

P&O Ferries Limited

23/01/2024

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Subject: Heartfelt Appreciation for Outstanding Support on the Ship of the Future Project

Dear Team SMC,

I trust this letter finds you well. I am writing to express my heartfelt gratitude and admiration for the incredible support we received throughout the Ship of the Future (SOTF) project for P&O Ferries. SMC's unwavering commitment and exceptional contributions have played a pivotal role in the success of this groundbreaking initiative.

From the onset, it was evident that the strength of our collaboration would determine the project's outcome, and I am delighted to say that SMC exceeded all expectations. The friendships forged during this endeavour have not only enhanced our professional connections but have created a bond that extends beyond the confines of the workplace. It's a testament to the positive and collaborative spirit that you and your team brought to the table.

The professional delivery exhibited by you and your team was nothing short of exemplary. Your meticulous attention to detail, coupled with a proactive and solution-oriented approach, ensured that every aspect of the project was executed seamlessly.

The capability demonstrated by your team throughout the SOTF project has been nothing short of outstanding. The depth of expertise, coupled with a genuine passion for innovation, has propelled us into a new era of maritime technology.

Moreover, I would like to highlight the positive impact your support has had on our team's morale and overall work environment. The collaborative atmosphere fostered by your team has not only accelerated the project's progress but has also contributed to a sense of camaraderie and shared achievement.

As we reflect on the milestones achieved and the success of the new ships, I am filled with gratitude for having such a remarkable partner in this journey. Your professionalism, dedication, and positive energy have undoubtedly left an indelible mark on P&O ferries.

Thank you to you and all the team who worked on the programme for your exceptional support. I look forward to the continued success of our partnership and the exciting opportunities that lie ahead.

Warm regards,

A handwritten signature in black ink, appearing to read "Ross Barrett".

Ross Barrett (MSc CHPP)

New Build Director

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