



# **DP WORLD**

# **INVESTOR PRESENTATION**

FEBRUARY 2024

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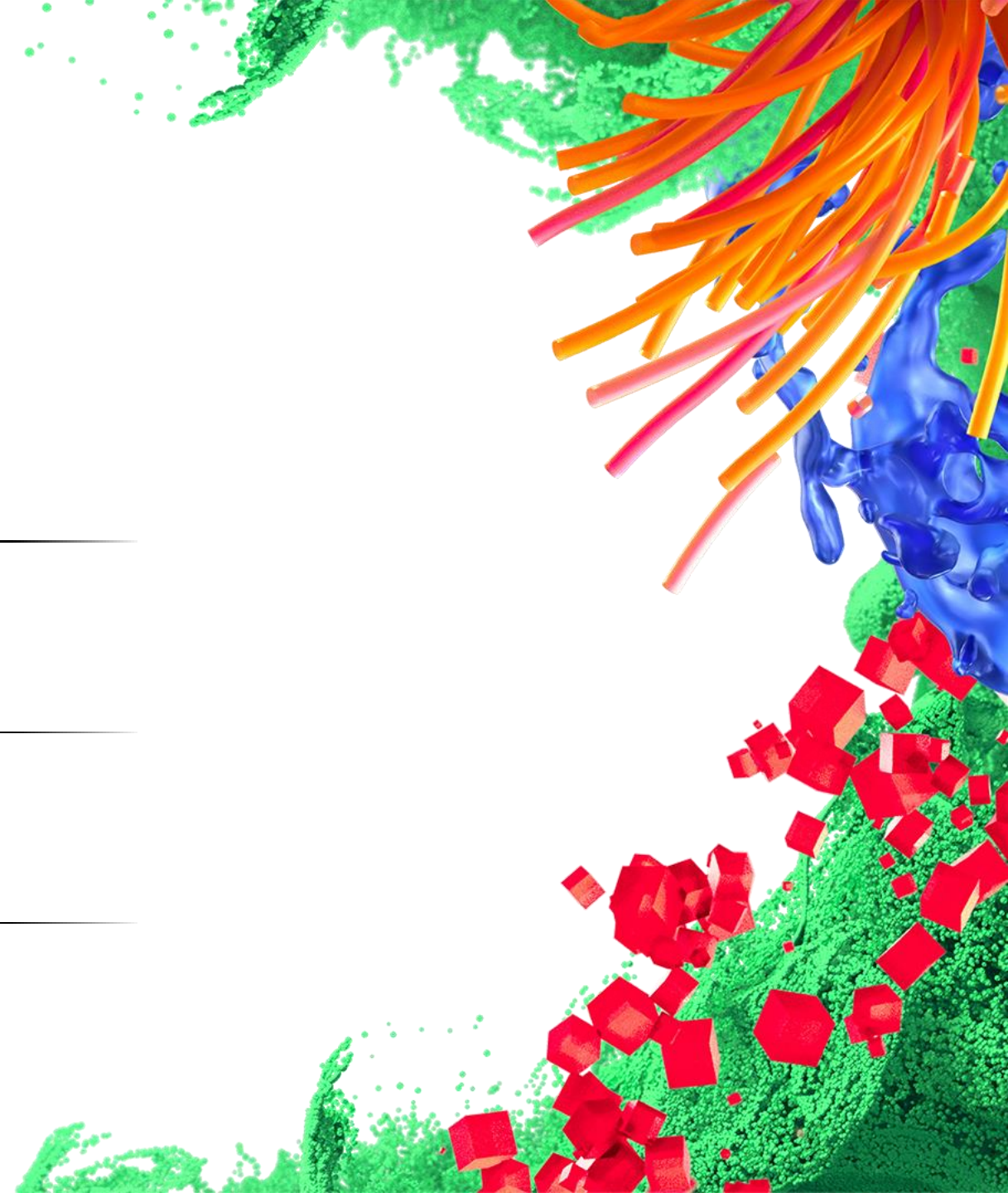
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01

# DP WORLD OVERVIEW





# OUR VISION AND OUR PURPOSE

## TO LEAD THE FUTURE OF WORLD TRADE

By leveraging our portfolio of world-class infrastructure, strengthening global supply chains and generating sustainable economic growth. Creating an integrated global supply chain “...from factory floor to customer door”.

## WE MAKE TRADE FLOW TO CHANGE WHAT'S POSSIBLE FOR EVERYONE

We're on a mission to reimagine the global supply chain. And make the flow of trade smarter, faster and more sustainable.

By building better ways to bring goods to more people, we can all thrive in ways we never thought possible.

# FROM LOCAL PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

1972 - 1998



## LOCAL PORT OPERATOR

1972

Development of Port Rashid

1979

Opening of Jebel Ali Port

1991

Port Rashid and Jebel Ali combine, creating Dubai Ports Authority (DPA)

1999 - 2004



## REGIONAL PORT OPERATOR

1999

Dubai Ports International FZE (DPI) formed

2000

Concession won in Jeddah (KSA)

2002 - 2004

Concessions won in Visakhapatnam (India), Constanta (Romania) and Cochin (India)

2005 - 2017



## GLOBAL PORT OPERATOR

2005 - 2006

CSX World Terminals and P&O acquired. Global network and market position increased

2013 - 2014

Opening of London Gateway (UK) deep sea port and logistics park

2015 - 2017

Acquired Jebel Ali Freezone (JAFZA)  
Partnered with CDPQ to create global investment platform

2018 - PRESENT



## SUPPLY CHAIN SOLUTIONS PROVIDER

Dubai Maritime City and Drydocks World (UAE) acquisitions

Partnered with NIIF to set up investment platform in India

Acquisition of Unifeeder

Acquisition of syncreon and Imperial logistics – Integrated logistics provider

# PROVIDING SOLUTIONS TO CARGO OWNERS

## Traditional Container Customers

### Shipping Lines



## Beneficial Cargo Owners (BCO)

- Automotive
- Perishables
- Technology
- Oil & Gas
- Healthcare
- Consumer





# PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

SUPPLY CHAINS SOLUTION PROVIDER

2014 PORT OPERATOR

2022 (PORTS & TERMINALS, LOGISTICS, MARINE SERVICES, TECHNOLOGY)



USD 3.4 BILLION

REVENUE

~80%

CONTAINERISED REVENUE

USD 16.4 BILLION

CAPITAL EMPLOYED

76 MILLION TEU

GLOBAL CAPACITY

USD 17.1 BILLION

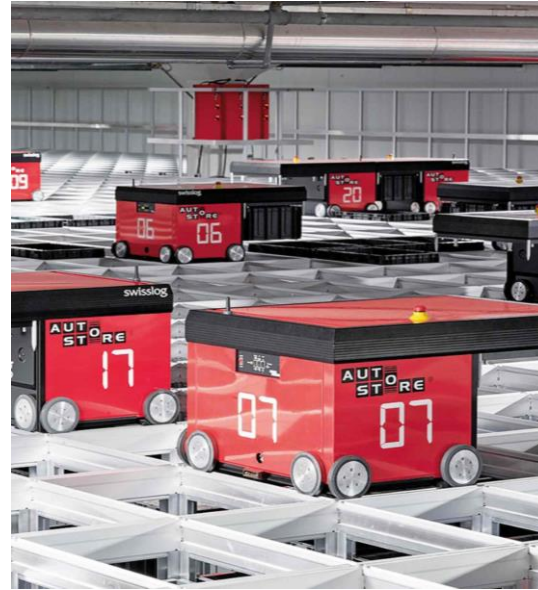
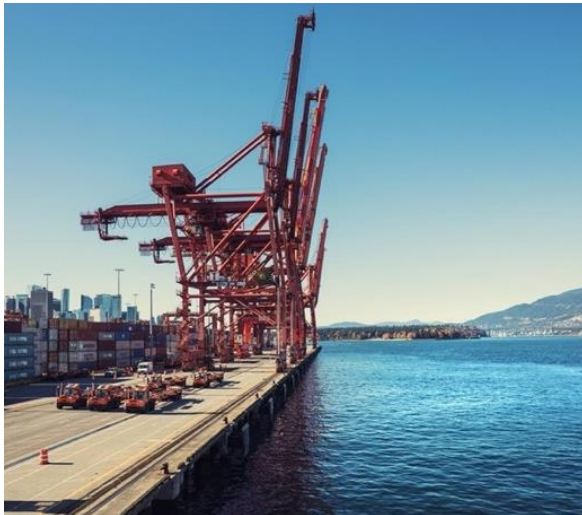
USD 37.6 BILLION

# OUR BUSINESS

## PORTS & TERMINALS

We operate ports and terminals that let the world's trade flow more freely.

Our network spans the globe, seamlessly connecting the supply chain today and innovating to create the sustainable trade infrastructure of tomorrow.



## LOGISTICS

From freight forwarding to contract logistics, in a world where global supply chains have become more complex and challenging than ever before, we connect and simplify, uniting unbeatable expertise and infrastructure.



## MARINE SERVICES

Our global, multi-modal network of land and sea transport routes offer flexible, sustainable solutions to the supply challenges of getting goods into local communities both big and small.

Our wider marine services meet highly specialised customer needs in a range of shortsea, offshore and in-port contexts.



## DIGITAL SOLUTIONS

We are transforming the global supply chain, using cutting-edge technology to improve every aspect of trade and logistics.

This covers financing your shipment, to making your supply chain more resilient, expanding into new markets and opportunities for businesses of all sizes.

# SUPPLY CHAIN SOLUTIONS PROVIDER – FULLY INTEGRATED ACROSS THE SUPPLY CHAIN



## 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



Playing 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



# ACROSS OUR GLOBAL NETWORK

 **430+**  
BUSINESS UNITS

 **70+**  
COUNTRIES

 **100,000+**  
EMPLOYEES

 **92M TEU**  
GLOBAL CAPACITY  
HANDLING 9% OF  
WORLD CONTAINER  
PORT THROUGHPUT

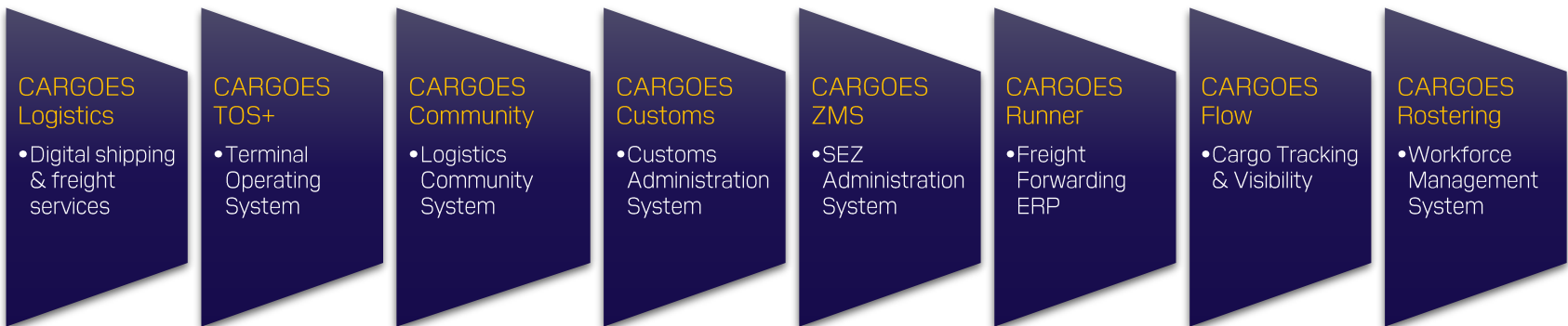
 **\$37BN**  
CAPITAL EMPLOYED



# DP WORLD DIGITAL



CARGOES is our suite of cutting edge, propriety technology tools designed specifically to meet supply chain challenges.



Enables market access and cross border e-commerce.



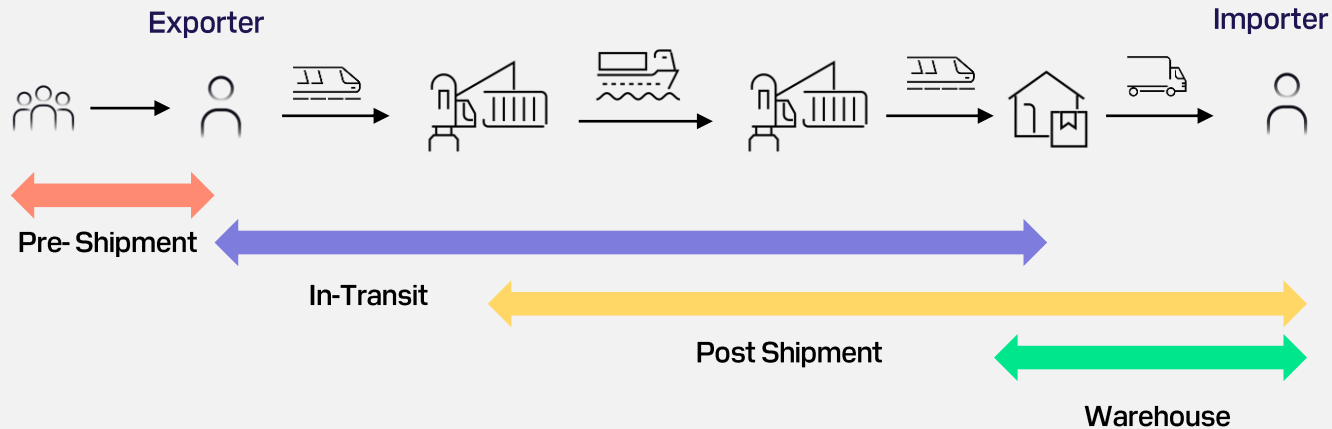
Digital Freight Alliance provides various benefits for freight forwarders with over 4,000 members.



