

Designed to



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WITH THE SEA**

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MacGregor
Global Service Division (GSD)
One Principal Project 2021
- New spare parts process-

April 2021 (revised Oct)

Simon Kwek , Sourcing Director GSD

One Principal - in “Simple Words”

MacGregor to Simplify Spare Parts business model by consolidating to one Principal company, MacGregor Singapore.

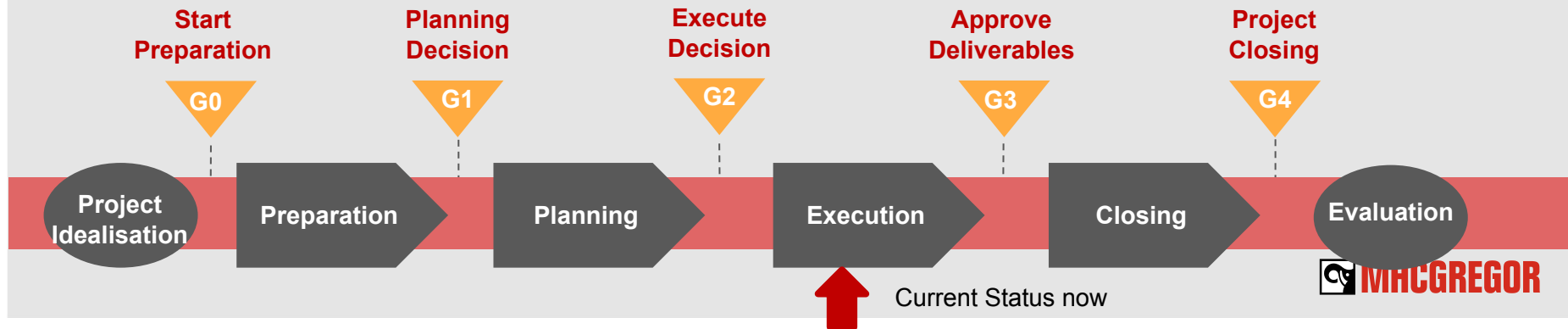
- Put simply, we want to make doing **spare parts business** with us easier for our suppliers.
- Until now, you could have had up to five different contract partners for spares for different MacGregor products. We want to **reduce the number of your contract partners to just one**, which will reduce administrative work at both your end and our side.
- We want to create possibilities to build seamless future-proof interfaces, with both our customers and suppliers.

Affected: MCG Finland (MFIJ), MCG Sweden (MSEG, MSEH), MCG Norway (MNOA), Germany (MDEH)

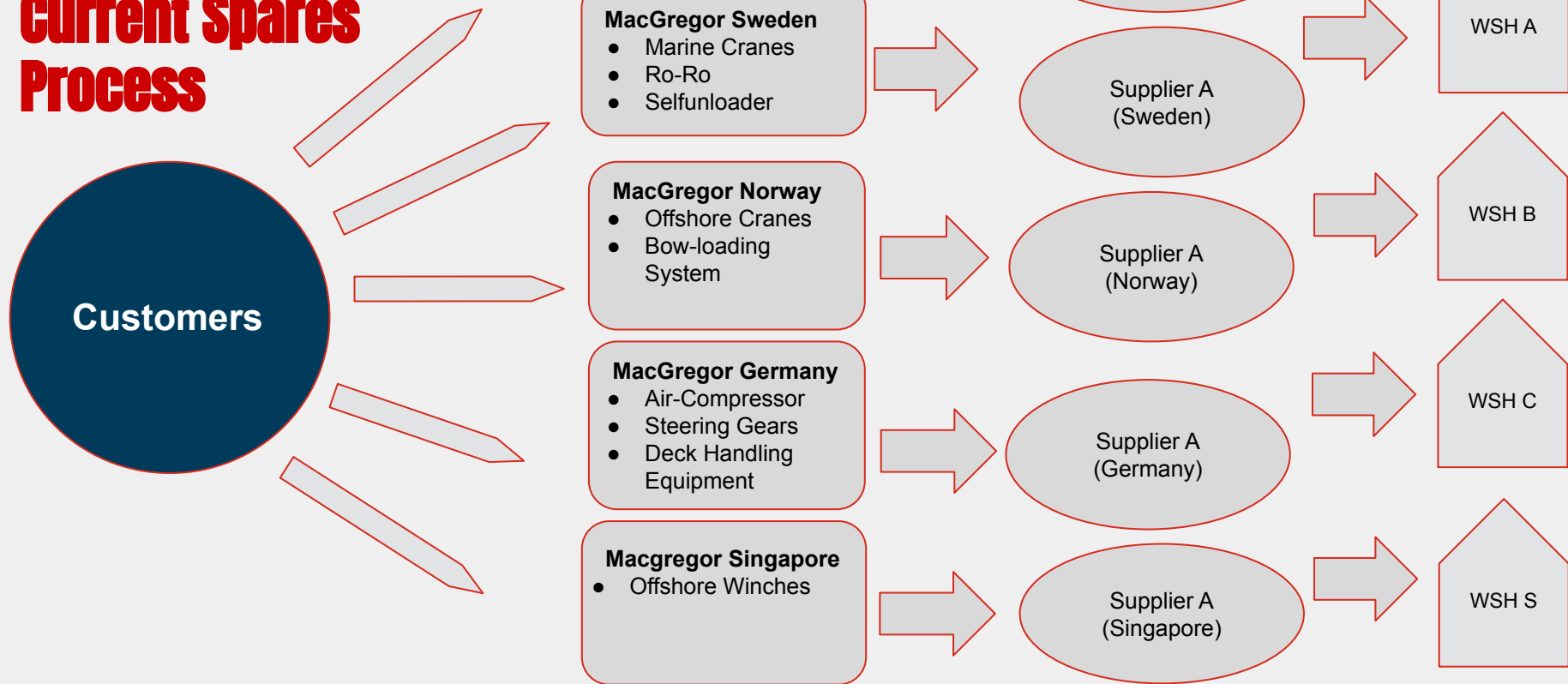
One Principal - Project Implementation Timeline (Revised)

