
DP WORLD

VISION

To lead the industry as a global provider of smart logistics solutions and aspire for achieving carbon neutrality by 2040 and net zero carbon emissions by 2050, with an intermediate target of 28% reduction of carbon footprint by 2030

2019

Baseline
Rolling base year, updated annually due to organisational changes

2030

Aligned with the Paris Agreement 'well-below 2°C scenario'

2040

Compensation of residual carbon emissions after maximising deep decarbonisation

2050

DP World will be the driving force of the industry to mitigate impacts of climate change

How market peers are prepared to meet the global climate agenda

MAERSK

- 50% reduction in GHG emissions intensity by **2030**
- Net Zero by **2050**

amazon

- 100% renewable energy by 2025
- 50% of shipments Net Zero by 2030
- Net Zero by 2040

APM TERMINALS
Lifting Global Trade

- 70% absolute reduction of GHG emissions 2030
- Net Zero by 2040

Port of Rotterdam

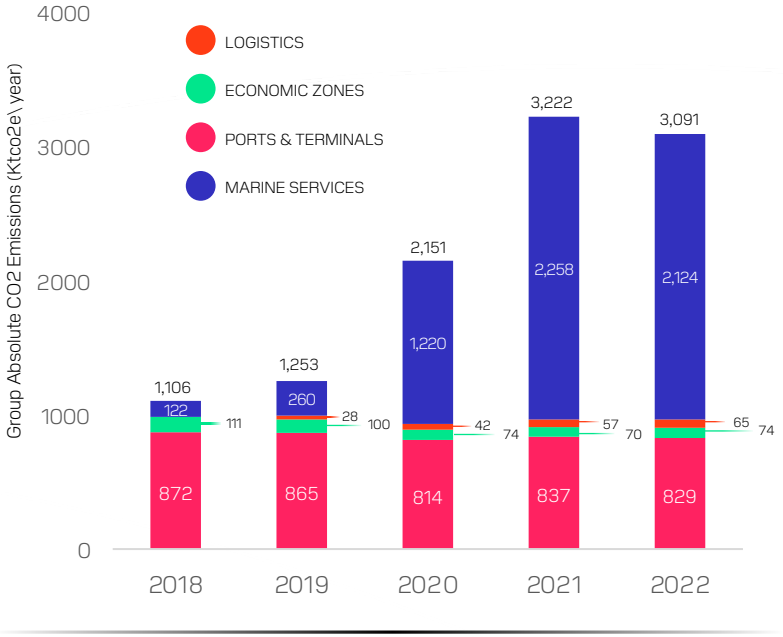
- 55% absolute reduction of GHG emissions by 2030
- Carbon neutral by 2050

In response to the Intergovernmental Panel on Climate Change 6th Assessment Report revealing the shortcomings of the global community on path to net zero by 2050, DP World wants to be the driving force to limit the global warming to well-below 2°C.

We may not have all the required decarbonization solutions today, however by setting a clear goal, embedding sustainability principles into our operations as well as collaboration with industry and government partners, we believe we can achieve our short- and long-term goals.

Our Group strategy and targets consist of an overarching plan across all divisions - ports and terminals, logistics, economic zones and marine services.

GREENHOUSE GAS EMISSIONS - DIRECT (SCOPE 1) AND INDIRECT (SCOPE 2)



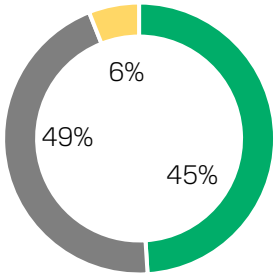
- All results are audited and assured.
- The increase in absolute emissions from Maritime Services from 2019 to 2021 is due to the acquisitions of new businesses such as TOPAZ, Unifeeder and P&O Ferries.
- Emissions from new businesses such as Imperial Logistics and Syncreon will be reported from 2023 onwards.

KEY SOURCE OF CARBON EMISSIONS PER DIVISION

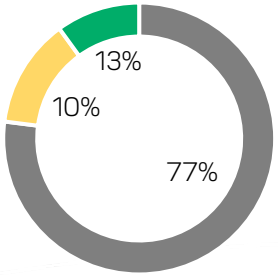
Our carbon emission database identifies diesel, electricity and marine fuel as key sources of CO2 emissions (over 98% of total group CO2 emissions).