A global network of strategic partners spread across over 40 countries, designed to address trade barriers and facilitate trade. It is the world's first logistics loyalty program that provides its member with economic efficient benefits.

# DP WORLD TRADE FINANCE

Unlocking access to trade finance to enable global trade



DP World Trade Finance helps businesses finance any or all legs of trade lifecycle through a variety of tailor-made financial products



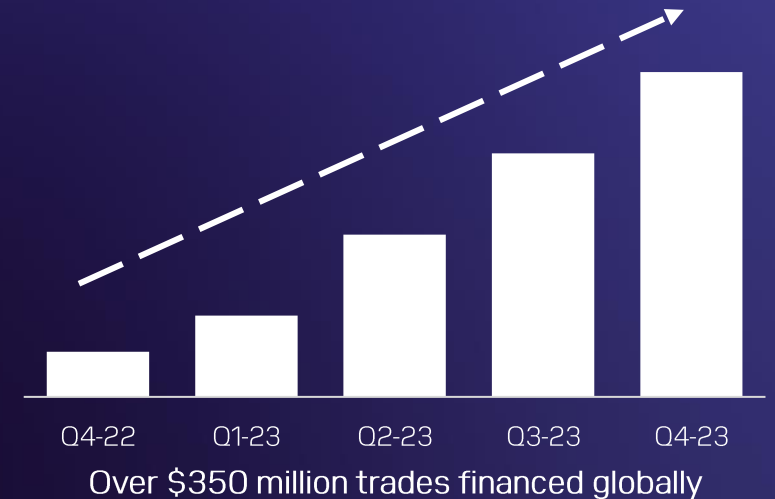
Awarded the RFlx23  
**“MOST INNOVATIVE FINTECH OF THE YEAR”**  
by BCR Publishing



**DP WORLD**  
TRADE FINANCE

DP World Trade Finance offers trade & structured finance solutions for businesses across the globe and originates opportunities & offer risk mitigation tools to partner Financial Institutions

Capacity to finance over a \$1 billion trade annually





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# PORTS & TERMINALS



**DP WORLD**  
PORTS & TERMINALS



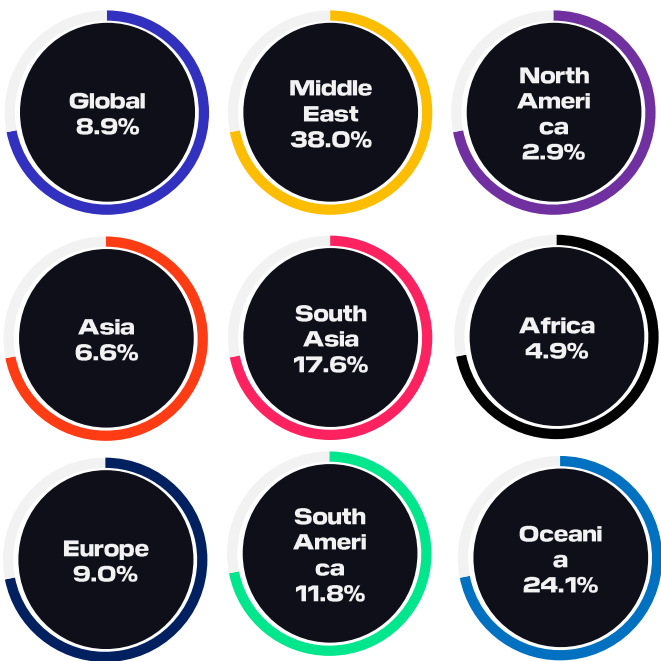
# DP WORLD – PORTS & TERMINALS

## OUR GLOBAL FOOTPRINT

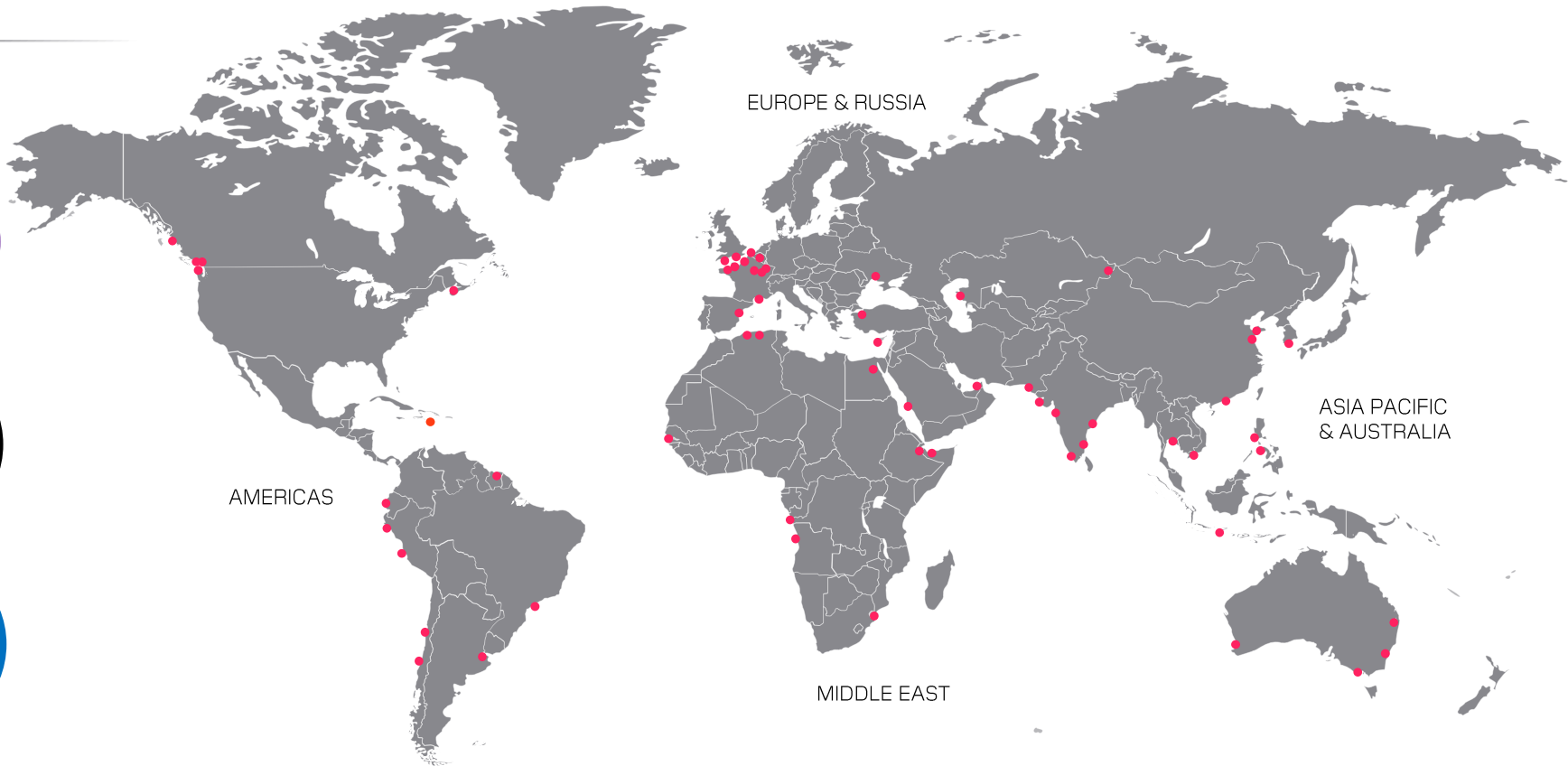
DP World is a global leader in container terminal operations and manages **92 million TEU** of capacity. DP World's container capacity is focused on faster growing markets and high margin origin & destination cargo.

Average life of port concessions is approximately **32 years**

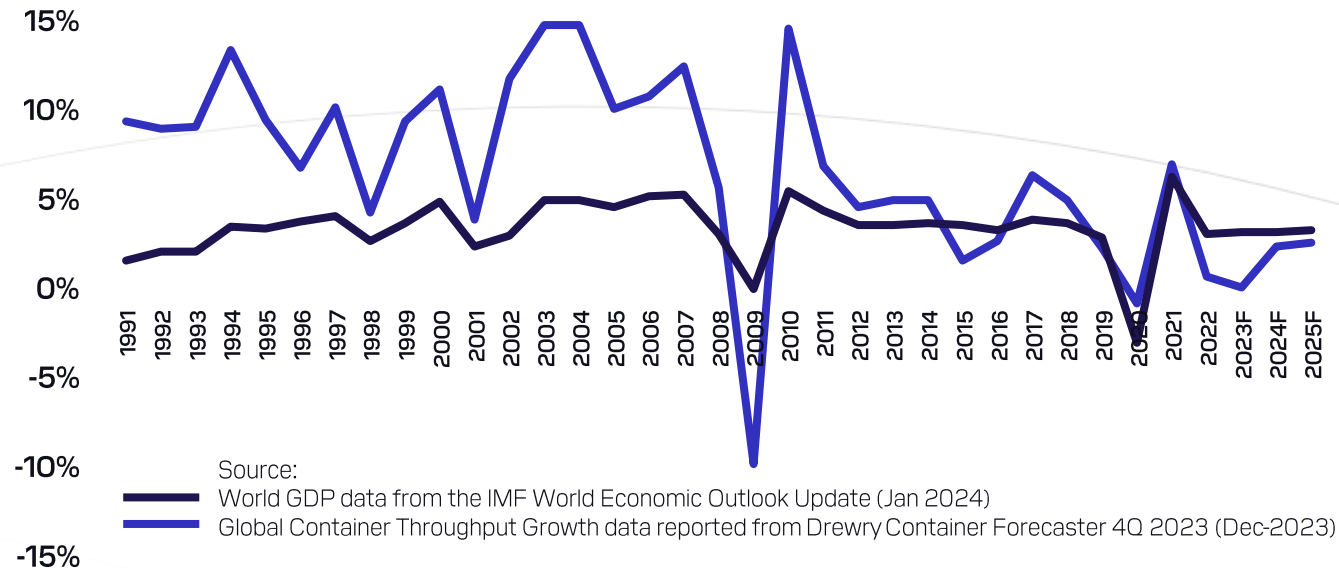
DP WORLD MARKET SHARE (BY THROUGHPUT)\*



\* Source: Drewry Global Container terminal Operators AR 2023/2024



# GLOBALISATION AND THE GROWTH OF THE CONTAINER



## 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 transshipment which leads to containers being handled more than once.
- Trade imbalance leads to empty repositioning.
- Low container penetration rates in emerging markets.



More than 90% of cargo is transported on Sea



World container traffic vs. World GDP



# CONTAINERISATION PENETRATION RATES REMAIN LOW

| Region / Country | Port Throughput<br>(million TEU) | Estimated Population in 2022<br>(million PEOPLE) | Container / Thousand Capita<br>in 2022 (TEU / '000 PEOPLE) |
|------------------|----------------------------------|--------------------------------------------------|------------------------------------------------------------|
| China            | 270.4                            | 1,427                                            | 189                                                        |
| UK               | 10.9                             | 68                                               | 162                                                        |
| North America    | 77.9                             | 500                                              | 156                                                        |
| Middle East      | 42.2                             | 300                                              | 141                                                        |
| Europe           | 138.3                            | 1,058                                            | 131                                                        |
| <b>World</b>     | <b>862.4</b>                     | <b>7,932</b>                                     | <b>109</b>                                                 |
| Latin America    | 52.2                             | 533                                              | 98                                                         |
| Brazil           | 12.2                             | 216                                              | 56                                                         |
| Russia           | 4.3                              | 144                                              | 30                                                         |
| Africa           | 32.6                             | 1,315                                            | 25                                                         |
| India            | 19.9                             | 1,422                                            | 14                                                         |

## Notes:

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

Source: Drewry Annual Review and Forecast 2023/2024

# MAINTAINING DIFFERENTIATION FROM TERMINAL OPERATING PEERS

## TOP 5 GLOBAL PORT OPERATORS

| OPERATOR                              | 2022 THROUGHPUT | CAPACITY | 2022 MARKET SHARE | 2022 EQUITY TEU MARKET SHARE | KEY FOCUS                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|---------------------------------------|-----------------|----------|-------------------|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| China Cosco Shipping                  | 106.3           | 135.0    | 12.3%             | 6.1%                         | <ul style="list-style-type: none"> <li>Primarily emerging markets, with exposure to mature markets achieved via shareholding in Terminal Link.</li> <li>Mainly gateway traffic (over 85%), with transshipment focused on small number of ports including Colombo and Lomé.</li> <li>Primary focus is China, but 49% shareholding in Terminal Link provides exposure to global markets.</li> <li>Strengthening global and domestic presence via investment in other operators. Belt and Road policy influences overseas investment strategy.</li> </ul> |
| PSA International                     | 90.9            | 128.5    | 10.5%             | 7.1%                         | <ul style="list-style-type: none"> <li>Around 80% of traffic from emerging markets. Singapore a mature market location but transshipment volume drawn from emerging markets.</li> <li>Overall, around 50% gateway traffic.</li> <li>Global operator, but no presence in Africa or Oceania. About half of equity volume generated in Singapore.</li> <li>Major expansion underway in Singapore. Overseas focus is on expanding / upgrading current portfolio and developing port-adjacent logistics services.</li> </ul>                                |
| APM Terminals                         | 89.6            | 115.3    | 10.4%             | 5.7%                         | <ul style="list-style-type: none"> <li>Equity teu split around 70% / 30% between emerging and mature markets.</li> <li>Around 65% gateway traffic, but portfolio includes a number of large transshipment terminals which support Maersk Line operations.</li> <li>Global presence - Oceania the only world region where not currently operating.</li> </ul>                                                                                                                                                                                           |
| Hutchinson Port Holdings <sup>1</sup> | 82.2            | 116.7    | 9.5%              | 5.2%                         | <ul style="list-style-type: none"> <li>Mainly emerging markets although with significant presence in Europe.</li> <li>Primary focus is gateway (70% equity teu) but operating small number of established transshipment hubs including Panama Ports Company and Freeport Bahamas.</li> <li>Global presence, although significant proportion of volumes generated in Asia. Limited volumes handled in Africa, MESA and Oceania.</li> </ul>                                                                                                              |
| DP World                              | 77.1            | 91.0     | 8.9%              | 5.4%                         | <ul style="list-style-type: none"> <li>Balance of portfolio shifting towards emerging markets.</li> <li>Primary focus outside of Jebel Ali is on gateway markets.</li> <li>Global presence, although significant proportion of volume still generated in Dubai.</li> <li>Vertical integration with investment in shipping and logistics. Selected strategic acquisitions of terminals. Some greenfield projects in emerging market locations. Monetisation of key assets via JV deals with financial investors.</li> </ul>                             |

