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Contents

1. DP World Overview
2. Ports & Terminals
3. Parks & Economic Zones
4. Maritime & Logistics
5. ESG
6. Financials
7. Appendix
OUR GLOBAL FOOTPRINT

Over 145 BUSINESS UNITS IN 60 COUNTRIES ACROSS 6 CONTINENTS

IMF World Economic Outlook
Real GDP Growth
2021 Projections

- <0
- 0-4%
- 4-6%
- +6%

<table>
<thead>
<tr>
<th>Region</th>
<th>GDP Growth</th>
</tr>
</thead>
<tbody>
<tr>
<td>EM &amp; Frontier</td>
<td>6.7%</td>
</tr>
<tr>
<td>Advanced Economies</td>
<td>5.1%</td>
</tr>
<tr>
<td>World</td>
<td>6.0%</td>
</tr>
<tr>
<td>China</td>
<td>8.4%</td>
</tr>
<tr>
<td>India</td>
<td>12.5%</td>
</tr>
</tbody>
</table>

IMF World Economic Outlook | April 2021
OUR JOURNEY FROM LOCAL PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

Local Port Operator 1972 - 1998

Regional Port Operator 1999 - 2004
2000. Concession won in Jeddah (KSA) and Doraleh (Djibouti).
2002 – 2004. Concessions won in Visakhapatnam (India), Constanta (Romania) and Cochin (India).

Global Port Operator 2005 - 2017
2013. Opening of London Gateway (UK) deep sea port and logistics park.
2014. Opening of Jebel Ali Terminal 3 (UAE), one of the largest semi-automated facilities in the world.
2016. Consolidated stake in Pusan Newport (South Korea) with 66% ownership.
2017. Consolidate DP World Santos (Brazil) with 100% ownership.

Supply Chain Solutions Provider 2018 - Present
Dubai Maritime City and Drydocks World acquisitions (UAE).
Created investment platform with NIIF to invest up to US$ 3bn in ports, logistics and related sectors in India.
Acquisition of Cosmos Agencia Maritima, a fully integrated logistics services provider (Peru).
Acquisition of Continental Warehousing Corporation (India) an integrated multimodal logistics company.
Acquisition of Unifeeder, an integrated logistics company with the largest and best connected feeder and growing shortsea network in Northern Europe.
Acquisition of Topaz Energy and Marine Limited, a leading international marine logistics services and solutions company to the global energy industry.
De-listed from stock exchange.
SUPPLY CHAIN SOLUTIONS PROVIDER – FULLY INTEGRATED ACROSS THE SUPPLY CHAIN

- Extending the core business to play a wider role in the supply chain
- Connecting directly with cargo owners & aggregators of demand
- Providing technology led solutions to remove inefficiencies
- Improve quality of earnings and drive returns

SUPPLY CHAIN

<table>
<thead>
<tr>
<th>Seller/Exporter Warehouse</th>
<th>Pre-carrige to destination for value add or port of loading</th>
<th>Terminal Handling</th>
<th>Sea Leg</th>
<th>Terminal Handling</th>
<th>On-carrige to destination for value add or port of loading</th>
<th>Buyer/Importer Warehouse</th>
</tr>
</thead>
</table>

LOGISTICS
WAREHOUSE MANAGEMENT, TRUCKING, FREIGHT FORWARDING, BARGE OPERATIONS, STUFFING & STUFFING CONTAINERS, INLAND CARGO DEPOTS AND TERMINALS

DEEP SEA PORTS AND MARINE TERMINALS
PREMIER MARINE AND OFF-SHORE VESSEL SUPPORT, TECHNOLOGICAL MARINE SERVICES, FEEDERING

MARINE SERVICES

DEEP SEA PORTS AND MARINE TERMINALS

PARKS AND ECONOMIC ZONES
FREE AND SPECIAL ECONOMIC ZONES, INDUSTRIAL AND LOGISTIC PARKS

PARKS AND ECONOMIC ZONES
FREE AND SPECIAL ECONOMIC ZONES, INDUSTRIAL AND LOGISTIC PARKS

TECHNOLOGY LED SOLUTIONS TO REDUCE INEFFICIENCIES ACROSS THE SUPPLY CHAIN
VISIBILITY AND TRANSPARENCY, AUTOMATED PLANNING, DIGITAL RATES, INSTANT ACCESS AND CONTROL, TRADE FINANCE AND INSURANCE, ENTERPRISE IT SOLUTIONS AND SYSTEMS, B2B E-COMMERCE
### CLIENT MIX CHANGE

#### Traditional Container Customers
- Shipping Lines
  - MAERSK
  - MSC
  - CMA CGM
  - COSCO Shipping
  - Hapag-Lloyd
  - OOCL
  - YANG MING
  - ONE
  - HMM
  - ZIM
  - PIL

#### Beneficial Cargo Owners
- Automotive
- Oil & Gas
- Manufacturers
- Logistics and Transportation
- FMCG
- Consumer Staples
  - bp
  - IKEA
  - Samsung
  - Unilever
  - British Steel
  - Bajaj
  - B/HSR
  - BOSCH SIEMENS
  - Chevron
  - Carrefour
  - Tata
  - BAUSCH & LOMB
  - BAYER
  - Buick
  - Dragon Oil
  - ExxonMobil
  - Ford
  - Honda
  - P&G
  - P&G
  - Shell
  - TOYOTA
  - Sabic
  - 3M
  - Henkel
  - Nestle
  - BENTELER
  - Johnson & Johnson
  - Danone
  - Rhenus Logistics
  - SLE Global Logistics
  - Matson
  - Cargill

---

DP World Overview | Ports & Terminals | Parks & Economic Zones | Maritime & Logistics | ESG | Financials | Appendix | 8
Fully automated stacking to eliminate inefficiency

Deliver capacity of a terminal in a third of the surface area

11 high stacking vs traditional method of 6.

Hyperloop system for fast & efficient delivery of cargo.

Sustainable means of cargo transport, 100% electric.

Deliver freight at speed of flight & close to the cost of trucking.

Hyperloop system for fast & efficient delivery of cargo.

Sustainable means of cargo transport, 100% electric.

Deliver freight at speed of flight & close to the cost of trucking.

Digitising the supply chain to reduce inefficiencies.

Providing transparency to cargo owners.

Trade and logistics service providers in a single window.
## DP WORLD BUSINESS UNITS

### Key Operations
- Building and operating multi-purpose ports focused on high-margin, sticky origin & destination cargo
- Developing parks with an optimal eco-system to accelerate trade through best-in-class infrastructure
- Delivering value-add end-to-end connectivity to cargo owners
- Providing marine solutions to offshore energy, port services and cargo transport. Ship repair and specialized build.