Revised Go-LIVE Dates

1st of July:	MacGregor Finland Oy
16th of August:	MacGregor Sweden AB (SUL) / Revised
1st of September:	MacGregor Sweden AB (ROR)/ Revised
1st of October:	MacGregor Sweden AB (CRA)/ Revised
1st of November:	MacGregor Norway AS / Revised
1st of November:	MacGregor Germany GmbH & Co. KG



MacGregor Global Service DIV Current Spares Process



MacGregor GSD “One-Principal” Spares Process Document / Goods Flow



MacGregor One-Principal
also simplify spares ordering
process for our customers

MacGregor Pte. Ltd. is domiciled and tax
registered in Singapore, but for VAT
purposes, the company is registered also
in these European countries:

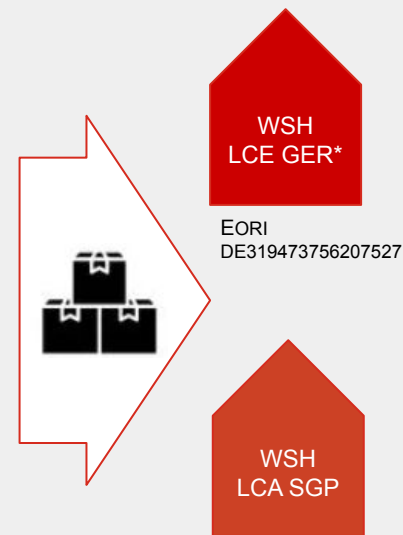
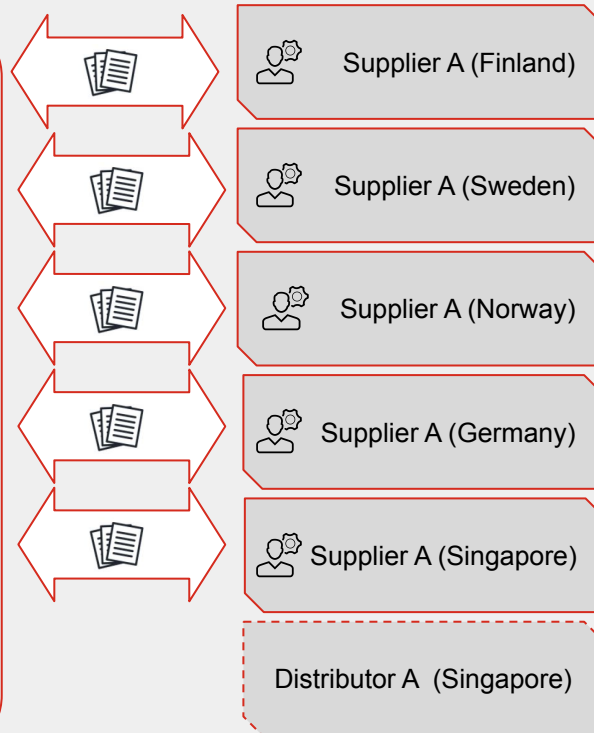
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Finland: FI32123865

Netherlands: NL826448112B01

Denmark: DK42328782

Belgium : BE0644948644

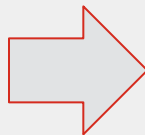


MacGregor GSD Warehouses Information

Warehouse
Logistic Centre
Europe
(Germany, Hamburg)



MacGregor Logistic Center Europe
After Sales Warehouse Germany
c/o Kühne+Nagel AG & Co. KG
Altenwerder Hauptstrasse 1
21129 Hamburg, Germany
Tel: +49 40 303336201
<EORI DE319473756207527>



<After Dec 2021/ in Phases>

MacGregor Logistic Center Europe
C/O DSV Solutions
Witte Vennenweg 1, 5807 EJ Oostrum,
Netherlands

Phone: +31 478 521 200



<Effective 30 August 2021>

MacGregor Logistic Center
AsiaPacific
c/o DSV Solution (S) Pte Ltd
Level 4, 9 Pioneer View,
Singapore 627581



Warehouse
Logistic Centre
Asia Pacific
(Singapore)



MacGregor Logistic Center
AsiaPacific
Cargotec CHS Pte Ltd
5 Tukang Innovation Drive
Singapore 618299



Ramp up plan Warehouse / Logistics Center Europe (LCE)

January , 22	February, 22	March, 22
CSS - Hatch covers		
Marine Cranes		
	Ro-Ro	
	Selfunloader	
		Offshore Cranes

Ramp up principles

- Orders created before ramp up start, will be handled in existing warehouses.
- Transfer 50% of all SKUs first, to secure we have SKUs ready for new orders in new warehouse.
- Remaining SKUs to be transferred as the final step.