Source: Drewry Global Container Terminal Operators 2023/24

03

# LOGISTICS



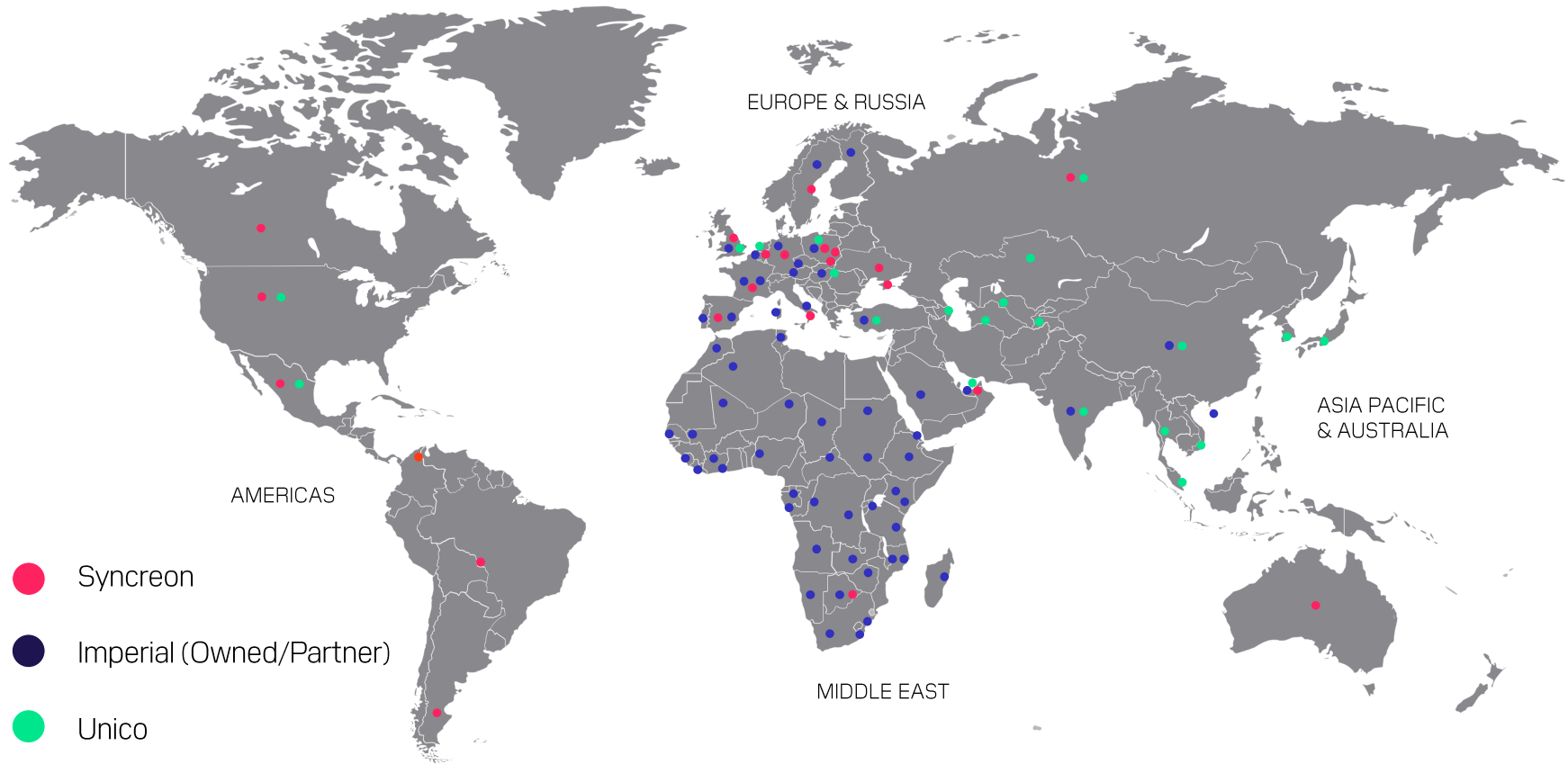
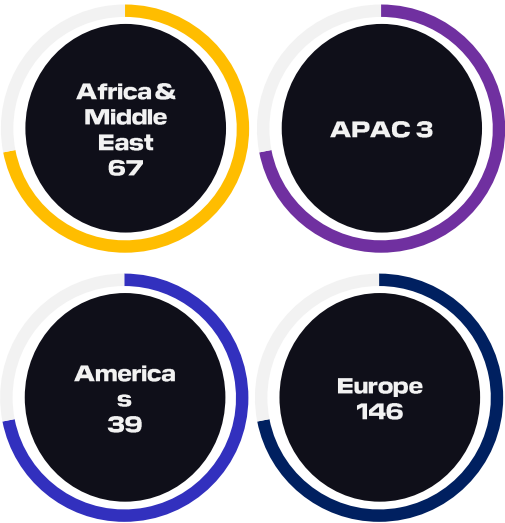
**DP WORLD**  
LOGISTICS





# DP WORLD – LOGISTICS

## OUR GLOBAL FOOTPRINT



# DP WORLD LOGISTICS CAPABILITIES

## FREIGHT MANAGEMENT

Our approach delivers end-to-end logistics solutions for your business that combine our owned services and long-standing global logistics network.

Includes - Ocean Freight; Trucking and Custom Clearance; Road Transport Services; Barge, River and Rail transport, including Inland Terminals

## CONTRACT LOGISTICS

Our range of Contract Logistics services provide your business with flexible, customised and integrated solutions.

Includes - Manufacturing Support & Assembly Services; Reverse, Repair and Service Parts; Warehousing, Fulfilment, eCommerce and Value added Services; Export Packing

## PARKS & ECONOMIC ZONES

We aim to build best in class logistics hubs in key locations with an ecosystem that allows trade to thrive.

Includes – Logistics Parks; Industrial Parks; Free Zones; Special Economic Zones; Pre-Built Warehouses; Serviced Land Plots; Offices & Business Centres; Build to Suit

## MARKET ACCESS

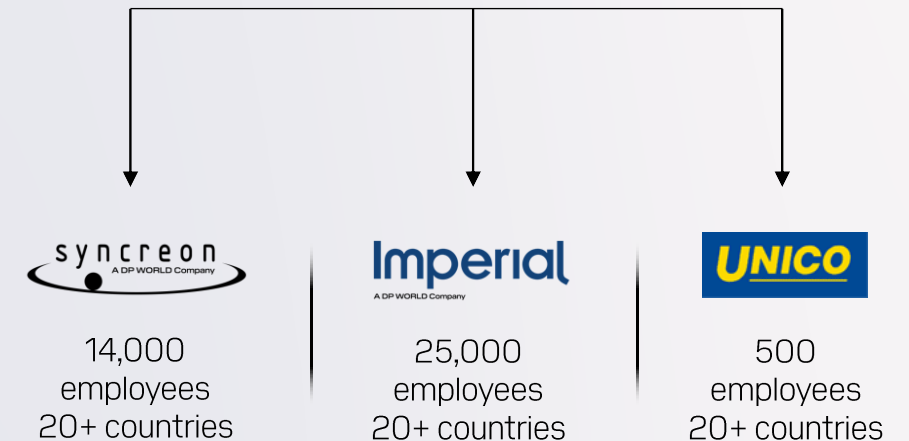
Our unique market access approach provides your business with complete solutions for entering developing markets.

Includes - Integrated Market Access Services & Logistics Solutions; Managing Distributorship Relationships; Multi-market Aggregation; Sourcing & Procurement; Emergency Relief & Kitting; Marketing & Promotion Services; Supply Chain Control Tower



**DP WORLD**  
LOGISTICS

## DP WORLD CAPABILITIES



# DP WORLD LOGISTICS

**UNICO**

UNICO has a global footprint of 25 subsidiaries in 20 countries and is one of the largest independent NVOCC (Non-Vessel Operating Common Carrier) in South Korea. UNICO is a multimodal transport specialist with strong market position in the fast-growing transcontinental rail freight market between East-Asia and Central-Asia

Imperial is an African focused provider of integrated market access and logistics solutions. With a focus on the following key industries - healthcare, consumer, automotive, chemicals, industrial and commodities – the company takes its clients' and principals' products to some of the fastest growing and most challenging markets in the world.

**IMPERIAL**

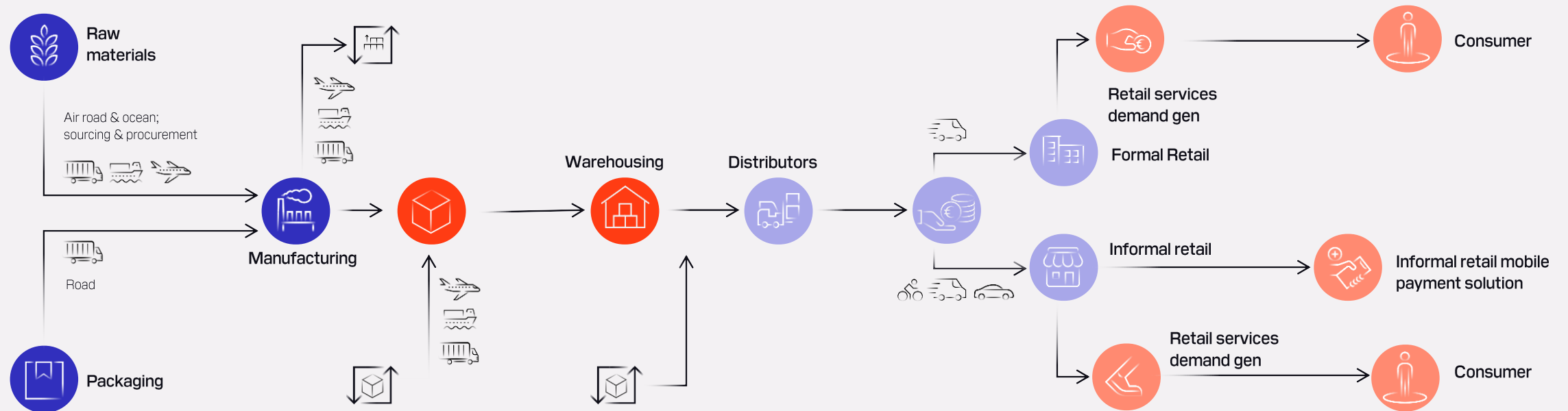
**SYNCREON**

syncreon is a US based global logistics provider which delivers tailored, scalable and progressive 3PL and 4PL solutions that adapt as the industry and marketplace evolves. As a global company, syncreon has 100+ locations and 14,000+ employees worldwide.



# HELPING CONNECT AND SIMPLIFY YOUR LOGISTICS

We integrate best-in-class facilities, multimodal transport solutions, digital solutions and market access capabilities into seamless end-to-end supply chains.