### Revenue Share 2020
- Containers handled x revenue per TEU
- Ancillary container revenues
- Non container revenue
- Leased space x price per Sqm
- Freight x freight rates
- Day rates x utilization

### Revenue Drivers
- 55%
- 5%
- 30%
- 10%

### Key features
- Focused on emerging markets, origin destination cargo.
- Market share approx. 10% of global container volumes.
- Long term concessions (36 years)
- Building logistics parks in key locations with high quality infrastructure and connectivity
- Long term leases
- Providing supply chain solutions
- Removing inefficiencies in supply chain and providing transparency.
- Typically asset-light
- Operating over 400 vessels providing solutions primarily to energy sector.
- Key focus on Caspian sea.
- Ship repair and specialized ship-build services

### Target IRR
- Emerging Markets 12%+
- Developed Markets 8%+
- 8%+
- 12%+
- 12%+
### Revenue & EBITDA Mix Change

#### Revenue Diversification*

- **2014**
  - Containerized: 80%
  - Non-Containerized: 20%

- **2020**
  - Containerized: 45%
  - Non-Containerized: 55%

* Rounded Figures

#### Revenue & EBITDA Mix*

- **2020 Revenue**
  - Ports & Terminals: 40%
  - Parks & Economic Zones: 5%
  - Logistics & Maritime: 55%

- **2020 EBITDA**
  - Ports & Terminals: 20%
  - Parks & Economic Zones: 15%
  - Logistics & Maritime: 65%
COVID-19 IMPACT

Drewry forecast 8.7% and 4.7% growth in 2021 and 2022.

- Volumes rebound on increasing consumer spending.
- DP World ports remain fully operational globally.
- DP World focused on managing costs and disciplined capex.

Source: Drewry Maritime Research, Mar 2021
DP WORLD RESPONSE TO COVID-19

Over 80 group level reports provided to Senior management on positive and isolated cases

No operations stopped or shut down since the outbreak begun

Ongoing research and analysis on track and trace technology, vaccines, test kits, screening and sanitation equipment with 5 white papers issued

17 internal messages emailed to employees to maintain awareness and keep staff informed of current response and prevention activities

Nearly 20 meetings with regional safety and operations representatives held each fortnight to discuss operational impacts, local initiatives and government protocols

Business Continuity Plans – (BCPs) implemented in 52 terminals with weekly reporting

Covid-19 Response and Prevention Plan published for implementation across all Group entities

Group DP World crisis committee with 50+ meetings to monitor operational impacts and make strategic decisions on response and prevention measures. replicated at regions, group companies and local operating entities

DP World and UNICEF announce global partnership to support Covid-19 vaccination supply chain

Vaccination centre opened for UAE employees and families and continue to offer three vaccine options.

Nearly 815,000 face masks distributed to 26 operating entities to ensure continued supply of essential PPE to workers

Supporting education material developed and distributed on How Vaccines Work and Options for Immunization

DP World acquires abbott laboratory equipment for in-house Covid-19 rapid testing with FDA and MOH approved. publish 98% accuracy

Internal Covid-19 resource portal launched globally to provide employees with preventative and fact-based education

3rd Mar 2020

24th Mar 2020

Apr 2020

1st Sep 2020

27th Jan 2021

26th Feb 2021

27th Feb 2021

Mar 2021

DP World ports and terminals & logistic facilities deemed as essential services in most countries, remote work was implemented were feasible.
INTRODUCTION
DP World is a global leader in container terminal operations and manages 93 million TEU of capacity. DP World’s container capacity is focused on faster growing markets and high margin origin & destination cargo.

<table>
<thead>
<tr>
<th>DP World Market Share (by Throughput)*</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia</td>
<td>5.5%</td>
</tr>
<tr>
<td>Europe</td>
<td>8.4%</td>
</tr>
<tr>
<td>Middle East</td>
<td>36.5%</td>
</tr>
<tr>
<td>South Asia</td>
<td>17.2%</td>
</tr>
<tr>
<td>South America</td>
<td>8.3%</td>
</tr>
<tr>
<td>North America</td>
<td>3.3%</td>
</tr>
<tr>
<td>Africa</td>
<td>6.0%</td>
</tr>
<tr>
<td>Oceania</td>
<td>22.4%</td>
</tr>
</tbody>
</table>

* Source: Drewry Maritime Research
DP World Overview

- **DP World manages 93 million TEU capacity**
  - Global network of over 145 business units in 60 countries across 6 continents
  - 9% market share
  - 55% of total revenue generated by port operations

- **DP World focuses on the faster growing markets and key trade routes**
  - Approximately 75% of our volumes generated from emerging or frontier markets in 2020
  - Diversified portfolio
  - Strong presence in key East-West trade route

- **DP World focuses on origin and destination cargo which has pricing power**
  - Over 70% of our gross volumes were O&D in 2020 and have to go through our ports
  - Shipping lines do not dictate our volumes – imports and exports do

- **DP World operates container terminals through long term concession agreements**
  - Average life of port concessions is approximately 35 years
  - Very high barriers to entry
GLOBALISATION AND THE GROWTH OF THE CONTAINER

More than 90% of cargo is transported on Sea

World container traffic vs. World GDP

Container Ports Characteristics
- Resilient volumes, high cash generation, and limited operators.
- Light regulation – cost of container handling is less than 10% of total transport logistics.
- High entry barriers – capital expenditure heavy, strategic assets.

Why does a multiplier exist?
- Distance between manufacturing and consumption location requires transhipment which leads to containers being handled more than once.
- Trade imbalance leads to empty repositioning.
- Low container penetration rates in emerging markets.