CO2 emission sources: DIESEL · MARINE FUEL inc. marine gas oil, marine fuel oil · ELECTRICITY · OTHER FUELS inc. gasoline, LPG, LNG etc.

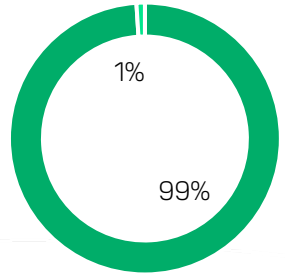
Ports and terminals (P&T)



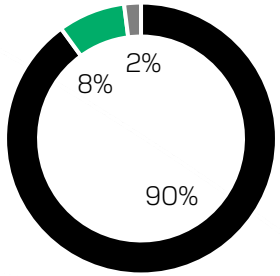
Logistics



Economic zones



Marine services



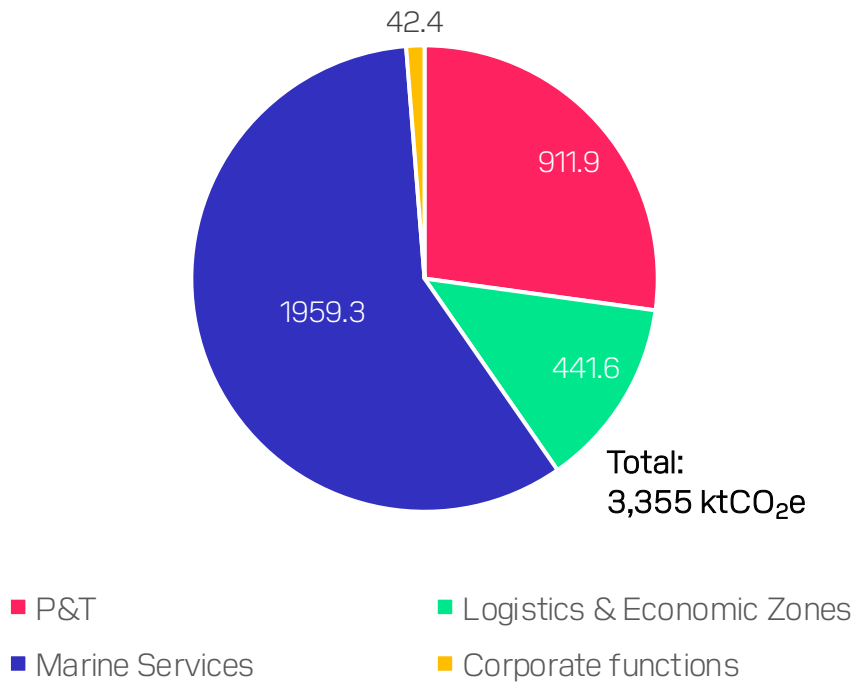
For ports and terminals, logistics and economic zones, majority of CO2 emissions come from diesel and electricity.

For marine services, over 90% of the emissions come from marine fuel used in shipping operations.