FREIGHT MANAGEMENT

CONTRACT LOGISTICS

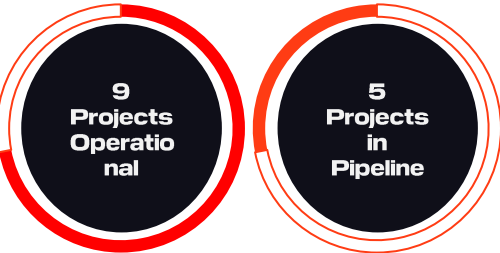
PARKS AND  
ECONOMIC ZONES

MARKET ACCESS

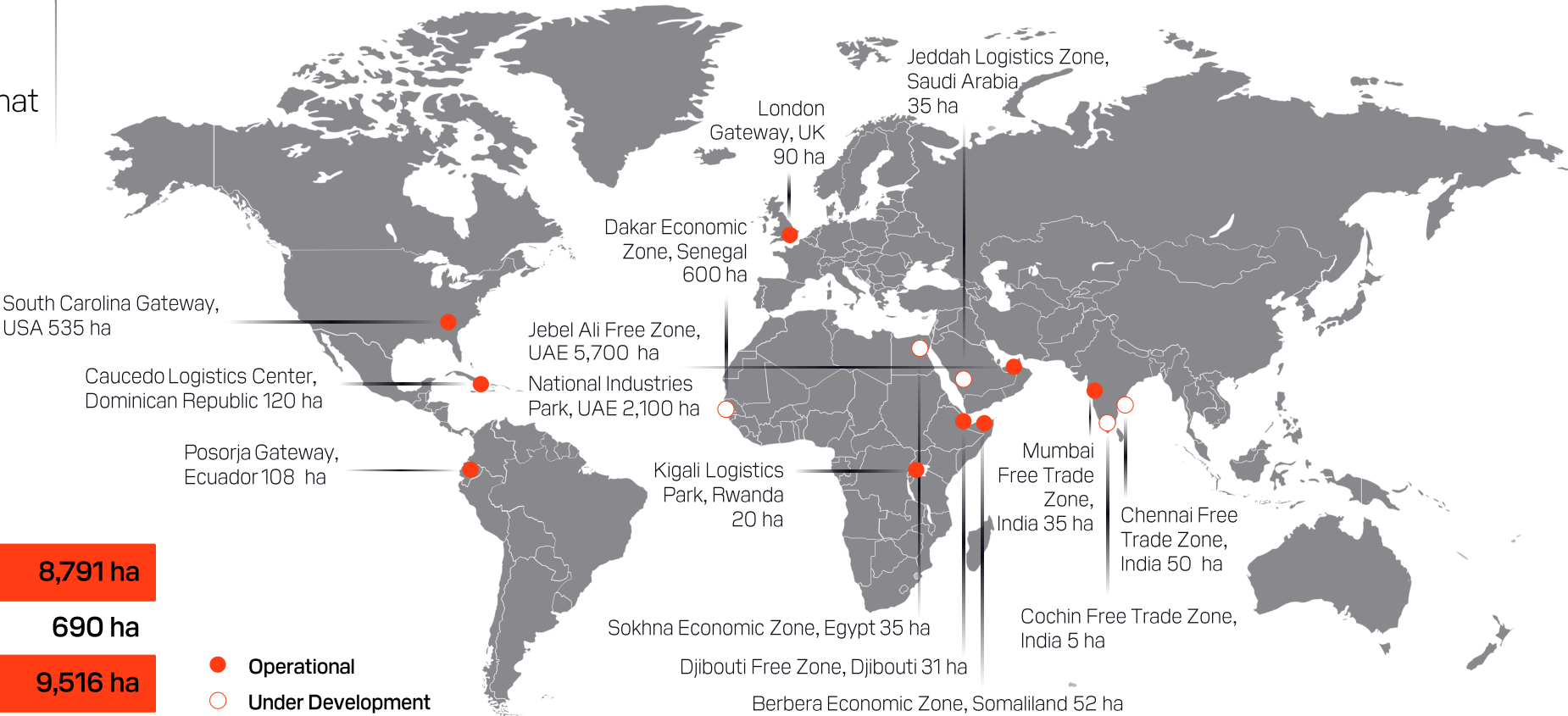
# DP WORLD – PARKS & ECONOMIC ZONES

## OUR GLOBAL FOOTPRINT

DP World aims to build best-in class logistics hubs in key locations with an ecosystem that allows trade to thrive.



|                   |          |
|-------------------|----------|
| Operational       | 8,791 ha |
| Under Development | 690 ha   |
| Total             | 9,516 ha |



# DUBAI'S EXCEPTIONAL MULTIMODAL CONNECTIVITY

One-of-a-kind multimodal environment under a single custom bonded area enabling efficient trade flows

- JAFZA is ideally located alongside regions **largest** deep seaport of Jebel Ali.
- 40 Kms / 40 Mins from Dubai International Airport and 24 Kms / 30 Mins from Al Maktoum International Airport.
- Accessible from all Major Domestic and National **Highways** e.g. E11, E311, E611 etc. seamlessly connecting JAFZA to other Emirates and neighbors.
- Connected to local transport network of **Buses** and Dubai Metro Red Line.
- Adjacent to Dubai Expo 2020 site.

24/7 uninterrupted trade connectivity to all major world destinations



Sea Connectivity:  
80+ Weekly services  
150+ Direct ports of call  
180+ Shipping lines



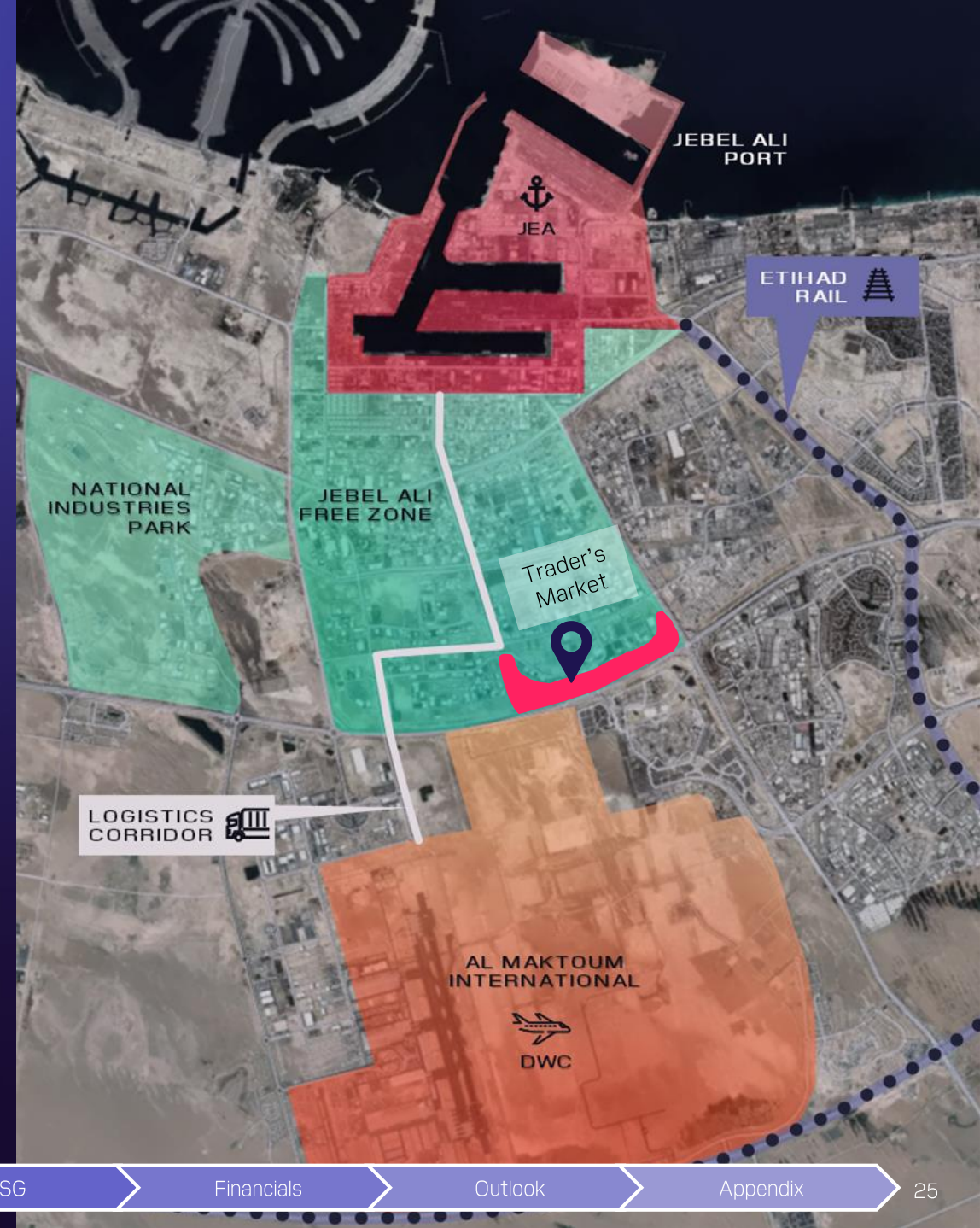
A dedicated sea-air customs bonded corridor, connecting a sea-air box within 45 minutes of discharge



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



Etihad Rail will have a depot within Jebel Ali facility, connecting UAE to GCC





04

# MARINE SERVICES



**DP WORLD**  
MARINE SERVICES



# DP WORLD MARINE SERVICE VERTICAL



## WIDE PORTFOLIO OF MARITIME SERVICES



- Ships repair, maintenance and upgrade;
- Global offshore & onshore services;
- Marine services;
- Ship conversion, refurbishment & life extension;
- Offshore fabrication & new building;
- Drilling Rig/Jack Up Repair, Reactivation & Life Extension;
- Engineering, Procurement & Construction (EPC)



Offshore | Port Services | Cargo transport

- Global portfolio of maritime services
- Offshore support Oil and Renewable industry
- Port Service supplying Towage and Pilotage services to DPW and 3rd party ports
- Transportation of special cargo



NVOCC | Feeder

- Regional feeder services in North Europe, Mediterranean and ISC & Asia
- Shortsea and NVOCC End-to-End services in North Europe and ISC & Asia regions



P&O Ferrymasters

- European End-to-End Multimodal Container services
- Shortsea End-to-End services in North Europe



P&O Ferries

- RoRo services connecting Freight between UK and Freight hubs on the continent
- RoPax services connecting Freight and Passengers between UK and the Continent

# DP WORLD MARINE VERTICAL SERVICES

## GLOBAL MARINE TRANSPORT NETWORK

MEDIUM-HAUL SERVICES INTEGRATED WITH UNPARALLELED  
INLAND CAPABILITIES ACROSS EAST ASIA, WIDER ISC, AND  
ARABIAN GULF

North Europe

Mediterranean

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.

Asia, Wider Indian Subcontinent,  
the Middle East & Africa



# DP WORLD MARINE SERVICES – POML GLOBAL OFFERING



05

**ESG**



# SUSTAINABILITY FRAMEWORK

‘Our World’, focuses on the efforts DP World makes today to operate as a responsible business across seven priority areas

‘Our Future’, looks at the lasting legacy we create for industry and society. We focus on three areas for future generations: **women, education and water**

Our work is aligned with the **UN Sustainable Development Goals (SDGs)** so that DP World’s actions can contribute to a greater collective impact

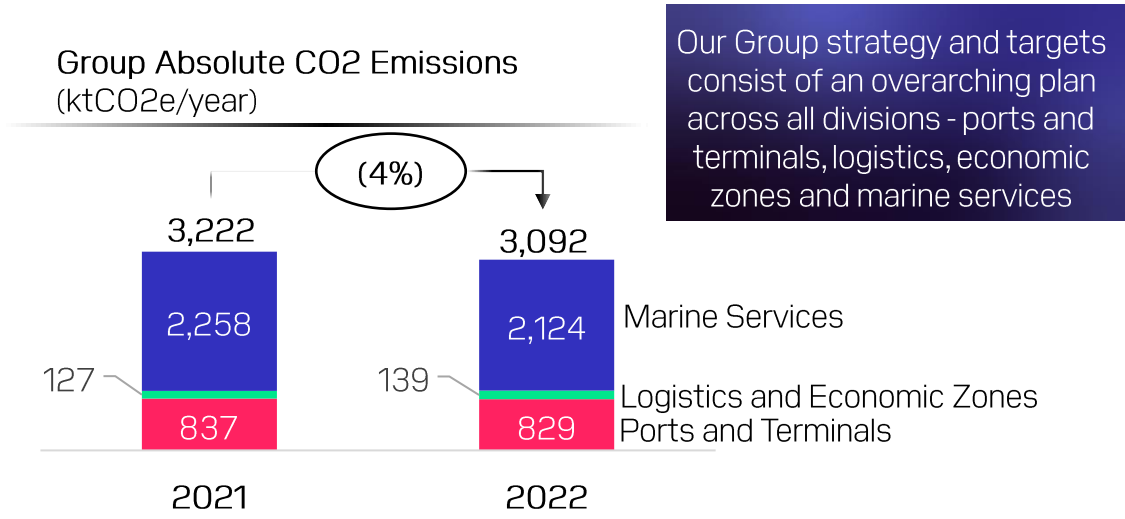
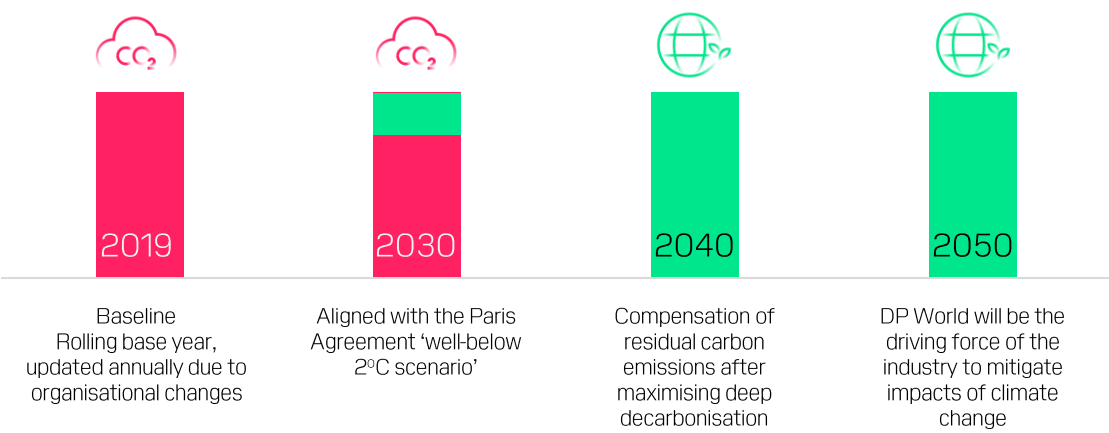




# OUR WORLD: CLIMATE CHANGE



We aspire to achieve carbon neutrality by 2040 and net zero carbon emissions by 2050, with an intermediate target of 28% reduction of carbon footprint by 2030



We are accounting for the following types of emissions

- SCOPE 1:** Direct emissions from owned and controlled sources (mainly fossil fuels)
- SCOPE 2:** Indirect emissions associated with purchase of electricity
- SCOPE 3:** All other indirect emissions occurring in the value chain will be addressed through the Group-wide Scope 3 emissions reduction strategy, focused on working with key suppliers of purchased goods and services

The absolute baseline was set in 2019 and is recalculated on a rolling basis due to acquisitions. The baseline is unaffected by organic growth (greenfield or brownfield)

We have set individual carbon intensity KPIs for Ports and Terminals, and we will be setting similar KPIs for Logistics, Economic Zones and Marine Services. We aim to have our methodology verified by GLEC

- We will be setting aspirational targets on Group, Regional and Operating Entity level, based on the assessed ability (both technical and regulatory) to achieve
- Operating Entities are expected to set and follow five-year decarbonisation plans, reviewed quarterly

# ESG RATINGS

DP World is rated by Moody's, MSCI, Sustainalytics and CDP



8.5  
Negligible Risk



A-  
*Leadership*

Only 12% of companies within our activity group achieved this rating



CIS 2



B





06

# FINANCIALS





# OVERVIEW OF 2023 INTERIM FINANCIAL RESULTS

| Results before separately disclosed items <sup>1</sup><br>unless otherwise stated<br>US\$ million | 1H 2023 | 1H 2022 | As reported %<br>change | Like-for-like<br>% change <sup>2</sup> |
|---------------------------------------------------------------------------------------------------|---------|---------|-------------------------|----------------------------------------|
| Gross throughput <sup>3</sup> (TEU '000)                                                          | 39,858  | 39,488  | +0.9%                   | +3.1%                                  |
| Consolidated throughput <sup>4</sup> (TEU '000)                                                   | 23,005  | 22,918  | +0.4%                   | -1.5%                                  |
| Revenue                                                                                           | 9,037   | 7,932   | +13.9%                  | +7.1%                                  |
| Share of profit from equity-accounted investees                                                   | 82      | 84      | -1.9%                   | +28.6%                                 |
| Adjusted EBITDA <sup>5</sup>                                                                      | 2,611   | 2,441   | +7.0%                   | +5.3%                                  |
| Adjusted EBITDA margin <sup>6</sup>                                                               | 28.9%   | 30.8%   | -                       | 30.8%                                  |
| EBIT <sup>7</sup>                                                                                 | 1,603   | 1,481   | +8.2%                   | +6.1%                                  |
| Profit for the period                                                                             | 885     | 884     | +0.1%                   | +1.4%                                  |
| Profit for the period attributable to owners of the Company                                       | 651     | 721     | -9.7%                   | +33.3%                                 |

(1) Before separately disclosed items (BSDI) primarily excludes non-recurring items. DP World reported separately disclosed items of \$17.8 million profit for the period.