Source:
- World GDP data from the IMF World Economic Outlook Update April 2021.
- Global Container Throughput Growth data reported from Drewry Maritime Research March 2021.
# Containerisation Penetration Rates Remain Low

<table>
<thead>
<tr>
<th>Region / Country</th>
<th>Port Throughput (mn TEU)</th>
<th>Estimated Population in 2019 (mn People)</th>
<th>Container / Thousand Capita in 2019 (TEU /'000 people)</th>
</tr>
</thead>
<tbody>
<tr>
<td>China</td>
<td>236.9</td>
<td>1,435</td>
<td>165</td>
</tr>
<tr>
<td>UK</td>
<td>11.2</td>
<td>67</td>
<td>168</td>
</tr>
<tr>
<td>North America</td>
<td>68.7</td>
<td>494</td>
<td>139</td>
</tr>
<tr>
<td>Europe</td>
<td>139.7</td>
<td>834</td>
<td>167</td>
</tr>
<tr>
<td>World</td>
<td>800.8</td>
<td>7,694</td>
<td>104</td>
</tr>
<tr>
<td>Latin America</td>
<td>48.3</td>
<td>520</td>
<td>93</td>
</tr>
<tr>
<td>Brazil</td>
<td>10.6</td>
<td>211</td>
<td>50</td>
</tr>
<tr>
<td>Russia</td>
<td>5.2</td>
<td>146</td>
<td>35</td>
</tr>
<tr>
<td>Africa</td>
<td>28.4</td>
<td>1,308</td>
<td>22</td>
</tr>
<tr>
<td>India</td>
<td>17.4</td>
<td>1,368</td>
<td>13</td>
</tr>
</tbody>
</table>

Notes:
- Port throughput figures include gateway and transhipment volumes.
- Significant volumes of unitised traffic also move in ro-ro mode in some countries e.g. UK.

Source: Drewry Maritime Research
## MAINTAINING DIFFERENTIATION FROM TERMINAL OPERATING PEERS:
### TOP 5 GLOBAL PORT OPERATORS

<table>
<thead>
<tr>
<th>Operator</th>
<th>2019 Throughput</th>
<th>Capacity</th>
<th>2019 Market Share</th>
<th>2019 Equity TEU* Market Share</th>
<th>Key Focus</th>
</tr>
</thead>
</table>
| China Cosco Shipping             | 109.8           | 142.1    | 13.7%             | 6.1%                          | o Around 75% of activity generated by emerging markets.  
  o Mainly focused on China although rapid expansion internationally.  
  o Primarily gateway, limited exposure to transhipment.  
  o Consolidation of port and terminal ownership in China.  
  o Large investment in the One Belt and Road initiative. |
| PSA International                | 84.8            | 117.0    | 10.6%             | 7.5%                          | o Significant exposure to transhipment especially in Singapore.  
  o Mix of mature & emerging markets, strong home base in Singapore.  
  o Global activities but limited presence in Americas and no investments in Africa.  
  o Increasing portfolio expansion plans (greenfield) and development of capacity at existing locations e.g. Singapore. |
| APM Terminals                    | 84.2            | 107.6    | 10.5%             | 5.8%                          | o Exposed to one shipping line – more than 50% of revenue  
  o Primarily gateway (some transhipment exposure)  
  o High (global presence). Oceania the only world region where not present. |
| Hutchinson Port Holdings¹        | 82.6            | 119.6    | 10.3%             | 5.7%                          | o Mainly emerging markets although significant presence in Europe.  
  o Mostly gateway. Some exposure to transhipment in certain terminals.  
  o High (global presence) although significant proportion of volumes in home base of China. Limited presence in North and South America and Africa. |
| DP World                         | 69.4            | 91.0     | 8.7%              | 5.5%²                         | o Primarily origin and destination cargo (70%) with pricing power  
  o Emerging market focus and strong presence in Europe, Australia and North America  
  o High global presence, limited in North America  
  o Expansion in emerging and mature markets  
  o Only operator with activities in all 12 world regions and remains the leading player in the Middle East by a large margin. |

*Equity TEU adjusts figures to match the % ownership of terminals, (1) Hutchison figure include HPH Trust volumes (2) DP World equity league ranking: #4 in 2018
KEY PORT DEVELOPMENTS

**Posorja (Ecuador)**
Opened in August 2019 with 0.75m TEU capacity.
Only deep-water port in the fast growing container market of Ecuador.

**Fraser Surrey (Canada)**
FS is a multipurpose terminal which handles containers (650k TEU capacity), steel and agri-bulk.
The acquisition gives DP World the ability to further diversify cargo mix with a focus on non-container cargo.

**NDayane Port (Senegal)**
DP World Dakar SA, the local JV company between DP World and PAD, will develop, operate the 300ha container terminal. The JV will also finance, design and develop the land and maritime infrastructure of the new 600ha port.

**Port of Luanda (Angola)**
DP World will invest US$190 million over the 20-year period of the concession, with plans to bring operations in line with global standards and improve the efficiency, as part of the broader aim of increasing the terminal’s annual throughput to approximately 700,000 TEUs per year.

**Gresik, Java (Indonesia)**
DP World signed a long-term agreement with Indonesia’s leading conglomerate Maspion Group to start the construction of an international container port and industrial logistics park in Gresik. Work on the projects is expected to begin in 3Q 2021, with commercial operations beginning in 2023.

**TIS Container Terminal (Ukraine)**
DP World acquired a 51% stake in TIS Container Terminal in the Port of Yuzhny, Ukraine. The port is a deepwater multipurpose terminal ideally located to serve the strong domestic market, Belarus and Eastern Europe.
INTRODUCTION
DP World aims to build best-in-class logistics hubs in key locations with an ecosystem that allows trade to thrive.
## Parks & Economic Zones

<table>
<thead>
<tr>
<th>Status</th>
<th>Park &amp; Economic Zone</th>
<th>Country</th>
<th>Size (ha)</th>
<th>Connectivity</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sea</td>
</tr>
<tr>
<td>OPERATIONAL</td>
<td>Jebel Ali Free Zone</td>
<td>UAE</td>
<td>5,700</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>National Industries Park*</td>
<td>UAE</td>
<td>2,100</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Caucedo Logistics Center</td>
<td>Dominican Republic</td>
<td>120</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>London Gateway</td>
<td>United Kingdom</td>
<td>90</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Djibouti Free Zone</td>
<td>Djibouti</td>
<td>31</td>
<td>✓</td>
</tr>
<tr>
<td>UNDER DEVELOPMENT</td>
<td>Mumbai Free Trade Zone</td>
<td>India</td>
<td>18</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Chennai Free Trade Zone</td>
<td>India</td>
<td>50</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Posorja Gateway</td>
<td>Ecuador</td>
<td>108</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>Berbera Special Economic Zone</td>
<td>Somaliland</td>
<td>52</td>
<td>✓</td>
</tr>
<tr>
<td></td>
<td>South Carolina Gateway</td>
<td>USA</td>
<td>535</td>
<td>✓</td>
</tr>
</tbody>
</table>

Operational: 8,041 ha
Under Development: 763 ha

Total: 8,804 ha

*Under DP World Management
Dubai Serves a Wide Region

- Jebel Ali Port is 11th largest port worldwide
  - 19.3 million TEU capacity (2020)
  - Sea connectivity: 180+ shipping lines, 80+
    weekly services, 140+ direct ports of call

- World's busiest international airport
  - 87.9 million passengers in 2019
  - Handled 2.6m tons air freight in 2019.
  - DWC: Dubai’s emerging cargo airport
  - Customs bonded corridor connects sea-air box
    within 45mins of discharge

- Rail network in GCC by 2024
  - Etihad Rail (UAE) will span 1,200 kms
  - 75 Kms of Metro
  - Tramway of 14 kms
  - Etihad Rail will have a depot within Jebel Ali
    facility, connecting UAE to GCC

- Connected to the main UAE/GCC road
  network – 2 to 3 days road transit to
  anywhere in the GCC.