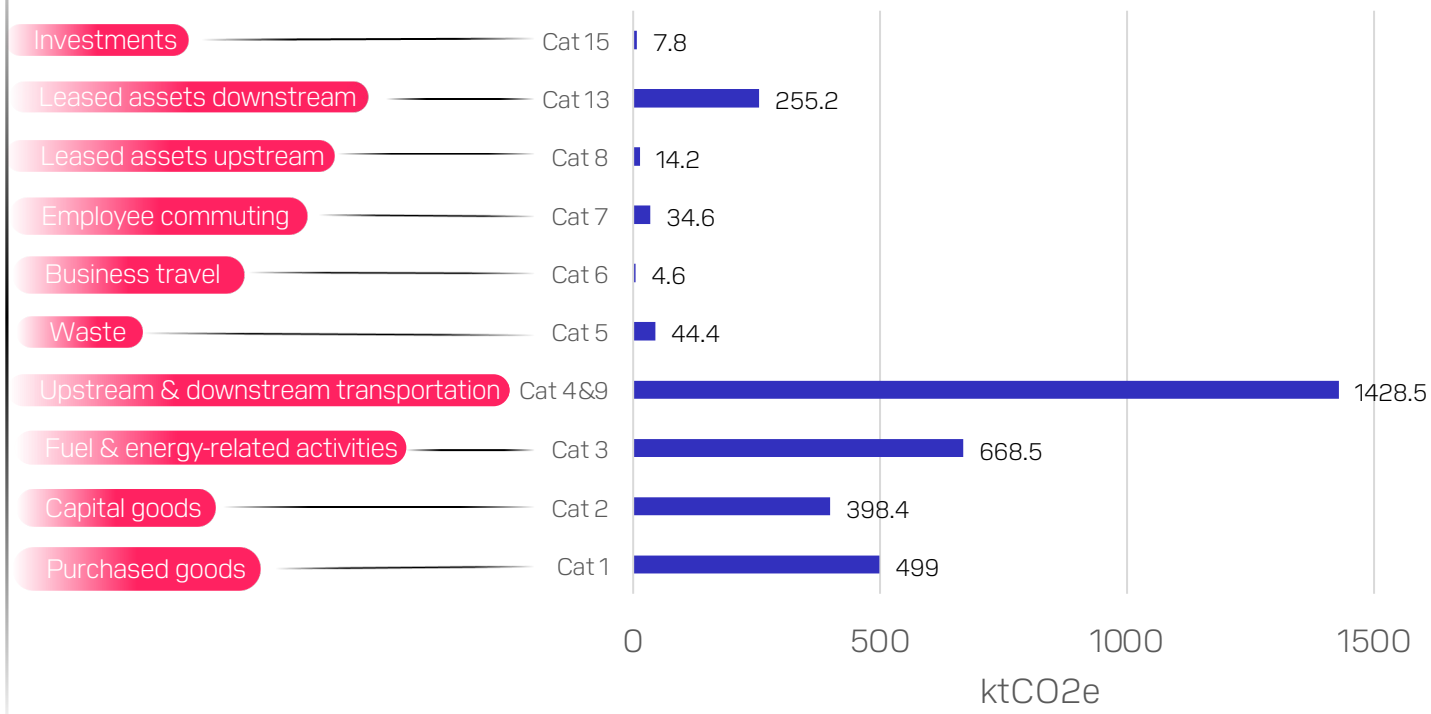
GREENHOUSE GAS EMISSIONS - SUPPLY CHAIN (SCOPE 3)

DP World recognizes that over 90% of our Scope 3 emissions come from our suppliers, who we cannot control but we can influence. Our supplier program will foster collaboration to drive their uptake of minimum standards and action. We completed our Scope 3 strategy in 2022, including setting the methodology for calculating the carbon footprint and obtaining external assurance for the data.

DP World Scope 3 Carbon Footprint per division (ktCO2e)