(2) Like-for-like at constant currency is without the consolidation of Imperial Logistics, Eurofos and removal of Cargoes Finance, Logistics in Jeddah and Turkey and divestment in Yantai and Le Havre.

(3) Gross throughput is throughput from all consolidated terminals including equity-accounted investees.

(4) Consolidated throughput is throughput from all terminals where the Group has control as per IFRS.

(5) Adjusted EBITDA is Earnings before Interest, Tax, Depreciation & Amortisation including share of profit from equity-accounted investees before separately disclosed items.

(6) Like-for-like adjusted EBITDA margin.

(7) Adjusted EBITDA less Depreciation and Amortization.

# RESILIENT MARGINS

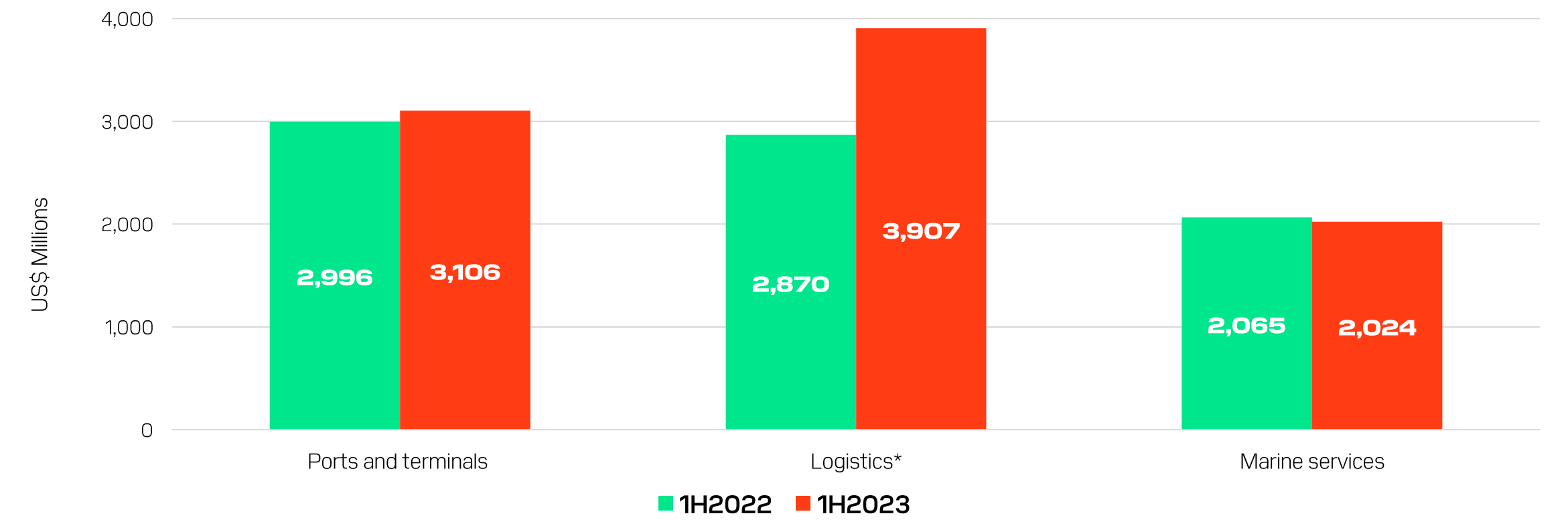
| US\$ million             | 1H 2023 | 1H 2022 | As reported % change | Like-for-like % change <sup>1</sup> |
|--------------------------|---------|---------|----------------------|-------------------------------------|
| Ports & Terminals EBITDA | 1,612   | 1,576   | +2.3%                | +1.7%                               |
| Adjusted EBITDA margin   | 51.9%   | 52.6%   | -                    | 51.9%                               |
| Logistics EBITDA         | 721     | 560     | +28.9%               | +21.3%                              |
| Adjusted EBITDA margin   | 18.5%   | 19.5%   | -                    | 21.0%                               |
| Marine Services EBITDA   | 483     | 568     | -14.9%               | -13.0%                              |
| Adjusted EBITDA margin   | 23.9%   | 27.5%   | -                    | 23.9%                               |

| US\$ million (Group)                                                        | 1H 2023 | 1H 2022 | As reported % change | Like-for-like % change <sup>1</sup> |
|-----------------------------------------------------------------------------|---------|---------|----------------------|-------------------------------------|
| Share of profit from equity-accounted investees (BSDI)                      | 82      | 84      | -1.9%                | +28.6%                              |
| Adjusted EBITDA (including share of profit from equity-accounted investees) | 2,611   | 2,441   | +7.0%                | +5.3%                               |
| Adjusted EBITDA margin                                                      | 28.9%   | 30.8%   | -                    | +30.8% <sup>2</sup>                 |
| EBIT <sup>3</sup>                                                           | 1,603   | 1,481   | +8.2%                | +6.1%                               |
| EBIT margin                                                                 | 17.7%   | 18.7%   | -                    | +19.1% <sup>2</sup>                 |

- Adjusted EBITDA grew 7.0%, and EBITDA margin for the half-year stood at 28.9%.
- Like-for-like adjusted EBITDA margin of 30.8%.

- (1) Like-for-like normalises for monetisations and new developments as well as currency impact  
 (2) Displays adjusted EBITDA margin on like-for-like basis rather than % change  
 (3) Adjusted EBITDA less Depreciation and Amortization

# REVENUE BREAKDOWN BY SECTOR

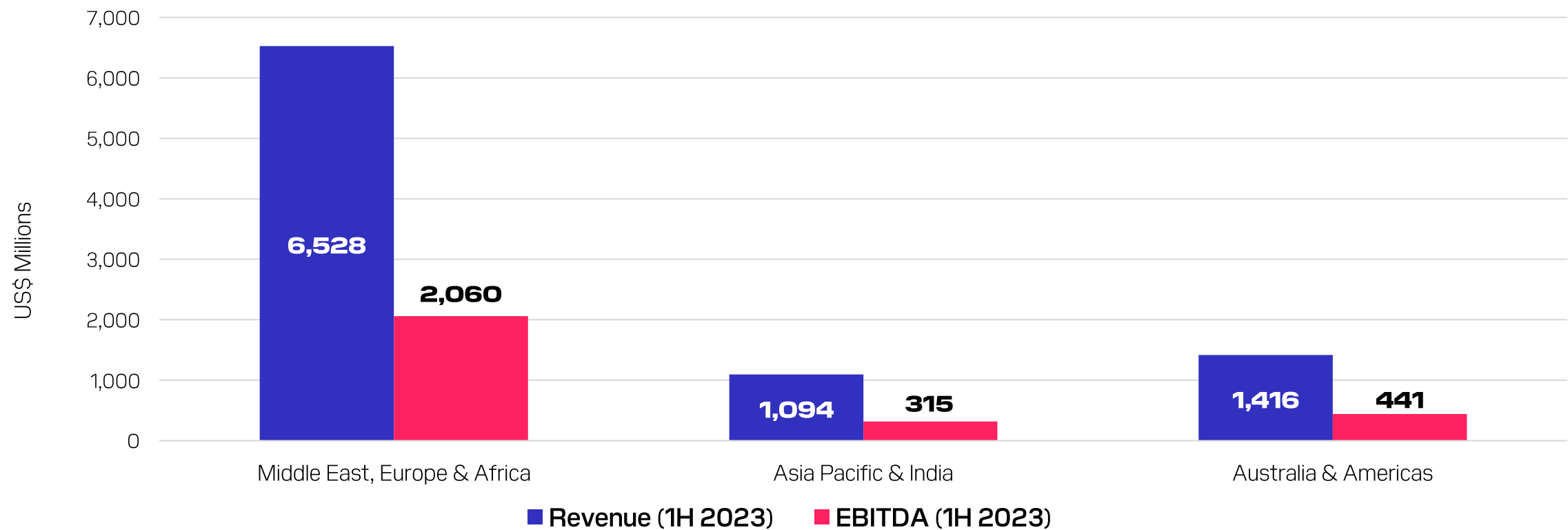


- Ports and Terminals, revenue grew by 4% on a like-for-like basis.
- Logistics total reported revenue rose 36% to \$3.9 billion. Like-for-like revenue growth was 16%.
- Marine Services reported revenue stood at \$2.0 billion.

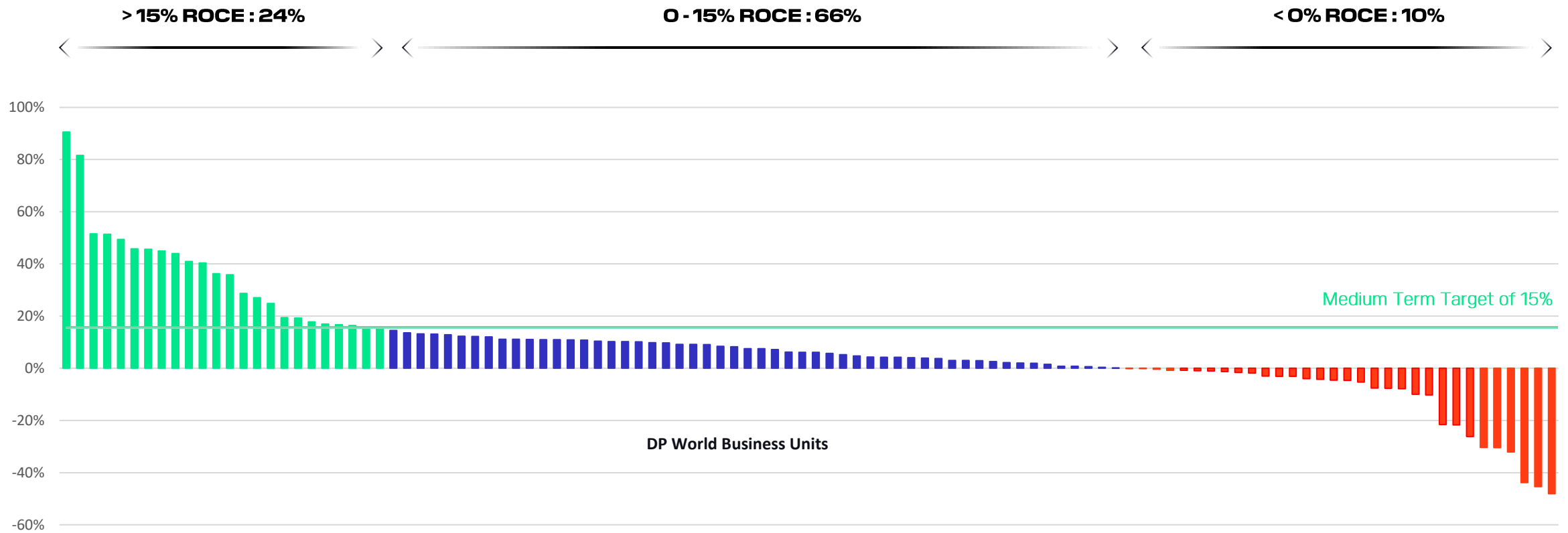
\* Digital Solutions pillar has not been disclosed separately on the basis that the amounts for the six months period ended 30 June 2023 are not considered to be significant.



# FINANCIALS BY GEOGRAPHY



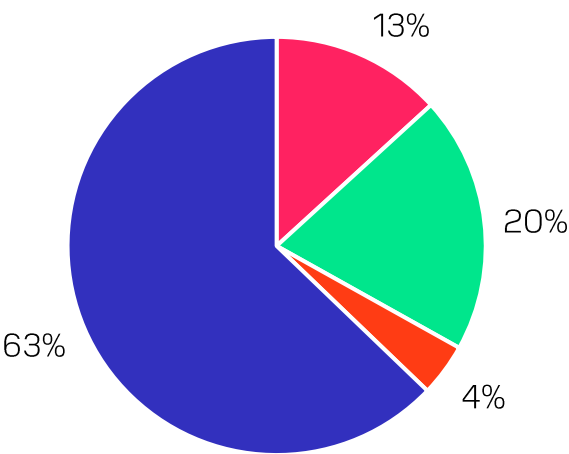
# 2022 RETURN ON CAPITAL EMPLOYED



- ROCE was at 8.0% in 2022 from 6.3% in 2021.
- The average life of our port concessions is approximately 32 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.