- Midway between Asia & Europe
  Trade gateway for GCC, ISC & Africa with
  population access of over 2bn
  Logistics hub for Arabian Gulf
  Host to the World Expo 2020

- Pro-business government
  Rapidly growing trade and services sectors
  Cosmopolitan city with high standard of living
  Excellent healthcare & educational services
  Diverse living environment, over 200 nationalities
  Secure environment

- $373 trn non-oil foreign trade (2019)
  Largest domestic market in the region
  Jebel Ali Free Zone non-oil trade worth $99
  bn (2019)

- Global Connectedness
  Index 2018 (DHL)

- 2019 Economic Freedom
  Index – Global ranking and
  Rank #1 in the Region

- 2019 Economic Freedom
  Index – Global ranking and
  Rank #1 in the Region

- Trading AcrossBorders2019
  (World Bank) - MENA region

- #8
  Globally in Ease of Doing
  Business Report 2020
  (World Bank) and ranked
  #1 in Arab countries for 7th
  consecutive year

- #16
  Logistics hub for Arabian Gulf

- #5
  Logistics hub for Arabian Gulf
JEBEL ALI PORT & FREE ZONE (JAFZ)
INTEGRATED ONE STOP SHOP FOR BUSINESS SOLUTIONS

- Over 8,600 customers from 140 countries
- Over 130,000 Jobs sustained
- Facilitates trade (2019) worth $99 Bn

- Spans 57 sq km
- One of the largest Business Communities in the region
- Main Logistics & Trade Hub for the region

- Operate in an Integrated One-Stop-Shop
- Multimodal Connectivity
  - Jebel Ali Port, Al Maktoum Intl. Airport, Etihad Railway, Regional Highways

- Access to 3 Bn+ people in the MEASA region
- Over 350 logistics companies. 14 out of the 20 largest logistics companies in the world have their Regional base in JAFZA

- Over 100 Fortune 500 companies
- Dubai Logistics Corridor Sea – air customs bonded corridor

DP World Overview | Ports & Terminals | Parks & Economic Zones | Maritime & Logistics | ESG | Financials | Appendix
Being the UK’s most integrated logistics facility, DP World London Gateway has the infrastructure to optimise supply chain operations by offering the UK’s best tidal access, largest port rail terminal, and easily accessible road connections across the country.

- **Location:** Adjacent to London Gateway Terminal
- **Size:** 90 ha
- **Connectivity:** Sea, Air, Rail
- **Services:** Common user facility through group company P&O Ferrymasters
- **Products:** Serviced land, Offices
Caucedo Logistics Centre, Dominican Republic

DP World Caucedo is the first logistics center in the America’s region to be situated inside a port. The facility combine port and warehousing operations and provide customers with an integral solution of seamless container transportation from quay to warehouse.

- **Location:** Adjacent to Caucedo Terminal
- **Size:** 120 ha
- **Connectivity:** Sea, Air
- **Services:** Logistics services through DP World Logistics
- **Incentives:** Bonded storage, Corporate tax exemption
- **Products:** Serviced land – 10,000 sqm, Pre-built Warehouses – 70,000 sqm, Built to suit – can be made as per specifications.
Posorja Gateway (Ecuador) - Located in Ecuador’s largest and main industrial city, Guayaquil, the greenfield development will boast a 1sqkm logistics and industrial park adjacent to the port.

South Carolina Gateway (USA) - This logistics and industrial park development, 100km form Charleston Port, is expected to attract substantial private investment in manufacturing, warehousing and distribution facilities. The planned development is near CSX and Norfolk Southern rail lines.

Berbera Special Economic Zone (Somaliland) - DP World is developing a greenfield economic free zone to complement the growth of the Port of Berbera. Target businesses include warehousing, logistics, traders and manufacturers.

Mumbai Free Trade Zone (India) - The facility will be developed across 18 hectares at JNPT’s Special Economic Zone. JNPT is a key gateway hub handling approx 5m TEU’s per annum which equates to 30 per cent of the India’s container traffic.

Chennai Free Trade Zone (India) - Just 25km from DP World’s strategically located container terminal and 40km from the international airport, the facility will add vital logistics infrastructure and facilities on India’s East coast.
INTRODUCTION
To complement our global trade services, we provide maritime solutions through a wide portfolio of specialist vessels, river barging, chartering and port services.

As a leading trade enabler, we aim to offer seamless connectivity to DP World ports, other ‘beyond the gate’ operations and supply chain expertise to turn challenging supply chain requirements into flexible solutions.
Unifeeder Group plays a critical role as a facilitator of integrated supply chains, by providing efficient and sustainable transport solutions.

Manages the best-connected feeder network and rapidly growing shortsea business in Europe, Middle East, wider Indian Subcontinent and Asia Region with connectivity to more than 150 ports.

P&O Ferries is a pan-European integrated logistics business consisting of a market leading roll-on roll-off (Ro-Ro) ferries operation and a European transportation and logistics solutions provider, P&O Ferrymasters.

P&O Ferries operates a fleet of 21 vessels across 11 ports whilst P&O Ferrymasters provides supply chain solutions in 19 European locations.

P&O Maritime Logistics (POML) is a leading provider of marine solutions with a focus on offshore energy, port services and cargo transport.

POML operates a fleet of over 400 vessels which include OSV’s, tugs and barges. Operations are global but with a focus on the Caspian.

Drydocks World (DDW) is the largest ship repair yard in the Middle East and a market leader in the ship repair business.