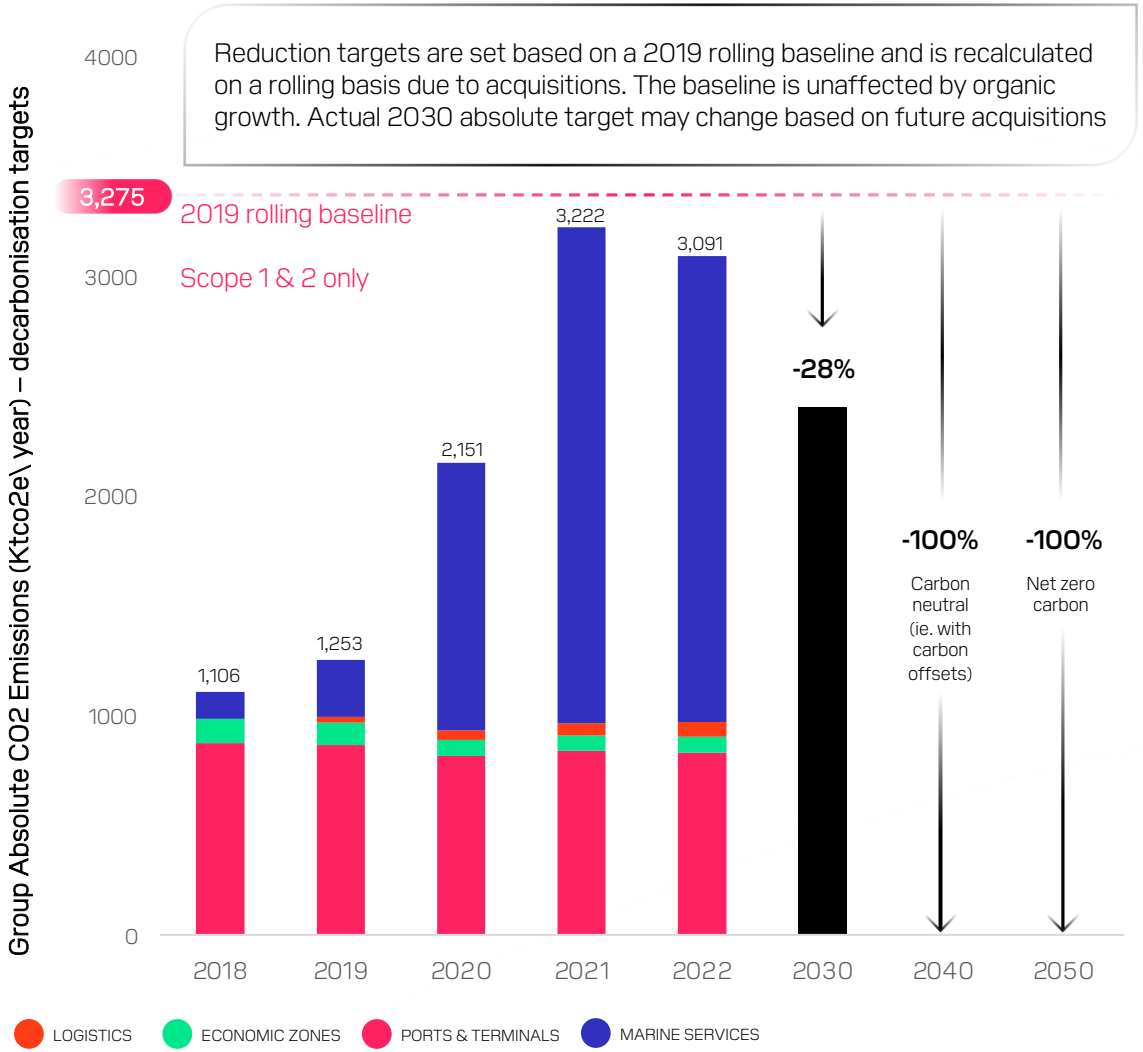


DP World Scope 3 Carbon Footprint by category



DECARBONISATION TARGETS

28% reduction in Scope 1 and 2 emissions, and 20% in Scope 3 emissions by 2030
Carbon neutrality by 2040 and net zero by 2050, aligned with the Paris Agreement '1.5°C' scenario



DP World decarbonisation targets are:

- 28% reduction in Scope 1 (direct) and Scope 2 (indirect) emissions by 2030
- 20% reduction in Scope 3 (supply chain) emissions by 2030
- Carbon neutrality across all Scopes 1,2,3 by 2040
- Net zero by 2050

We activate these targets by:

- Working with individual operating entities on feasible 5-year decarbonisation plans that consider local opportunities as well as cost, technical and regulatory constraints. The 5-year decarbonisation plans are reviewed quarterly with regional management.
- Setting individual carbon intensity KPIs for Ports & Terminals and a reduction target of 5% per year for the division. Our 2022 carbon intensity was 13.3 $kgCO_2e$/modTEU. We aim to set similar KPIs for Logistics, Economic Zones and Marine Services and have KPI methodologies verified by GLEC.
- Setting a group-wide target of increasing the proportion of renewable electricity in the overall electricity supply by 2% per year. The 2022 proportion of renewable electricity was 22.1 %.
- Activating a supplier engagement programme as part of our scope 3 strategy.
- Establishing central, expert teams to explore decarbonisation topics such as maritime decarbonisation, hydrogen strategy, carbon compensation strategy, insetting programs.