One Principal - Changes

	Current setup	After Implementation "One-Principal"
PO / Contracting parties	5 MacGregor Legal Companies issue POs and receive invoices (Norway, Finland, Sweden, Germany, Singapore)	➔ POs from One MacGregor legal company (Macgregor Singapore)
Ways of working	Process differences between different principals (MCG)	➔ Standardised process in principal
Roles & responsibilities	Scattered/different governance of principals	➔ Clear governance for principal company
IT, Data content & quality	Different instances of master data due to separate sales & purchase organizations	➔ One instance of master data

One Principal - What does NOT CHANGE

What REMAINS THE SAME, after implementation of “One-principal”

- Same MacGregor contact persons
- Same MacGregor GSD Customer Care team processes
- Same Supplier entities/companies to be used
 - Relationship managers at the supplier we hope remains unchanged too
 - Technical Support remains the same from existing locations
- Same Business Process / No Changes for **conversion, modernization projects and Services.**
- No changes to current process of **MacGregor new-building entities,**
- No changes to **Lashing and Fishery Business Lines.**

One Principal - What does it means to Suppliers

- This project concerns only the **SPARE PARTS Business!**
- **Simplicity / Easy to do business** with One Contracting Party.
Single point of contact / EDI / Easier Business Analysis to opportunities to increasing the business / Reduce duplication.
- **No Changes at Suppliers with Relationship/Process etc.** Orders will be sent to the same suppliers entitles like we now do it, only that our POs will be in the name of MacGregor Singapore.
- **One Aligned terms with MacGregor GSD / Spares Parts** (payment terms, currencies).
- **Continuation of business** with new one principal: MCG Singapore. Increase business from local mindset to global access - growing globally together.

NEXT COURSE OF ACTIONS / for Suppliers

Internal discussions, Identify hurdles, road blocks, discuss way-arounds, continue to provide competence support as before, how to continue to provide best support to MCG

An aerial photograph of a vast blue sea filled with numerous ships, likely a fleet of oil tankers, scattered across the water. In the background, there are several green, hilly islands under a sky with scattered white clouds. The ships are mostly red and white, with some having bright lights on their decks.

QUESTIONS & ANSWERS

THANK YOU

- You will receive materials on this One-Principal process with after this communication.
- We are collecting your feedback with Google Form

Should you need to speak to us

- Please contact your MacGregor Relationship Manager or your usual MacGregor Contact

An aerial photograph looking down the length of a container ship's deck. The deck is filled with stacks of intermodal containers in various colors including red, yellow, blue, and green. The ship is moving through a deep blue sea, leaving a white wake. In the far distance, a city skyline is visible on the horizon under a blue sky with scattered white clouds.

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One Principal - What does it means to Suppliers

QUESTIONS

1. **What happens to existing Spares orders that were placed by MacGregor Finland, Norway, Sweden or Germany?**
2. **After implementation, Orders will be place from Macgregor Singapore. Delivery destination should be to Singapore?**
3. **We are familiar with other exiting Macgregor entities in Europe. Macgregor Singapore is a new customer for us, how do I ensure will be paid?**

ANSWERS

1. Orders placed before the “cut off” date, will still be valid and they shall still be invoiced to those entities according to the POs. Payment will not be affected.
2. Depending on the orders, main deliveries can be either to our Europe or Singapore warehouse unless otherwise agreed. Macgregor Singapore has a relevant VAT # for facilitation of the delivery in EU.
3. Macgregor Singapore, along with the rest of Macgregor entities belong to CARGOTEC Corp, based in Helsinki, Finland. Your regular contact in Macgregor, will gladly assist you on payment issues. To ensure timely payments, we encourage the use of e-invoices, along with all support order and delivery document to be send to the group email provided.

One Principal - What does it means to Suppliers

QUESTIONS

4. **If my company already doing business with Macgregor Singapore, What changes and actions do i need to make?**
5. **What Currency does MacGregor Singapore Trade in?**
6. **What happens to existing Contacts / Agreement?**
7. **Do i need to make changes to my ERP system?**

ANSWERS

4. If you are already trading with Macgregor Singapore. No changes/actions is needed from you. Unless there are changes to be made to the current business model with Macgregor Singapore.
5. Macgregor Singapore can trade in most of the major currencies used today. Preferably there will be no change in the transaction currency used now between us.
6. Depending on existing contact agreements, they could be assigned / transferred to MacGregor Singapore.
7. You may need to setup Macgregor Singapore in your ERP system, if you have not done so. Details for Macgregor Singapore can be found on the Introduction letter sent with this presentation.