The business delivers stable ship and rig repair revenues and has specialist capabilities in niche ship newbuilds and conversions.
P&O MARITIME LOGISTICS (POML) CAPABILITY & MARKETS

Offshore
- Offshore support
- Anchor handling
- Subsea
- Emergency response

Port Services
- Towage
- Pilotage
- Mooring
- LNG port services
- Other

Cargo
- Offshore marine logistics and solutions for the energy sector
- Module-carrying vessels (after Tengiz)
- River transport
- Government services

Caspian
- 64 Vessels

MENA & Subsea
- 21 Vessels

West Africa
- 13 Vessels

Solutions
- 20 Vessels
UNIFEEDER AND P&O FERRIES: A PAN-EUROPEAN INTEGRATED LOGISTICS BUSINESS

- Ferries locations
- Ferrymasters locations
- Ferries and Ferrymasters Co-location
- Unifeeder Ports (Outports): Ports Typically not called by deepsea vessels
- Unifeeder Deepsea Hub: Ports called by deepsea vessels

---

Unifeeder Shortsea connections

- Unifeeder Intermodal shortsea connections

---

P&O Ferries Shortsea connections
True multimodal network with unparalleled coverage from East Asia to Gulf and Red Sea.

Services spanning full spectrum of medium-haul lines, shortsea, and coastal.

Largest regional equipment pool serving the full range of regional cargo flows.

20 terminals connected across region.

Port centric freight forwarding capabilities enabling seamless D2D connectivity in Jebel Ali.

Part of Unifeeder Group

Regional and domestic carriers

NVOCCs

*Transworld expected to close in 2H-2021
DP World has the largest logistics network in India

- We provide the fastest and reliable access to major markets through our logistics network in India.
- We provide seamless movement of goods through all modes of transportation.
- We offer efficient movement of all types of cargo.

### Key Logistics Network Points

- **Ports & Terminals**: 6
  - Port Terminals (+Kulpi concession)
  - Container Freight Stations
  - CTO Licenses
  - Mn sq feet of warehouse space under Contract Logistics
  - Container Trains

- **Cities with Express Logistics Centres**: 92
- **Inland Rail Terminals**: 7
- **Free Trade & Warehousing Zone (underdevelopment)**: 2
- **Cold Chain Facilities**: 6
- **Container Terminals**
- **Container Terminals (underdevelopment)**
- **Cold Chain Facilities (underdevelopment)**

---

**DP World Overview**

- **Ports & Terminals**
- **Parks & Economic Zones**
- **Maritime & Logistics**
- **ESG**
- **Financials**
- **Appendix**
Topaz (Caspian, MENA & Africa)
Topaz is a leading international provider of critical marine logistics and solutions to the global energy industry. The Company operates a modern and versatile fleet of 117 vessels, predominantly in the Caspian Sea, MENA, and West Africa regions.

Unifeeder Group (Denmark)
Unifeeder operates the largest and most densely connected common user container feeder and an important and growing shortsea network in Europe.

P&O Ferries (UK)
P&O Ferries is a pan-European integrated logistics business consisting of a market leading roll-on-roll-off (Ro-Ro) ferries operation and a European transportation and logistics solutions provider (P&O Ferrymasters).

KRBHCO Infrastructure Ltd (INDIA)
KRIL operates three major Inland Container Depots/Private Freight Terminals and has container train operations with a pan India outreach. KRIL has a strong presence in the National Capital Region (NCR), which is India’s largest Import/Export market.

Transworld Feeders FZCO & Avana Logistek Limited (India)
Unifeeder announced the acquisition of the companies which are leading independent feeder and NVOCC operators, offering container feederding services and regional trade solutions connecting ports in the Middle East, the Indian Subcontinent and Far East through their dense network.

Feedertech (Singapore)
Unifeeder, acquired a 77% stake in Feedertech Group. Feedertech operates two businesses, Feedertech, an independent feederding service and Perma, a regional short-sea network.
To deliver our sustainability and impact strategy in line with the United Nations SDGs we engage with leading organisations, such as the World Ocean Council, Blue Marine Foundation, United for Wildlife, Logistics Emergency Team, IMPACT2030, Zoological Society of London (ZSL), Space for Giants and in 2020 we became a Global Alliance Founding Partner for the Earthshot Prize launched by the Royal Foundation.

In 2019, we became signatory to the UN Global Compact and its 10 principles, which encompass human rights, labour, the environment and anti-corruption. In 2020, we issued our Group Human Rights Policy and Statement, applicable to all entities under the operational control of the Group and all DP World Group employees. We also have a Modern Slavery and Human Trafficking policy which commits to identify and address modern slavery in any part of our business and our supply chain.

First international marine and inland trade services provider to join the renowned CDP.

Achieved overall score of Leadership/ A- in 2020 with the inclusion of new business units. Our GHG Emissions Inventory is verified every year by a 3rd party auditor in accordance with ISO 14054-3 standard.
In 2014, we became signatory to the UN Women Empowerment Principles. In 2019 we established a Women’s Council and published our Gender Equality Statement in support of our commitment towards gender equality, as we know that ensuring diversity in a business positively correlates with profitability and value creation.

In 2018, DP World repriced and extended its $2bn conventional and Murabaha revolving credit facilities by two years to July 2023. The loan pricing is linked to DP World’s carbon emission intensity. The first green loan in the region with an Islamic format that links pricing to environmental performance.

Our World Our Future is our sustainability and impact strategy, which guides our approach and helps us work in a responsible way, prioritising sustainability and creating positive impacts on the people, communities and environment in which we operate.
### OVERVIEW OF 2020 FINANCIAL RESULTS

<table>
<thead>
<tr>
<th>Results before separately disclosed items unless otherwise stated</th>
<th>2020</th>
<th>2019</th>
<th>As reported</th>
<th>2019 excluding one-off land sale</th>
<th>% change</th>
<th>Like-for-like at constant currency % change¹</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gross throughput² (TEU '000)</td>
<td>71,245</td>
<td>71,248</td>
<td>0.0%</td>
<td>71,248</td>
<td>0.0%</td>
<td>0.2%</td>
</tr>
<tr>
<td>Consolidated throughput³ (TEU '000)</td>
<td>41,748</td>
<td>39,930</td>
<td>4.6%</td>
<td>39,930</td>
<td>4.6%</td>
<td>(1.8%)</td>
</tr>
<tr>
<td>Revenue</td>
<td>8,533</td>
<td>7,686</td>
<td>11.0%</td>
<td>7,371</td>
<td>15.8%</td>
<td>(3.2%)⁵</td>
</tr>
<tr>
<td>Share of profit from equity-accounted investees</td>
<td>122</td>
<td>153</td>
<td>(20.7%)</td>
<td>153</td>
<td>(20.7%)</td>
<td>2.2%</td>
</tr>
<tr>
<td>Adjusted EBITDA⁴</td>
<td>3,319</td>
<td>3,306</td>
<td>0.4%</td>
<td>3,017</td>
<td>10.0%</td>
<td>(0.8%)⁵</td>
</tr>
<tr>
<td>Adjusted EBITDA margin⁶</td>
<td>38.9%</td>
<td>43.0%</td>
<td>-</td>
<td>40.9%</td>
<td>42.1%⁷</td>
<td></td>
</tr>
<tr>
<td>EBIT</td>
<td>2,013</td>
<td>2,243</td>
<td>(10.3%)</td>
<td>1,954</td>
<td>3.0%</td>
<td>(3.6%)⁵</td>
</tr>
<tr>
<td>Profit for the period</td>
<td>980</td>
<td>1,341</td>
<td>(27.0%)</td>
<td>1,052</td>
<td>(6.9%)</td>
<td>(7.4%)⁵</td>
</tr>
<tr>
<td>Profit for the period attributable to owners of the Company before separately disclosed items</td>
<td>879</td>
<td>1,328</td>
<td>(33.8%)</td>
<td>1,039</td>
<td>(15.4%)</td>
<td></td>
</tr>
<tr>
<td>Profit for the period attributable to owners of the Company after separately disclosed items</td>
<td>846</td>
<td>1,189</td>
<td>(28.8%)</td>
<td>900</td>
<td>(5.9%)</td>
<td>-</td>
</tr>
</tbody>
</table>