DECARBONISATION STRATEGY - DIRECT (SCOPE 1) AND INDIRECT (SCOPE 2)

Strategic reduction pillars

	EQUIPMENT ELECTRIFICATION AND EFFICIENCY	PROCESS EFFICIENCY AND DIGITALISATION	RENEWABLE ENERGY SUPPLY	LOW CARBON FUEL SUPPLY	CARBON COMPENSATION
AMBITION	Reduce diesel and marine fuel consumption	Introduce innovative low-carbon technologies in operations portfolio and maximise efficiency in processes	Procure electricity from renewable energy or carbon-neutral sources	Procure low- or zero-carbon fuels to replace diesel and marine fuel	Compensate the remaining carbon that cannot be avoided with carbon credits or other carbon offsetting method
WE WILL ACHIEVE THIS BY	Applying measures to increase efficiency of equipment or shifting to electricity	Digitalising port operations through innovation (e.g BoxBay) and improving logistics processes	Pursuing self-generation renewable energy, Power Purchase Agreements (PPA) and green energy tariffs	Procuring biofuels and/or substituting with alternative fuels (hydrogen)	Purchasing carbon credits and nature-based solutions such as blue carbon initiatives under DP World's Ocean Enhancement Programme

Reduction measures are tailored per division, recognising that emissions arise from different sources.

- Ports & Terminals measures rely on electrifying equipment to reduce Diesel consumption, renewable energy supply and operational efficiency.
- Marine Services and Logistics measures focus on operational efficiencies and biofuels in the short-term and alternative fuels (e.g., hydrogen derivates and electrification) in the long-term fleet planning.

Our operations are heavily reliant on the availability of fuels and infrastructure, particularly in the Marine Services division. We recognise that our decarbonisation strategy depends on the development of "green corridors" and the challenges arising from technology maturation.

We will also create partnerships with key stakeholders, such as green technology providers, industry associations and research institutes to ensure we are up-to-date on technology developments.

DECARBONISATION STRATEGY - SCOPE 3 (SUPPLY CHAIN) EMISSIONS

Short term: 2023-2025

1. Reporting
   - Improve measurement accuracy, to be able to move from an industry average spend-based methodology to a unit-based methodology by understanding the exact emissions of our supply chain.
2. Supplier engagement
   - Build relationships with high spend suppliers across major scope 3 categories. The focus is understanding their decarbonisation strategy and exploring opportunities to collaborate.
   - Develop a draft sustainable procurement policy to include scope 3 considerations.
3. Insetting opportunities
   - Explore and implement emission reduction projects with partners within the value chain.

Medium term: 2025-2030

1. Move from a spend-based to unit-based methodology for Scope 3 emissions, assisted by advanced analytical tools.
2. Continue to increase the reach of the supplier engagement.
3. Implement scope 3 considerations into the sustainable procurement policy.

DECARBONISATION STRATEGY

Progress and plans on 6 priority programmes

PRIORITY PROGRAMME	PROGRESS AND PLANS
 01 **EQUIPMENT ELECTRIFICATION**	• Extablished an equipment electrification capital plan focused on our fleet of RTGs and electric terminal tractors. Identified up to $350M investment through 2027 for this programme. • Conducted electric equipment proof of concept, including terminal tractors and straddle carriers. • Consideration of electric equipment requriements and renewable energy in design and development projects.
 02 **LOW-CARBON VESSELS**	• Delivery of first hybrid-electric ferry in the UK. • Cross-company decarbonisation working group is leading implementation of the decabronisation strategy within the division. • Strategy partnership with the Maersk McKinney Moller Center for Zero Carbon Shipping facilitates contribution and integration of industry-leading marine decarbonisation reasearch. • Working on our group-wide fleet replacement plans conduct trials with low-carbon alternative fuels in each maritime services company.
 03 **RENEWABLE ENERGY PROCUREMENT**	• Achieved 22.1% renewable electricity supply across DP World Group in 2022, through green tariffs, self-generation and certificates of origin. • Achived 100% renewable electricity supply at operations in Netherlands, Belgium, Germany, Serbia, Brazil, Ecuador, Chile and Dry Docks World in the UAE. • Set a target of 70% renewable electricity supply by 2030 and have a location-specific strategy to achieve this.