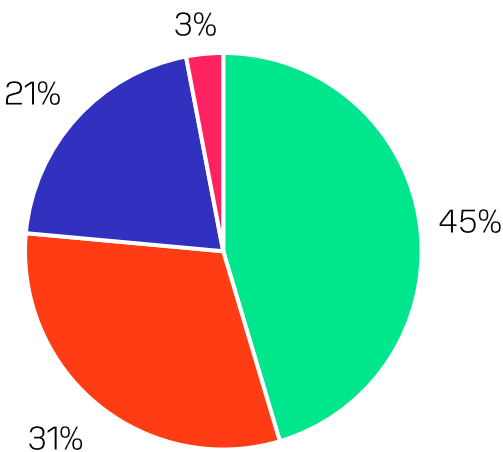
# CONTINUED INVESTMENT IN GROWTH

CAPEX BY CATEGORY



■ Maintenance ■ Replacement ■ New Facilities ■ Existing Facilities

CAPEX BY SEGMENT



■ Ports & Terminals ■ Logistics ■ Marine ■ Others

- Capital expenditure of \$910 million invested across the portfolio during the first half of 2023.
- Capex split: \$412 million Ports and Terminals, \$284 million Logistics and Parks and Economic Zones, \$187 million Marine Services and \$27 million in Head Office.
- Capital expenditure guidance for 2023 is for approximately \$2.0 billion to be invested in UAE, Jeddah (Saudi Arabia), London Gateway (United Kingdom), Dakar (Senegal), Callao (Peru) and DPW Logistics (South Africa).
- Expect to have approx. 95.0 million TEU of gross global capacity in 2023 and 59.7 million TEU of consolidated capacity by end of 2023.



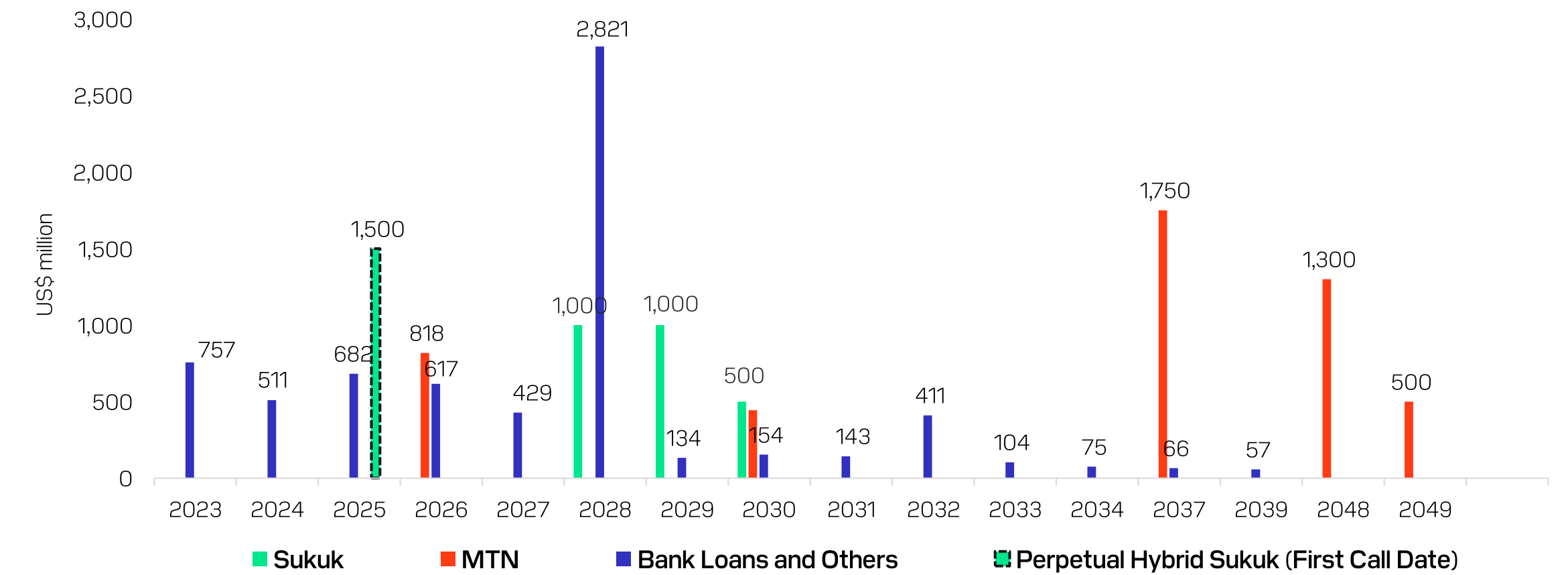
# DEBT POSITION

| US\$ million                                    | 30 Jun 2023 | 31 Dec 2022 |
|-------------------------------------------------|-------------|-------------|
| Interest Bearing Debt*                          | 15,483      | 14,862      |
| IFRS 16 Lease Liability                         | 4,486       | 4,370       |
| Total Debt                                      | 19,969      | 19,232      |
| Cash Balance                                    | 3,398       | 3,261       |
| Adjusted Net Debt                               | 16,571      | 15,970      |
| Adjusted Net Debt (Excluding lease liabilities) | 12,085      | 11,601      |
| Net Debt / Adjusted EBITDA pre IFRS 16          | 2.8x        | 2.8x        |
| Net Debt / Adjusted EBITDA post IFRS 16         | 3.2x        | 3.2x        |
| Interest Cover pre IFRS 16                      | 5.5x        | 6.9x        |
| Interest Cover post IFRS 16                     | 5.1x        | 6.3x        |

- Well matched debt profile with long-term debt to meet long-term nature of our business.
- Cash generated from operating activities remains strong at \$1,951 million in 1H2023 compared to \$1,931 million in 1H2022.
- Leverage (Net debt to annualised adjusted EBITDA) stands at 2.8 times (Pre-IFRS16) in 1H2023. On a post-IFRS16 basis, net leverage stands at 3.2 times in 1H2023 compared to 3.2 times at FY2022.

\* Includes 50% of Hybrid Bonds (USD738 million) as per rating agencies methodology.

# DEBT MATURITY PROFILE – AS OF 30 JUN 2023



- Bank Loans and others include revolver facility amounting to \$2.5 billion with maturity of June 2028.
- \$1.5 billion 10 year Green Sukuk was issued in September 2023

# DP WORLD BONDS / SUKUKS

|                                                                                                                | Size       | Credit Rating<br>(Moody's / Fitch) | Mid Price<br>(30 Jan 2024) | Mid Yield to<br>Maturity |
|----------------------------------------------------------------------------------------------------------------|------------|------------------------------------|----------------------------|--------------------------|
| • DPW PERP 6.000% USD (S)                                                                                      | USD 1,500m | Ba1 (Stable) / BBB- (Stable)       | 99.301                     | 6.452%*                  |
| • DPW SEP26's 2.375% EUR                                                                                       | EUR 750m   | Baa2 (Stable) / BBB+ (Stable)      | 95.819                     | 4.068%                   |
| • DPW SEP28's 4.848% USD (S)                                                                                   | USD 1,000m | Baa2 (Stable) / BBB+ (Stable)      | 98.869                     | 5.123%                   |
| • DPW JUL29's 3.875% USD (S)                                                                                   | USD 1,000m | Baa2 (Stable) / BBB+ (Stable)      | 94.035                     | 5.141%                   |
| • DPW Jan30's 3.7495% USD (S)                                                                                  | USD 500m   | Baa2 (Stable) / BBB+ (Stable)      | 92.911                     | 5.138%                   |
| • DPW SEP30's 4.250% GBP                                                                                       | GBP 350m   | Baa2 (Stable) / BBB+ (Stable)      | 93.960                     | 5.349%                   |
| • DPW SEP33's 5.500% USD (S)  | USD 1,500m | Baa2 (Stable) / BBB+ (Stable)      | 100.493                    | 5.433%                   |
| • DPW JUL37's 6.850% USD                                                                                       | USD 1,750m | Baa2 (Stable) / BBB+ (Stable)      | 108.008                    | 5.973%                   |
| • DPW SEP48's 5.625% USD                                                                                       | USD 1,300m | Baa2 (Stable) / BBB+ (Stable)      | 93.048                     | 6.177%                   |
| • DPW SEP49's 4.700% USD                                                                                       | USD 500m   | Baa2 (Stable) / BBB+ (Stable)      | 81.653                     | 6.127%                   |

\* Mid Yield to Next Call – October 2025

(S) Sukuk

 Green

Price and Yield sourced from Bloomberg

# DP WORLD KEY FINANCIAL METRICS

| USD Millions                 | 2012  | 2013  | 2014  | 2015    | 2016    | 2017    | 2018    | 2019    | 2020  | 2021    | 2022   |
|------------------------------|-------|-------|-------|---------|---------|---------|---------|---------|-------|---------|--------|
| Revenue                      | 3,121 | 3,073 | 3,411 | 3,968   | 4,163   | 4,715   | 5,646   | 7,686   | 8,533 | 10,778  | 17,127 |
| Adjusted EBITDA              | 1,404 | 1,414 | 1,588 | 1,928   | 2,263   | 2,469   | 2,808   | 3,306   | 3,319 | 3,828   | 5,014  |
| EBITDA margin                | 45.0% | 46.0% | 46.6% | 48.6%   | 54.4%   | 52.4%   | 49.7%   | 43.0%   | 38.9% | 35.5%   | 29.3%  |
| Leverage (Net Debt / EBITDA) | 2.0x  | 1.7x  | 1.3x  | 3.2x    | 2.8x    | 2.5x    | 2.8x    | 3.9x*   | 4.3x* | 4.2x*   | 3.0x*  |
| PAT                          | 624.8 | 674.2 | 756.7 | 969.9   | 1,259.5 | 1,362.5 | 1,332.8 | 1,341.4 | 979.7 | 1,353   | 1,839  |
| ROCE %                       | 6.8%  | 6.7%  | 7.1%  | 7.9%    | 9.5%    | 8.8%    | 8.4%    | 7.5%    | 6.0%  | 6.3%    | 8.0%   |
| Interest cover               | 4.7x  | 5.0x  | 5.6x  | 5.0x    | 6.7x    | 7.5x    | 6.5x    | 4.6x    | 4.0x  | 5.1x    | 6.3x   |
| Capex                        | 685   | 1,063 | 807   | 1,389   | 1,298   | 1,090   | 908     | 1,146   | 1,076 | 1,393   | 1,715  |
| Acquisition & Monetisation   | 374   | 637   | (83)  | (4,072) | (174)   | (300)   | (2,320) | (3,133) | (600) | (1,579) | 6,052  |
| Gross Throughput (TEU mn)    | 56.1  | 55.0  | 59.9  | 61.7    | 63.7    | 70.1    | 71.4    | 71.2    | 71.2  | 77.9    | 79.0   |
| Gross Capacity (TEU mn)      | 69.7  | 70.7  | 76.1  | 79.6    | 84.6    | 88.2    | 90.5    | 91.8    | 93.3  | 91.7    | 92.5   |
| Gross Capacity Utilisation   | 80.4% | 77.8% | 78.7% | 77.5%   | 75.2%   | 79.5%   | 78.9%   | 77.6%   | 76.3% | 84.9%   | 85.5%  |

\* Post IFRS16



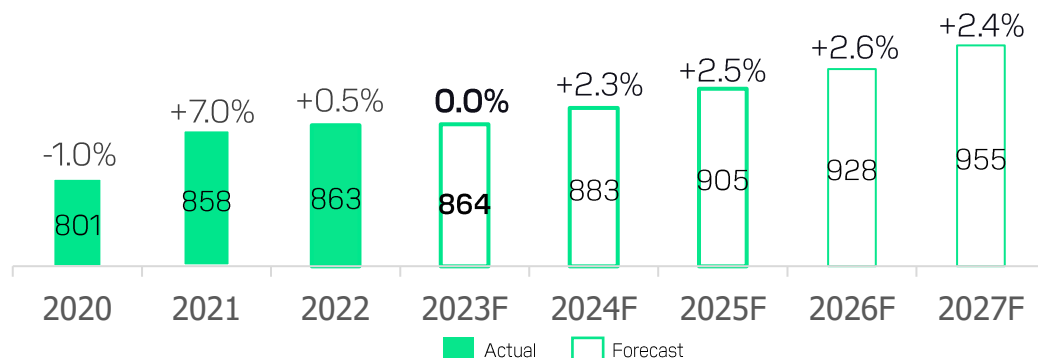
07

# OUTLOOK



# OUTLOOK

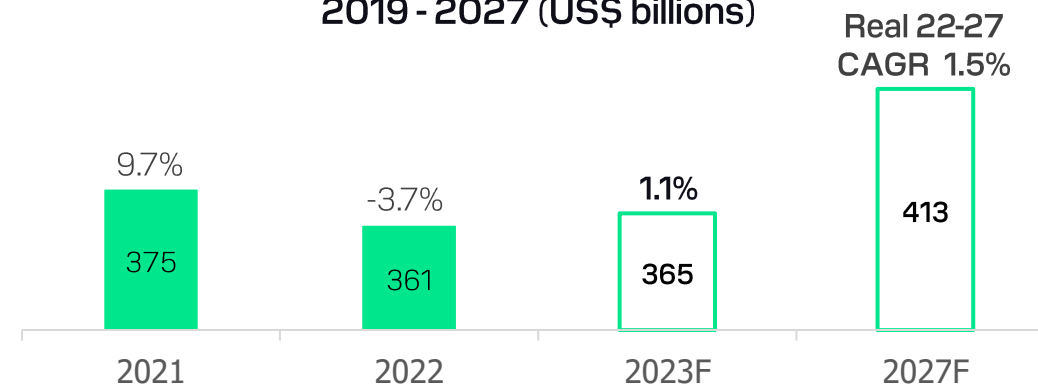
## DREWRY GLOBAL THROUGHPUT FORECAST 2019 - 2027 (Million TEU)