1 Like-for-like at constant currency is without the new additions at KRIL (India), Posorja (Ecuador), Topaz (UAE) Fraser Surrey (Canada), Ferries & Ferry Masters (UK), Feedertech (Singapore), Puertos y Logistica (Chile), Puerto Lirquen & Puerto Central (Chile), Swiss Terminal (Switzerland), TIS terminals in Ukraine; the discontinuation of Surabaya (Indonesia) and Tianjin (China); consolidation of DPWA (Australia) and Caucedo (Dominican Republic)
2 Gross throughput is throughput from all consolidated terminals plus equity-accounted investees.
3 Consolidated throughput is throughput from all terminals where the Group has control as per IFRS.
4 Adjusted EBITDA is Earnings before Interest, Tax, Depreciation & Amortisation and including share of profit from equity-accounted investees before separately disclosed items.
5 Like-for-like adjusted EBITDA further adjusted for one-off land sale in 2019.
6 The adjusted EBITDA margin is calculated by dividing adjusted EBITDA by revenue.
7 Like-for-like adjusted EBITDA margin.
## Revenue Breakdown

<table>
<thead>
<tr>
<th>Year</th>
<th>Container 'Stevedoring'</th>
<th>Container 'Other'</th>
<th>Non-Container (excl. Lease Revenue)</th>
<th>Lease Revenue &amp; related services</th>
<th>Sale of plots</th>
</tr>
</thead>
<tbody>
<tr>
<td>2011</td>
<td>623</td>
<td>973</td>
<td>1382</td>
<td>663</td>
<td></td>
</tr>
<tr>
<td>2012</td>
<td>710</td>
<td>1045</td>
<td>1366</td>
<td>822</td>
<td></td>
</tr>
<tr>
<td>2013</td>
<td>650</td>
<td>1027</td>
<td>1503</td>
<td>1240</td>
<td></td>
</tr>
<tr>
<td>2014</td>
<td>742</td>
<td>1166</td>
<td>1507</td>
<td>1315</td>
<td></td>
</tr>
<tr>
<td>2015</td>
<td>802</td>
<td>1240</td>
<td>1535</td>
<td>1450</td>
<td></td>
</tr>
<tr>
<td>2016</td>
<td>760</td>
<td>1315</td>
<td>1857</td>
<td>1450</td>
<td></td>
</tr>
<tr>
<td>2017</td>
<td>822</td>
<td>1450</td>
<td>1991</td>
<td>1479</td>
<td></td>
</tr>
<tr>
<td>2018</td>
<td>586</td>
<td>1450</td>
<td>3154</td>
<td>132</td>
<td></td>
</tr>
<tr>
<td>2019</td>
<td>598</td>
<td>3154</td>
<td>3982</td>
<td>401</td>
<td></td>
</tr>
<tr>
<td>2020</td>
<td>559</td>
<td>3982</td>
<td>93</td>
<td>1613</td>
<td>1613</td>
</tr>
</tbody>
</table>

- **Revenue growth as reported is** 11.0%.
- **Like-for-like revenue decreased by** 7.0%.
- **Revenue growth of** 11.0% supported by acquisitions.
- **Like-for-like revenue decreased by** 7.0% and down 3.2% excluding one-off land sale in 2019.
ROCE was at 6.0% in 2020 from 7.5% in 2019.

The average life of our port concessions is approximately 35 years.

We expect our ROCE to continue to increase as our portfolio matures.

Newer operations or investment in pre-operational businesses reduces Group ROCE.

Includes all DP World consolidated operations and our equity-accounted investees.
DEBT MATURITY PROFILE – AS OF 31ST DECEMBER 2020

DP World Overview  Ports & Terminals  Parks & Economic Zones  Maritime & Logistics  ESG  Financials  Appendix
### DEBT POSITION

<table>
<thead>
<tr>
<th></th>
<th>31 Dec 2019</th>
<th>30 June 2020</th>
<th>31 Dec 2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>Interest Bearing Debt</td>
<td>13,281</td>
<td>12,955</td>
<td>13,115</td>
</tr>
<tr>
<td>IFRS 16 Lease Liability</td>
<td>2,513</td>
<td>2,953</td>
<td>3,164</td>
</tr>
<tr>
<td>Total Debt</td>
<td>15,794</td>
<td>15,908</td>
<td>16,280</td>
</tr>
<tr>
<td>Cash Balance</td>
<td>2,943</td>
<td>2,139</td>
<td>2,142</td>
</tr>
<tr>
<td>Adjusted Net Debt</td>
<td>12,851</td>
<td>13,769</td>
<td>14,138</td>
</tr>
<tr>
<td>Adjusted Net Debt (Excluding lease liabilities)</td>
<td>10,338</td>
<td>10,816</td>
<td>10,973</td>
</tr>
<tr>
<td>Net Debt / Adjusted EBITDA pre IFRS 16</td>
<td>3.4x</td>
<td>3.7x</td>
<td>3.7x</td>
</tr>
<tr>
<td>Net Debt / Adjusted EBITDA post IFRS 16</td>
<td>3.9x</td>
<td>4.3x</td>
<td>4.3x</td>
</tr>
<tr>
<td>Interest Cover pre IFRS 16</td>
<td>5.2x</td>
<td>3.9x</td>
<td>4.4x</td>
</tr>
<tr>
<td>Interest Cover post IFRS 16</td>
<td>4.6x</td>
<td>3.5x</td>
<td>4.0x</td>
</tr>
</tbody>
</table>