DECARBONISATION STRATEGY

Progress and plans on 6 priority programmes

PRIORITY PROGRAMME	PROGRESS AND PLANS
 04 **EQUIPMENT EFFICIENCY**	• Started collecting detailed Overall Equipment Effectiveness (OEE) metrics data for all terminals, logistics and marine divisions in order to locate inefficiencies contributing to high carbon intensity operations. • OEE targets will be used to drive energy savings within operations.
 05 **MONITORING AND REPORTING**	• Created divisional Key Performance Indicators (KPIs) on carbon intensity and group-wide renewable energy targets. • Innovative Decarbonisation Tool tracks planned and budgeted decarbonisation projects, estimates their impact on progress towards targets, and provides high-utility dashboards for decision makers. • Run a decarbonisation awarenes programme focusing on decision makers across different business functions.
 06 **GROW GREEN AND CORPORATE POLICIES**	• Aim to support organic growth with low carbon solutions and incorporate decarbonisation planning into acquisitions and business cases. • Introduced internal carbon pricing into the engineering lifecycle cost models and will consider carbon pricing to enhance decabronisation business cases.

GOVERNANCE AND REPORTING

Our decarbonisation strategy is supported by corporate-level commitment and a range of policies to support decarbonization. We are also aiming for transparency and accountability through our reporting structures.

CORPORATE TOOLS AND POLICIES

CEO and board level commitment	Green procurement rules	Internal carbon pricing

KNOWLEDGE AND RESOURCE BUILDING

Toolkits and education programmes	Cross-functional working groups	Capacity building and data visibility

REPORTING

Carbon Disclosure Project (CDP)	Task Force on Climate-Related Financial Disclosures (TCFD)	Global Logistics Emissions Council (GLEC)

STAKEHOLDERS AND PARTNERSHIPS

Our objective is to work collaboratively with stakeholders and partners on decarbonisaiton focus areas.

TARGET STAKEHOLDERS	PURPOSE
COALITIONS AND PARTNERSHIPS	Maersk McKinney Moller Center for Zero Carbon Shipping - facilitate development and implementation of new technologies, build confidence in new concepts and mature viable strategic ways to drive the required systemic and regulatory change. World Economic Forum – participation in dialogue and programmes to influence policy makers and demonstrate commitment to a net zero carbon future.
CUSTOMERS	Continuously engage in an open dialogue with our customers to set expected environmental standards and encourage adoption of efficient supply chain solutions. Equip customers with analytical decision making tools to optimise their carbon footprint – including the SeaRates Platform and Scope 3 assessments. Find end-to-end supply chain solutions with more efficient routing.
SUPPLIERS	Secured partnerships with key global technology suppliers including Kalmar, Terberg and MAN Energy solutions to collaboratively trial decarbonisation solutions and work on supply chain challenges.

STAKEHOLDERS AND PARTNERSHIPS

We aim to create bilateral value and informational flow with selected stakeholders and partners through the carbon and energy strategy. Our main objective is to work collaboratively with stakeholders and partners on focus areas.

TARGET STAKEHOLDERS	PURPOSE
GOVERNMENT	Engage government entities to develop supportive policies to drive the global decarbonisation agenda. Collaborate with local authorities on deployment of renewable energy. Work with the International Maritime Organization (IMO) to identify future trends and policy direction.
COMMUNITIES	Encourage NGOs to engage in open collaborative dialogue about community needs and work on joint decarbonisation projects. Engage with our communities through nature-based projects such as mangroves plantations or upskill through programs such as “Solar Mamas” in Senegal.
INVESTORS	Work in collaboration with investors to drive collective, global carbon action. Ensure asset resiliency against climate change impacts for the longevity of investments.


DP WORLD
THANK YOU