Source: Drewry Container Forecaster 4Q 2023 (Dec-2023)

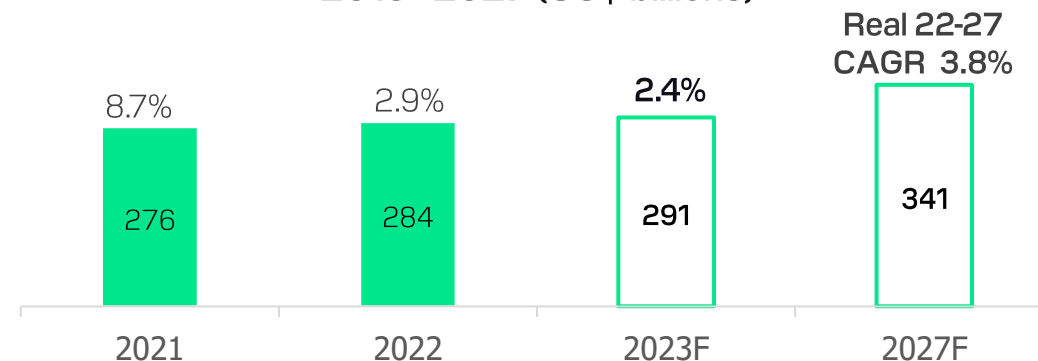
- Drewry forecasts container throughput is flat in 2023 and to grow +2.3% in 2024.
- Transport Intelligence forecast freight forwarding to grow 1.1% while contract logistics to increase by 2.4% in 2023.
- Outlook is uncertain due to macroeconomic and geopolitical headwinds.

## GLOBAL FREIGHT FORWARDING FORECAST 2019 - 2027 (US\$ billions)



Source: Transport Intelligence

## GLOBAL CONTRACT LOGISTICS FORECAST 2019 - 2027 (US\$ billions)



Source: Transport Intelligence

08

# APPENDIX

# 2023 THROUGHPUT OVERVIEW

| GROSS VOLUMES<br>'000 TEU                                            | 4Q 2022<br>(YoY) | 4Q 2023<br>(YoY) | 4Q 2023<br>(Volume) | FY 2022<br>(YoY) | FY 2023<br>(YoY) | FY 2023<br>(Volume) |
|----------------------------------------------------------------------|------------------|------------------|---------------------|------------------|------------------|---------------------|
| Asia Pacific & India                                                 | +3.8%            | +11.8%           | 9,939               | +3.1%            | +10.3%           | 39,313              |
| Europe, Middle East and Africa*                                      | -5.6%            | +2.1%            | 7,762               | -1.6%            | -2.4%            | 30,845              |
| Americas & Australia                                                 | +1.5%            | -4.1%            | 2,868               | +4.9%            | -3.6%            | 11,348              |
| <b>Total Group</b>                                                   | <b>-0.4%</b>     | <b>+5.6%</b>     | <b>20,568</b>       | <b>+1.4%</b>     | <b>+3.1%</b>     | <b>81,506</b>       |
| CONSOLIDATED VOLUMES<br>'000 TEU                                     | 4Q 2022<br>(YoY) | 4Q 2023<br>(YoY) | 4Q 2023<br>(Volume) | FY 2022<br>(YoY) | FY 2023<br>(YoY) | FY 2023<br>(Volume) |
| Asia Pacific & India                                                 | -10.2%           | +33.6%           | 3,068               | -5.6%            | +12.1%           | 10,826              |
| Europe, Middle East and Africa*                                      | +4.0%            | +1.5%            | 6,431               | +2.9%            | +2.5%            | 25,657              |
| Americas & Australia                                                 | +0.8%            | -3.0%            | 2,770               | +4.9%            | -3.4%            | 11,024              |
| <b>Total Group</b>                                                   | <b>+0.1%</b>     | <b>+6.8%</b>     | <b>12,269</b>       | <b>+1.5%</b>     | <b>+3.1%</b>     | <b>47,508</b>       |
| *Jebel Ali volumes included in Middle East, Africa and Europe region | +2.2%            | +5.6%            | 3,681               | +1.7%            | +3.6%            | 14,472              |



# KEY CAPACITY ADDITIONS

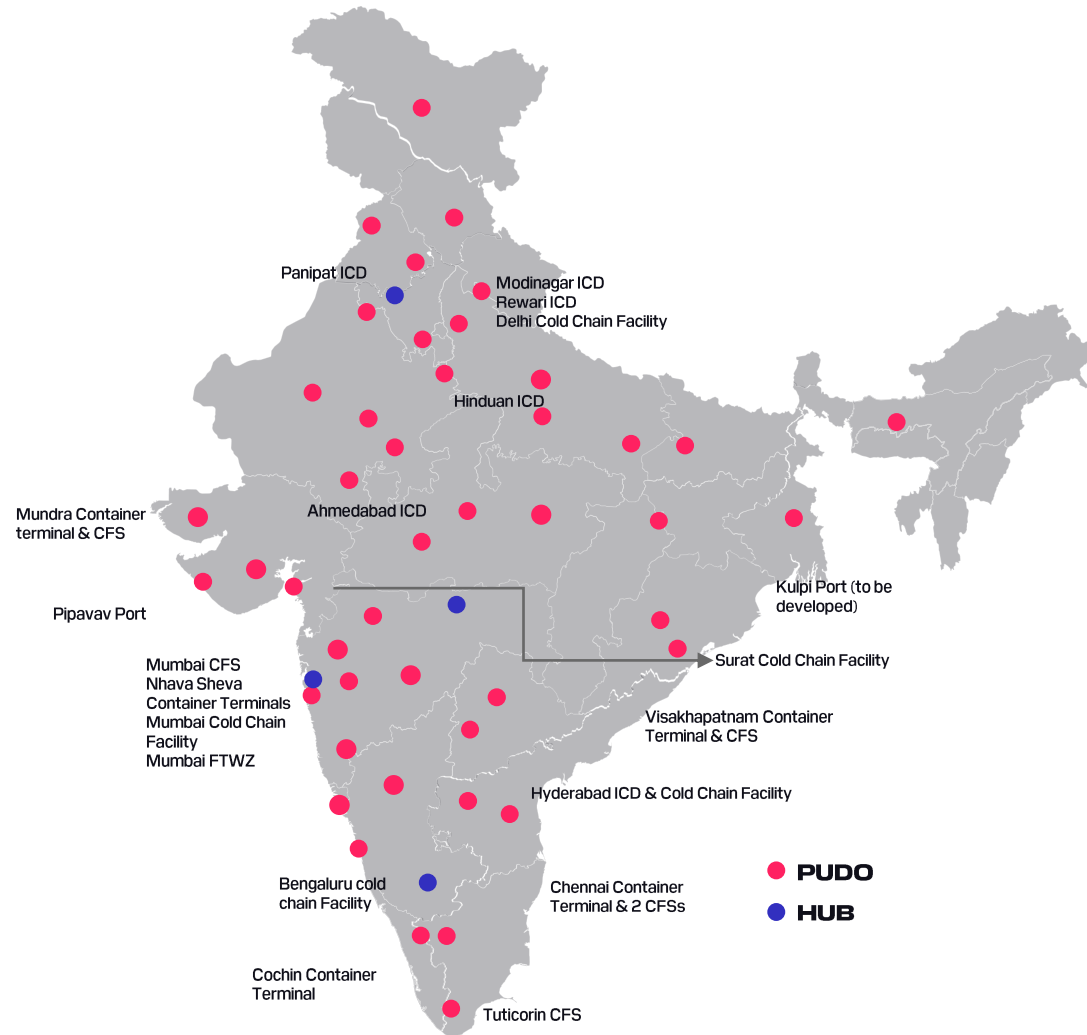
|                                                                  | 2022<br>Year End<br>Capacity | New developments and major<br>expansions                                                                                                                                                                                                                                                                                                                        | 2023<br>Year End<br>Forecast |
|------------------------------------------------------------------|------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Consolidated Capacity                                            | 57.0m TEU                    | <ul style="list-style-type: none"><li>▪ Caucedo, Dominican Republic (1.2m)</li><li>▪ Sokhna, Egypt (0.5m)</li><li>▪ Jeddah, Saudi Arabia (0.2m)</li><li>▪ Callao, Peru (0.2m)</li><li>▪ Saigon, Vietnam (0.2m)</li><li>▪ Luanda Angola (0.1m)</li><li>▪ Dakar, Senegal (0.1m)</li><li>▪ Berbera, Somaliland (0.1m)</li><li>▪ Vancouver, Canada (0.1m)</li></ul> | Approx.<br>60.0m TEU         |
| Gross Capacity<br>(Consolidated plus equity-accounted investees) | 92.5m TEU                    | As above                                                                                                                                                                                                                                                                                                                                                        | Approx.<br>93.6m TEU         |

- Many of our existing portfolio of terminals have the ability to increase capacity as utilization rates and customer demand increases.
- 2023 expected new capacity: Caucedo, Dominican Republic (1.2m), Sokhna, Egypt (0.5m), Jeddah, Saudi Arabia (0.2m), Callao, Peru (0.2m), Saigon, Vietnam (0.2m).

# DP WORLD PARTNERSHIP UPDATE

| Assets                                                                    | Partner                                            | Description                                                                                                                                                                                                                                                                                                                                                                               | CLOSING DATE                 |
|---------------------------------------------------------------------------|----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|
| Dakar (Senegal), Sokhna (Egypt) and Berbera (Somaliland)                  | British International Investment (BII)             | DP World created an investment platform with UK's impact investor BII to accelerate investment in Africa to unlock the trade potential of the continent. BII is committing approximately \$320 million initially and expects to invest up to a further \$400 million over the next several years. The platform will be initially seeded with minority stakes in existing DP World assets. | Closed in March 2022         |
| Le Havre (France)                                                         | Funds advised by iCON Infrastructure LLP           | DP World Limited sold its minority shares in Le Havre to funds advised by iCON Infrastructure LLP with a transaction enterprise value of EUR700 million on a 100% basis.                                                                                                                                                                                                                  | Closed August 2022           |
| Jebel Ali Port, Jebel Ali Freezone and the National Industries Park (UAE) | Caisse de dépôt et placement du Québec (CDPQ)      | CDPQ will hold approx. 22% stake in a new JV which holds three of DP World's flagship UAE assets. The CDPQ-UAE transaction raised \$5 billion in tranche 1. The transaction implies a total enterprise value of approx. \$23 billion for the three assets.                                                                                                                                | Closed in June 2022          |
|                                                                           | Hassana Investment Company                         | The tranche 2 stake sale of approx. 10% of the JV, raised approx. \$2.4 billion from Saudi based Hassana. The transaction implies a total enterprise value of approx. \$23 billion for the three UAE assets.                                                                                                                                                                              | Closed in December 2022      |
| Hindustan Ports Private Limited (India)                                   | National Investment and Infrastructure Fund (NIIF) | NIIF will invest approx. \$300 million for a shareholding of approximately 22.5% in Hindustan Ports Private Limited (HPPL), the wholly owned subsidiary of DP World. Expansion of NIIF partnership in India will allow DP World to accelerate investment across ports and logistics.                                                                                                      | Expected to close in Q1 2024 |

# CASE STUDY - DP WORLD INDIA



## 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.



**6**

Port Terminals (+Kulpi concession)



**6**

Container Freight Stations



**2**

CTO Licenses



**2**

Mn sq feet of warehouse space under Contract Logistics



**30**

Container Trains



**7**

Inland Rail Terminals



**2**

Free Trade & Warehousing Zone (underdevelopment)



**6**

Cold Chain Facilities

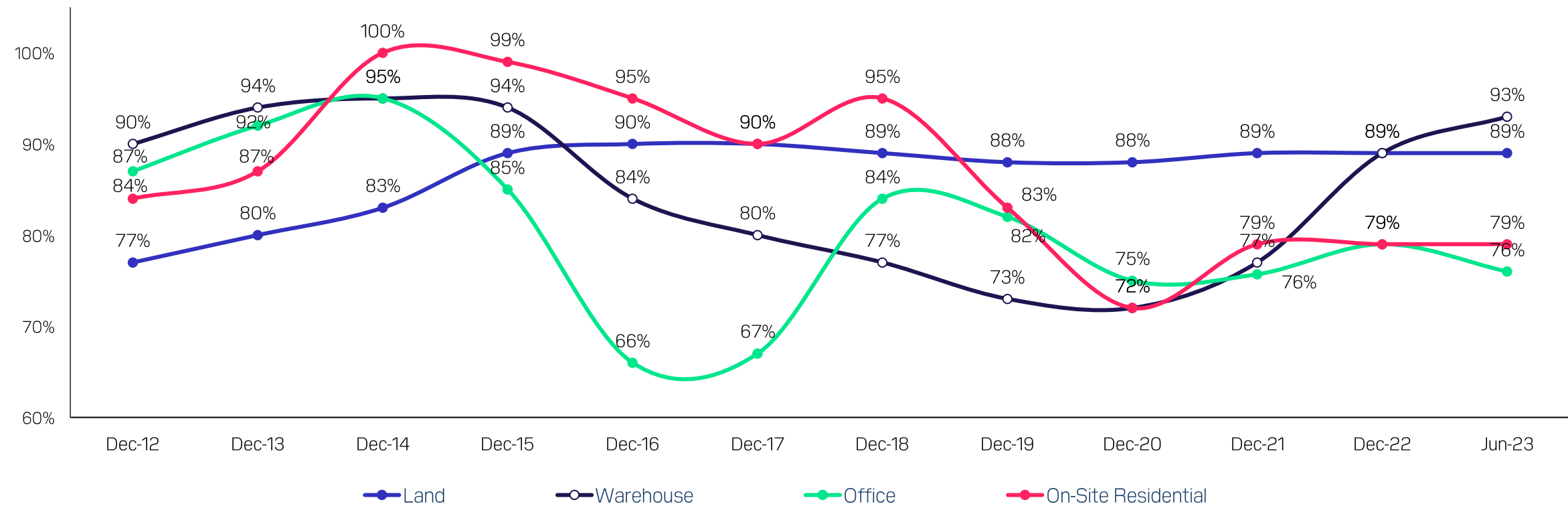


**92**

Cities with Express Logistics Centres

# UPDATE ON JEBEL ALI FREE ZONE

Occupancy Rates %



Over 420 new companies registered during the first half of 2023 and total number of companies exceeds 9,770.



