to THE ALLIANCE (THEA) services on December 18. THE Alliance will offer a superior, reliable, efficient, and wide ranging product suite to shippers in the East/West trades. In addition, provisional overviews of the ocean services which ONE will offer on other (non THEA) trades will be available to our customers soon. ONE will continue to cover the scope which the legacy 3J companies provided with further enhancements & expansion. Collaboration & preparations with rail & intermodal partners are on-going and we are confident of offering a market leading range of intermodal products in all major markets.

Detailed ocean network service maps are now available @ <https://www.one-line.com/>



Commercial Policy & Pricing Update

ONE's Tariff has been created and will soon be published for public access. The ONE Service Contract boiler plate for use in the North American trades is ready for roll out.

Overall Summary

All aspects of the work streams necessary to ensure the timely and successful launch of ONE are progressing well and we remain confident of a successful sunrise launch of the new ONE era whilst ensuring the smooth sunset of the legacy 3J operations.

On behalf of all the Staff @ OCEAN NETWORK EXPRESS we would like to wish you HAPPY NEW YEAR! and extend our best wishes for a healthy and prosperous 2018.