- Well matched debt profile with long-term debt to meet long-term nature of our business.
- Cash from operating activities remains strong at $2,901 million in FY2020 ($2,462 million in FY2019)
- Leverage (Net debt to adjusted EBITDA) increased to 3.7 times (Pre-IFRS16) from 3.4 times at FY2019. On a post-IFRS16 basis, net leverage stands at 4.3 times compared to 3.9 times at FY2019.
### Leverage

<table>
<thead>
<tr>
<th>Description</th>
<th>$ Millions</th>
</tr>
</thead>
<tbody>
<tr>
<td>(+) Interest Bearing Debt</td>
<td>20,166</td>
</tr>
<tr>
<td>(+) IFRS 16 Lease Liability</td>
<td>3,164</td>
</tr>
<tr>
<td>(=) Total Debt</td>
<td>23,331</td>
</tr>
<tr>
<td>(-) Cash Balance</td>
<td>2,235</td>
</tr>
<tr>
<td>(=) Net Debt</td>
<td>21,096</td>
</tr>
<tr>
<td>(=) Net Debt excluding lease liabilities</td>
<td>17,931</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Ratio</th>
<th>Description</th>
<th>Pre IFRS 16</th>
<th>Post IFRS 16</th>
</tr>
</thead>
<tbody>
<tr>
<td>Net Debt / Adjusted EBITDA</td>
<td>6.1x</td>
<td>6.4x</td>
<td></td>
</tr>
</tbody>
</table>

- Target of below 4x Net Debt to Adjusted EBITDA (pre IFRS 16) by end of 2022.
- Target strong Investment Grade Rating in the medium term.
- Successfully executed a perpetual sukuk transaction post mid year to raise $1.5bn and reduce leverage.
- Interest bearing debt includes $750 million of hybrid (50% equity treatment by rating agencies) and $6.4bn of PFZW debt guaranteed by DP World.
### DP WORLD BONDS

#### Spread Over Mid-Swaps

<table>
<thead>
<tr>
<th>Bond Details</th>
<th>Spread Over Mid-Swaps</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW 3.908 MAY23's USD</td>
<td>Source: Bloomberg as of May 2021</td>
</tr>
<tr>
<td>DPW 6.000 PERP USD</td>
<td></td>
</tr>
<tr>
<td>DPW 2.375 SEP26's EUR</td>
<td></td>
</tr>
<tr>
<td>DPW 4.848 SEP28's USD</td>
<td></td>
</tr>
<tr>
<td>DPW 3.875 JUL29's USD</td>
<td></td>
</tr>
<tr>
<td>DPW 3.750 JAN30's USD</td>
<td></td>
</tr>
<tr>
<td>DPW 4.250 SEP30's GBP</td>
<td></td>
</tr>
<tr>
<td>DPW 6.850 JUL37's USD</td>
<td></td>
</tr>
<tr>
<td>DPW 5.625 SEP48's USD</td>
<td></td>
</tr>
<tr>
<td>DPW 4.700 SEP49's USD</td>
<td></td>
</tr>
</tbody>
</table>

Source: Bloomberg as of May 2021

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#### Graphical Representation

![Graph showing spread over mid-swaps for various bonds from DP World](source: Bloomberg as of May 2021)
### DP WORLD KEY FINANCIAL METRICS

<table>
<thead>
<tr>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Gross Throughput (TEU mn)</strong></td>
<td>43.4</td>
<td>49.6</td>
<td>54.7</td>
<td>56.1</td>
<td>55.0</td>
<td>59.9</td>
<td>61.7</td>
<td>63.7</td>
<td>70.1</td>
<td>71.4</td>
<td>71.2</td>
<td>71.2</td>
</tr>
<tr>
<td><strong>Consolidated Throughput (TEU mn)</strong></td>
<td>25.6</td>
<td>27.8</td>
<td>27.5</td>
<td>27.1</td>
<td>26.1</td>
<td>28.3</td>
<td>29.1</td>
<td>29.2</td>
<td>36.4</td>
<td>36.8</td>
<td>39.9</td>
<td>41.7</td>
</tr>
<tr>
<td><strong>Revenue</strong></td>
<td>2,821</td>
<td>3,078</td>
<td>2,978</td>
<td>3,121</td>
<td>3,073</td>
<td>3,411</td>
<td>3,968</td>
<td>4,163</td>
<td>4,715</td>
<td>5,646</td>
<td>7,686</td>
<td>8,533</td>
</tr>
<tr>
<td><strong>Adjusted EBITDA</strong></td>
<td>1,072</td>
<td>1,240</td>
<td>1,307</td>
<td>1,404</td>
<td>1,414</td>
<td>1,588</td>
<td>1,928</td>
<td>2,263</td>
<td>2,469</td>
<td>2,808</td>
<td>3,306</td>
<td>3,319</td>
</tr>
<tr>
<td><strong>EBITDA margin</strong></td>
<td>4.7%</td>
<td>4.2%</td>
<td>2.7%</td>
<td>2.0%</td>
<td>1.7%</td>
<td>1.3%</td>
<td>3.2%</td>
<td>2.8%</td>
<td>2.5%</td>
<td>2.8%</td>
<td>3.4%</td>
<td>3.7%</td>
</tr>
<tr>
<td><strong>Leverage (Net Debt / EBITDA)</strong></td>
<td>332.7</td>
<td>450.1</td>
<td>531.7</td>
<td>624.8</td>
<td>674.2</td>
<td>756.7</td>
<td>969.9</td>
<td>1,259.5</td>
<td>1,362.5</td>
<td>1,332.8</td>
<td>1,341.4</td>
<td>979.7</td>
</tr>
<tr>
<td><strong>EPS (USD cents)</strong></td>
<td>35.6</td>
<td>45.0</td>
<td>55.3</td>
<td>65.7</td>
<td>72.8</td>
<td>81.4</td>
<td>106.3</td>
<td>135.7</td>
<td>145.6</td>
<td>153.0</td>
<td>160.0</td>
<td>105.9</td>
</tr>
<tr>
<td><strong>ROCE %</strong></td>
<td>3.8%</td>
<td>4.4%</td>
<td>6.0%</td>
<td>6.8%</td>
<td>6.7%</td>
<td>7.1%</td>
<td>7.9%</td>
<td>9.5%</td>
<td>8.8%</td>
<td>8.4%</td>
<td>7.5%</td>
<td>6.0%</td>
</tr>
<tr>
<td><strong>Interest cover x</strong></td>
<td>3.8</td>
<td>4.4</td>
<td>4.5</td>
<td>4.7</td>
<td>5.0</td>
<td>5.6</td>
<td>5.0</td>
<td>6.7</td>
<td>7.5</td>
<td>6.5</td>
<td>4.6</td>
<td>4.0</td>
</tr>
<tr>
<td><strong>Capex</strong></td>
<td>967</td>
<td>1,129</td>
<td>481</td>
<td>685</td>
<td>1,063</td>
<td>807</td>
<td>1,389</td>
<td>1,298</td>
<td>1,090</td>
<td>908</td>
<td>1,146</td>
<td>1,076</td>
</tr>
<tr>
<td><strong>Acquisition &amp; Monetisation</strong></td>
<td>142</td>
<td>0</td>
<td>(1,504)</td>
<td>(374)</td>
<td>(637)</td>
<td>83</td>
<td>4,072</td>
<td>174</td>
<td>300</td>
<td>2,320</td>
<td>3,100</td>
<td>600</td>
</tr>
<tr>
<td><strong>Consolidated Terminal Capacity (TEU mn)</strong></td>
<td>34.4</td>
<td>35.1</td>
<td>33.6</td>
<td>34.7</td>
<td>35.2</td>
<td>37.9</td>
<td>40.1</td>
<td>42.4</td>
<td>49.7</td>
<td>49.7</td>
<td>54.2</td>
<td>57.9</td>
</tr>
<tr>
<td><strong>Gross Capacity (TEU mn)</strong></td>
<td>59.7</td>
<td>64.1</td>
<td>69.4</td>
<td>69.7</td>
<td>70.7</td>
<td>76.1</td>
<td>79.6</td>
<td>84.6</td>
<td>88.2</td>
<td>90.5</td>
<td>91.8</td>
<td>93.3</td>
</tr>
<tr>
<td><strong>Gross Capacity Utilisation</strong></td>
<td>72.7%</td>
<td>77.3%</td>
<td>78.8%</td>
<td>80.4%</td>
<td>77.8%</td>
<td>78.7%</td>
<td>77.5%</td>
<td>75.2%</td>
<td>79.5%</td>
<td>78.9%</td>
<td>77.6%</td>
<td>76.3%</td>
</tr>
</tbody>
</table>