# OUR WORLD: CLIMATE CHANGE



## Decarbonisation approach is grouped into five pillars



**Equipment electrification and efficiency**  
Reduce diesel and marine fuel consumption



**Process efficiency and digitalisation**  
Introduce innovative low-carbon technologies in operations portfolio and maximise efficiency in processes



**Renewable energy supply**  
Procure electricity from renewable energy or carbon-neutral sources



**Low carbon fuel supply**  
Procure low- or zero- carbon fuels to replace diesel and marine fuel



**Carbon compensation**  
Compensate the remaining carbon that cannot be avoided or other carbon offsetting method

## 2022 notable activities



Published inaugural Taskforce for Climate Related Financial Disclosure (TCFD) Mapping



Launched **Climate Change Asset Resiliency** project to assess impact of climate



Established internal working group to identify and evaluate **hydrogen solutions**



Received two awards at the 2022 **Dubai Award for Sustainable Transport (DAST)**



Piloting **electric terminal tractors** at our Jebel Ali port



Decarbonised **90%+** of **Southampton** by replacing Diesel with **HVO**



Joined the **MMMCZCS\*** to develop a **decarbonisation roadmap** for **marine services**

\* Maersk McKinney Moller Center for Zero Carbon Shipping

# ESG SCORECARD: ENVIRONMENT

TABLE 1 – ENVIRONMENT

|                                                                                | Units                  | Target | 2020      | 2021      | 2022      |
|--------------------------------------------------------------------------------|------------------------|--------|-----------|-----------|-----------|
| <b>Climate Change<sup>(1)</sup></b>                                            |                        |        |           |           |           |
| <b>Carbon</b>                                                                  |                        |        |           |           |           |
| <b>Carbon emissions<sup>(2)</sup> scope 1 (GRI Disclosure 305-1)</b>           |                        |        |           |           |           |
| Gross direct GHG emissions                                                     | Tonnes CO <sub>2</sub> | –      | 1,583,297 | 2,673,066 | 2,537,929 |
| Biogenic CO <sub>2</sub> emissions                                             | Tonnes CO <sub>2</sub> | –      | 25,427    | 29,989    | 31,361    |
| RGL CO <sub>2</sub> emissions                                                  | Tonnes CO <sub>2</sub> | –      | 30,078    | 34,011    | 55,151    |
| <b>Carbon emissions scope 2 (GRI Disclosure 305-2)</b>                         |                        |        |           |           |           |
| Gross location based GHG emissions                                             | Tonnes CO <sub>2</sub> | –      | 595,549   | 594,731   | 604,737   |
| Gross market-based energy indirect GHG emissions                               | Tonnes CO <sub>2</sub> | –      | 555,847   | 526,285   | 532,585   |
| <b>Carbon emissions scope 3 (GRI Disclosure 305-3)</b>                         |                        |        |           |           |           |
| Cat-1-Purchased goods & services                                               | Tonnes CO <sub>2</sub> | –      | –         | –         | 499,048   |
| Cat-2-Capital Goods                                                            | Tonnes CO <sub>2</sub> | –      | –         | –         | 398,406   |
| Cat-3-Fuel & Energy related activities                                         | Tonnes CO <sub>2</sub> | –      | –         | –         | 668,535   |
| Cat-4 & 9-Upstream/ downstream Transportation & Distribution                   | Tonnes CO <sub>2</sub> | –      | –         | –         | 1,428,464 |
| Cat-5-Waste generated in operations                                            | Tonnes CO <sub>2</sub> | –      | –         | –         | 44,417    |
| Cat-6-Business Travel by air                                                   | Tonnes CO <sub>2</sub> | –      | 2,118     | 1,528     | 4,596     |
| Cat-7-Employee Commuting                                                       | Tonnes CO <sub>2</sub> | –      | –         | –         | 34,562    |
| Cat-8-Leased assets upstream                                                   | Tonnes CO <sub>2</sub> | –      | –         | –         | 14,159    |
| Cat-13-Leased assets downstream                                                | Tonnes CO <sub>2</sub> | –      | –         | –         | 255,203   |
| Cat-15-Investments                                                             | Tonnes CO <sub>2</sub> | –      | –         | –         | 7,815     |
| <b>Carbon offset emissions (GRI Disclosure 305-5)</b>                          |                        |        |           |           |           |
| Carbon emissions offset through renewable energy sources and alternative fuels | Tonnes CO <sub>2</sub> | –      | 74,872    | 103,766   | 115,024   |

(1) Climate Change (GHG emission inventory) data has been verified by Lloyds Register, in accordance with ISO 14064:2019; (2) DP World Group carbon dioxide equivalent emissions in tonnes by scope; (3) DP World Group energy consumption in mega joules (MJ) by source; (4) Wind, solar, biomass, hydroelectric, geothermal, etc purchased or generated; (5) Total kWh of electricity from renewable energy sources/total kWh of electricity (grid + renewable); (6) Carbon intensity per modified TEU (kilograms of carbon dioxide equivalent per twenty-foot equivalent unit); (7) Classified as major or catastrophic environmental incidents; (8) 2021 is the baseline year.

\* Restated due to adjusted calculation methodology for West Canada Operating Entities

|                                                                                   | Units                                           | Target                                               | 2020                  | 2021                   | 2022                  |
|-----------------------------------------------------------------------------------|-------------------------------------------------|------------------------------------------------------|-----------------------|------------------------|-----------------------|
| <b>Energy Consumption<sup>(3)</sup></b>                                           |                                                 |                                                      |                       |                        |                       |
| <b>Total Energy consumption from non-renewable sources (GRI Disclosure 302-1)</b> |                                                 |                                                      |                       |                        |                       |
| Diesel                                                                            | Mega Joules                                     | –                                                    | 6,624,006,874         | 7,282,322,706          | 7,173,915,294         |
| Gasoline/Petrol                                                                   | Mega Joules                                     | –                                                    | 139,955,883           | 179,460,640            | 211,284,835           |
| LNG                                                                               | Mega Joules                                     | –                                                    | 290,177,591           | 416,832,984            | 287,283,802           |
| LPG                                                                               | Mega Joules                                     | –                                                    | 58,572,118            | 36,141,390             | 43,591,831            |
| Marine Gas Oil                                                                    | Mega Joules                                     | –                                                    | 9,729,977,311         | 9,123,188,744          | 6,375,436,776         |
| Marine Fuel Oil                                                                   | Mega Joules                                     | –                                                    | 5,303,783,091         | 1,687,303,098          | 1,344,299,207         |
| LSFO                                                                              | Mega Joules                                     | –                                                    | –                     | 19,653,619,239         | 21,026,160,917        |
| Natural Gas                                                                       | Mega Joules                                     | –                                                    | 4,099,963             | 13,962,914             | 11,936,944            |
| Grid Electricity                                                                  | Mega Joules                                     | –                                                    | 4,028,156,684         | 3,978,304,816*         | 3,923,964,383         |
| Heating consumption                                                               | Mega Joules                                     | –                                                    | –                     | –                      | 433,001               |
| <b>Total energy consumption from non-renewable sources</b>                        | <b>Mega Joules</b>                              | <b>–</b>                                             | <b>26,178,729,515</b> | <b>42,371,136,531*</b> | <b>40,398,306,990</b> |
| <b>Energy consumption from renewable sources (GRI Disclosure 302-1)</b>           |                                                 |                                                      |                       |                        |                       |
| Biodiesels                                                                        | Mega Joules                                     | –                                                    | 352,414,286           | 423,148,272            | 444,689,598           |
| Solar Electricity                                                                 | Mega Joules                                     | –                                                    | 94,525,850            | 140,912,961            | 180,628,620           |
| Wind Electricity                                                                  | Mega Joules                                     | –                                                    | 16,352,561            | 19,850,702             | 18,062,561            |
| Purchased Green Electricity (c-PPA or Green Tariff)                               | Mega Joules                                     | –                                                    | 463,933,700           | 613,726,513*           | 723,456,640           |
| <b>Total consumption from renewable sources</b>                                   | <b>Mega Joules</b>                              | <b>–</b>                                             | <b>927,226,397</b>    | <b>1,197,638,448</b>   | <b>1,366,837,420</b>  |
| Total renewable energy <sup>(4)</sup>                                             | MWh                                             | MWh                                                  | 159,670               | 215,136*               | 256,152               |
| % share of renewable energy <sup>(5)</sup>                                        | MWh                                             | Minimum 2% improvement YoY                           | 12.5%                 | 16.3%*                 | 19.0%                 |
| <b>Total energy consumption including non-renewable and renewable sources</b>     | <b>Mega Joules</b>                              | <b>–</b>                                             | <b>27,105,955,912</b> | <b>43,568,774,979*</b> | <b>41,765,144,410</b> |
| <b>Total Emissions Intensity (Ports &amp; Terminals) (GRI Disclosure 305-4)</b>   |                                                 |                                                      |                       |                        |                       |
| <b>Total emissions intensity</b>                                                  | <b>KgCO<sub>2</sub>-e/Mod TEU<sup>(6)</sup></b> | <b>5% reduction in total emissions intensity YoY</b> | <b>14.5</b>           | <b>13.3</b>            | <b>13.3</b>           |
| <b>Environment</b>                                                                |                                                 |                                                      |                       |                        |                       |
| <b>Environmental Compliance (GRI Disclosure 307-1)</b>                            |                                                 |                                                      |                       |                        |                       |
| Serious environmental incidents <sup>(7)</sup>                                    | No. of serious environmental incidents          | Zero serious environmental incidents                 | 3                     | 0                      | 0                     |
| <b>Waste Generated<sup>(8)</sup> (GRI Disclosure 306-4)</b>                       |                                                 |                                                      |                       |                        |                       |
| Solid Haz Waste                                                                   | Tonnes                                          | –                                                    | –                     | 1,969                  | 2,477                 |
| Liquid Haz Waste (Ltr)                                                            | Litre                                           | –                                                    | –                     | 10,785,300             | 15,279,997            |
| Reclaimed Waste                                                                   | Tonnes                                          | –                                                    | –                     | 108,711                | 144,689               |
| General Waste                                                                     | Tonnes                                          | –                                                    | –                     | 107,103                | 97,784                |

# ONE STOP SOLUTION





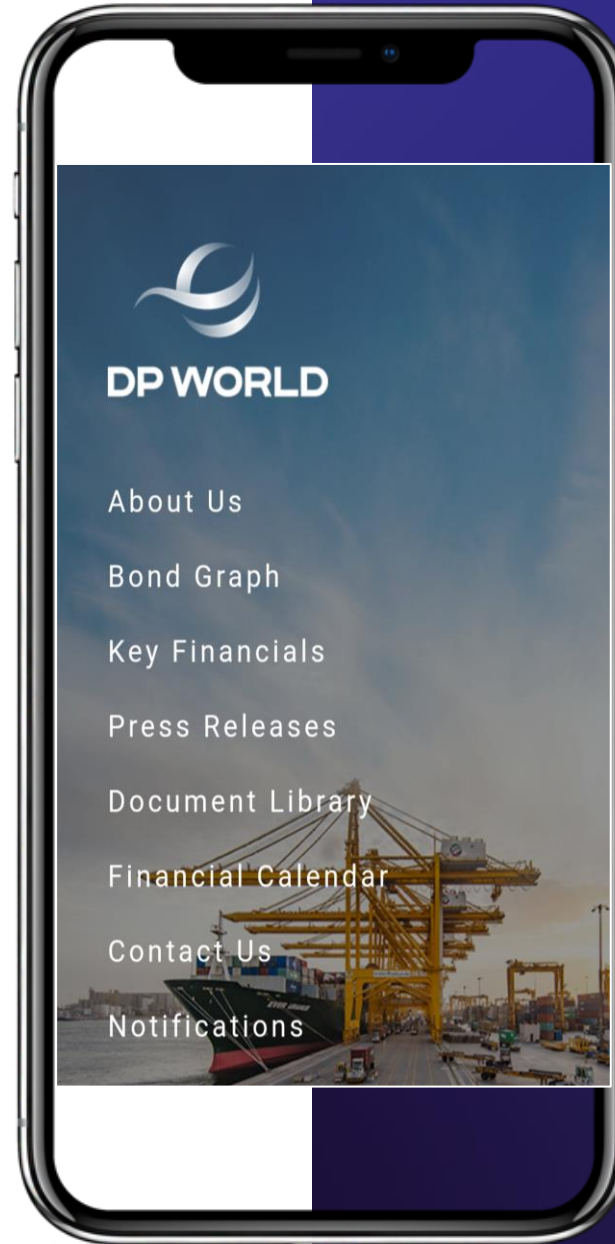
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# THANK YOU

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