

Dear Customer,

In August 2019, MacGregor completed the acquisition of the marine and offshore businesses of TTS and we are now building a company that will continue to fully meet your requirements and develop innovative, value-added solutions through our combined capabilities. In China, there are specific requirements that we need to follow and these are explained in this letter.

In the Chinese market, MacGregor is required by the competition authority (SAMR) to hold its new build business separate from the TTS joint ventures for certain product groups until 5 July 2021. MacGregor has worked closely with the SAMR and SAMR-appointed external monitoring trustee, Grant Thornton to create plans to implement the SAMR's decision while retaining the competitiveness of all involved companies.

Based on the agreed implementation plans, in the spirit of competition as before, the three joint venture companies continue to operate independently. However, designated TTS entities will provide necessary technical support to them, under the supervision of SAMR, to also maintain their competitiveness as before.

The restriction concerns

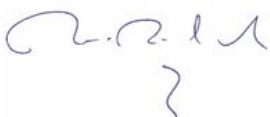
- **Merchant cranes:** MacGregor and TTS Bohai Machinery will respect the earlier setup, and TTS NMF GmbH will continue to provide necessary technical support to TTS Bohai Machinery through an independent team, which is separated from other parts of MacGregor, under the supervision of SAMR and the monitoring trustee,
- **Hatch covers:** MacGregor and TTS Huahai will respect the earlier setup, and will be under the supervision of SAMR and the monitoring trustee,
- **RoRo equipment:** MacGregor will handle all MacGregor RoRo solutions to vessels built in China, while TTS Huahai will continue to provide RoRo equipment (under the brands licenced by TTS to THH) for domestic owners' vessels in China. All RoRo business in China will be under the supervision of SAMR and the monitoring trustee,
- **Merchant heavy-lift cranes:** MacGregor and TTS-SCM Marine and Offshore Machinery will respect the earlier setup, and TTS NMF GmbH will provide the necessary support to TTS-SCM Marine and Offshore Machinery through an independent team, which is separated from other parts of MacGregor, under the supervision of SAMR and the monitoring trustee.

MacGregor will continue to cooperate with the joint ventures through our worldwide service network to provide world class after sales services to the customers of both MacGregor and JVs for the vessels delivered from Chinese shipyards. With TTS Bohai Machinery and TTS Huahai, MacGregor will also continue to provide other products that are not restricted by the competition authority's decision.

The maritime industry continues to go through challenging times. We at MacGregor are fully committed to this industry and remain confident that there will be opportunities for growth in the long-term. China is a key market for us, and we are dedicated to serve our valued customers in China and all ship-owners that place orders at China yards.

Thank you for your continuous support and trust in us!

Yours sincerely,



Michel van Roozendaal
President, MacGregor