*Pre IFRS 16
## Gross Volumes  '000 TEU

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 (YoY)</th>
<th>FY 2020 (YoY)</th>
<th>FY 2020 Volume</th>
<th>1Q 2020 (YoY)</th>
<th>1Q 2021 (YoY)</th>
<th>1Q 2021 Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific &amp; India</td>
<td>+0.2%</td>
<td>-3.4%</td>
<td>30,693</td>
<td>-5.8%</td>
<td>+10.6%</td>
<td>8,347</td>
</tr>
<tr>
<td>Europe, Middle East and Africa*</td>
<td>-2.1%</td>
<td>1.2%</td>
<td>30,401</td>
<td>-0.9%</td>
<td>+7.6%</td>
<td>7,886</td>
</tr>
<tr>
<td>Americas &amp; Australia</td>
<td>+4.5%</td>
<td>7.5%</td>
<td>10,150</td>
<td>+10.7%</td>
<td>+17.7%</td>
<td>2,710</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>-0.2%</strong></td>
<td><strong>0.0%</strong></td>
<td><strong>71,245</strong></td>
<td><strong>-1.7%</strong></td>
<td><strong>+10.2%</strong></td>
<td><strong>18,944</strong></td>
</tr>
</tbody>
</table>

## Consolidated Volumes  '000 TEU

<table>
<thead>
<tr>
<th></th>
<th>FY 2019 (YoY)</th>
<th>FY 2020 (YoY)</th>
<th>FY 2020 Volume</th>
<th>1Q 2020 (YoY)</th>
<th>1Q 2021 (YoY)</th>
<th>1Q 2021 Volume</th>
</tr>
</thead>
<tbody>
<tr>
<td>Asia Pacific &amp; India</td>
<td>+5.7%</td>
<td>-5.9%</td>
<td>8,766</td>
<td>+3.5%</td>
<td>+7.1%</td>
<td>2,554</td>
</tr>
<tr>
<td>Europe, Middle East and Africa*</td>
<td>-2.3%</td>
<td>-0.4%</td>
<td>23,161</td>
<td>+0.9%</td>
<td>+4.7%</td>
<td>6,002</td>
</tr>
<tr>
<td>Americas &amp; Australia</td>
<td>+77.3%</td>
<td>33.3%</td>
<td>9,821</td>
<td>+90.3%</td>
<td>+18.1%</td>
<td>2,630</td>
</tr>
<tr>
<td><strong>Total Group</strong></td>
<td><strong>+8.6%</strong></td>
<td><strong>4.6%</strong></td>
<td><strong>41,748</strong></td>
<td><strong>+12.9%</strong></td>
<td><strong>+8.2%</strong></td>
<td><strong>11,186</strong></td>
</tr>
</tbody>
</table>

*Jebel Ali volumes included in Middle East, Africa and Europe region*
KEY CAPACITY ADDITIONS

<table>
<thead>
<tr>
<th>2020 Year End Capacity</th>
<th>New Developments and major expansions</th>
<th>2021 Year End Forecast</th>
</tr>
</thead>
<tbody>
<tr>
<td>Consolidated Capacity</td>
<td>57.9m TEU</td>
<td>As above</td>
</tr>
<tr>
<td></td>
<td>• Pusan (South Korea) – 1.1m</td>
<td>Approx. 60.6m TEU</td>
</tr>
<tr>
<td></td>
<td>• Caucedo (Dominican Republic) – 1.0m</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Karachi (Pakistan) – 0.4m</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Fremantle (Australia) – 0.3m</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sokhna (Egypt) – 0.3m</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Sydney (Australia) – 0.3m</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• Chennai (India) – 0.2m</td>
<td></td>
</tr>
</tbody>
</table>

| Gross Capacity         | 93.3m TEU | As above | Approx. 97.5m TEU |
| (Consolidated plus equity-accounted investees) |          |          |                  |

- Many of our existing portfolio of terminals have the ability to increase capacity as utilization rates and customer demand increases.
- 2021 expected new capacity: Pusan (South Korea) – 1.1m, Caucedo (Dominican Republic) – 1.0m, Karachi (Pakistan) – 0.4m, Fremantle (Australia) – 0.3m, Sokhna (Egypt) – 0.3m, Sydney (Australia) – 0.3m, Chennai (India) – 0.2m
Trading remains in line with expectations

Over 480 new companies registered during 2020 and total number of companies exceeds 8,600.
INVESTOR RELATIONS APP

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