



DP WORLD

INVESTOR PRESENTATION

APRIL 2025

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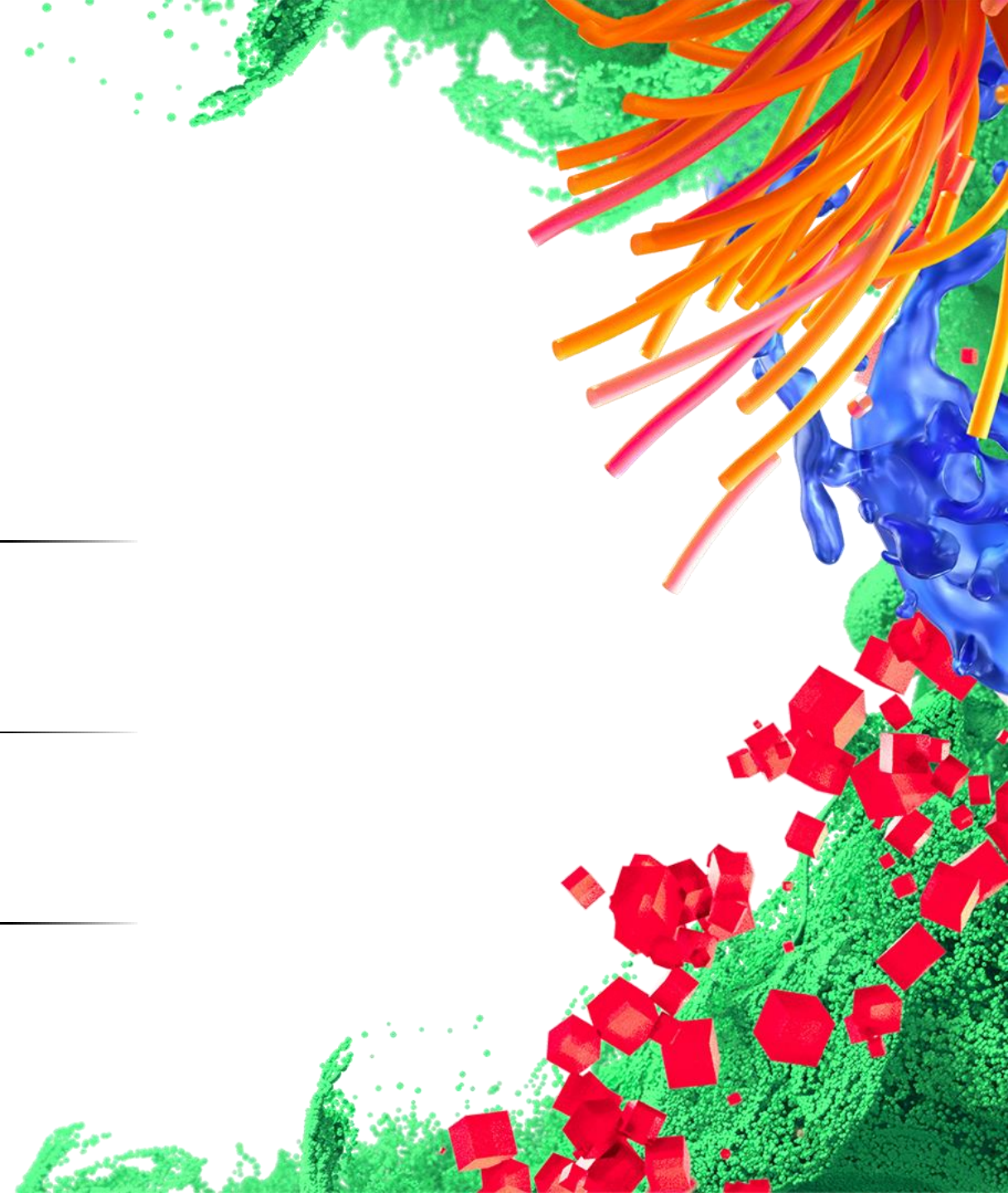
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01

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)

- Auto
- Perishables
- Tech
- Chemicals
- Industrial
- Health
- Consumer
- Retail



PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

SUPPLY CHAINS SOLUTION PROVIDER

2014 PORT OPERATOR

2024 (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 20.0 BILLION



~30%



USD 41.6 BILLION



102 MILLION+

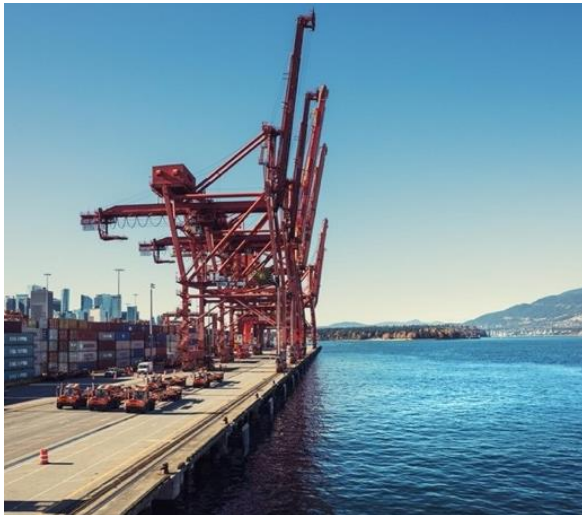


OUR BUSINESS

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



560+
BUSINESS UNITS



75+
COUNTRIES



115,000+
EMPLOYEES



102M+ TEU
GLOBAL CAPACITY

HANDLING 9.2% OF
WORLD CONTAINER PORT
THROUGHPUT in 2023



\$41.6BN
CAPITAL EMPLOYED



DP WORLD DIGITAL



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



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

THE DP WORLD POWERHOUSE

Vertical / Sub-vertical Solutions

Key Account Manager – “One DP World Voice” representing ALL DP World capabilities

Auto



- Finished vehicles
- EV Batteries
- Production logistics

Chemical



- Specialty chemicals
- Plastics
- Agro chemicals

Consumer



- Beverages
- Non-perishable foods
- Personal care

Health



- Pharma
- Generics
- Humanitarian / Aid

Industrial



- Machinery & equip
- Renewables
- Metals
- Mining

Perishabl



- Fruits & vegetables¹
- Fish and Seafood

Retail / Lifestyle



- Fashion
- Home Goods
- Large retailers

Tech



- Consumer electronics
- Data Centers
- Hardware as a service

Capabilities (Toolbox)

Asset appropriate
approach

Competitive player in
each capability

FF - Air

FF - Ocean

FF - Intermodal

Customs Brokerage

Truck Brokerage

Contract Logistics
(Warehousing & Distribution)

Market Access

E-commerce
fulfilment

ICDs

Ports & Terminals

Rail Transport

Feeder-Unifeeder

Express

Trucking (FTL, LTL)

Trade Financing

Sourcing

Parks & Economic
Zones

4PL / LLP

Insurance

etc.

1. Excluding Pineapples and Bananas

02

PORTS & TERMINALS



DP WORLD
PORTS & TERMINALS



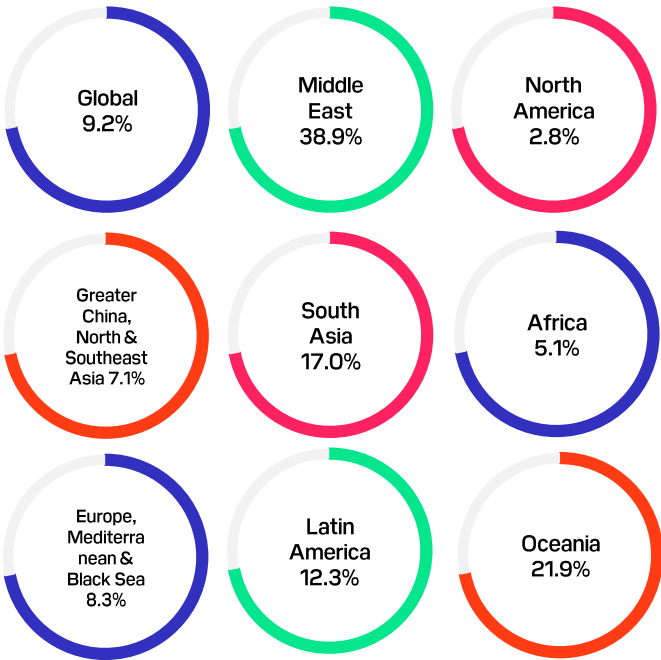
DP WORLD – PORTS & TERMINALS

OUR GLOBAL FOOTPRINT

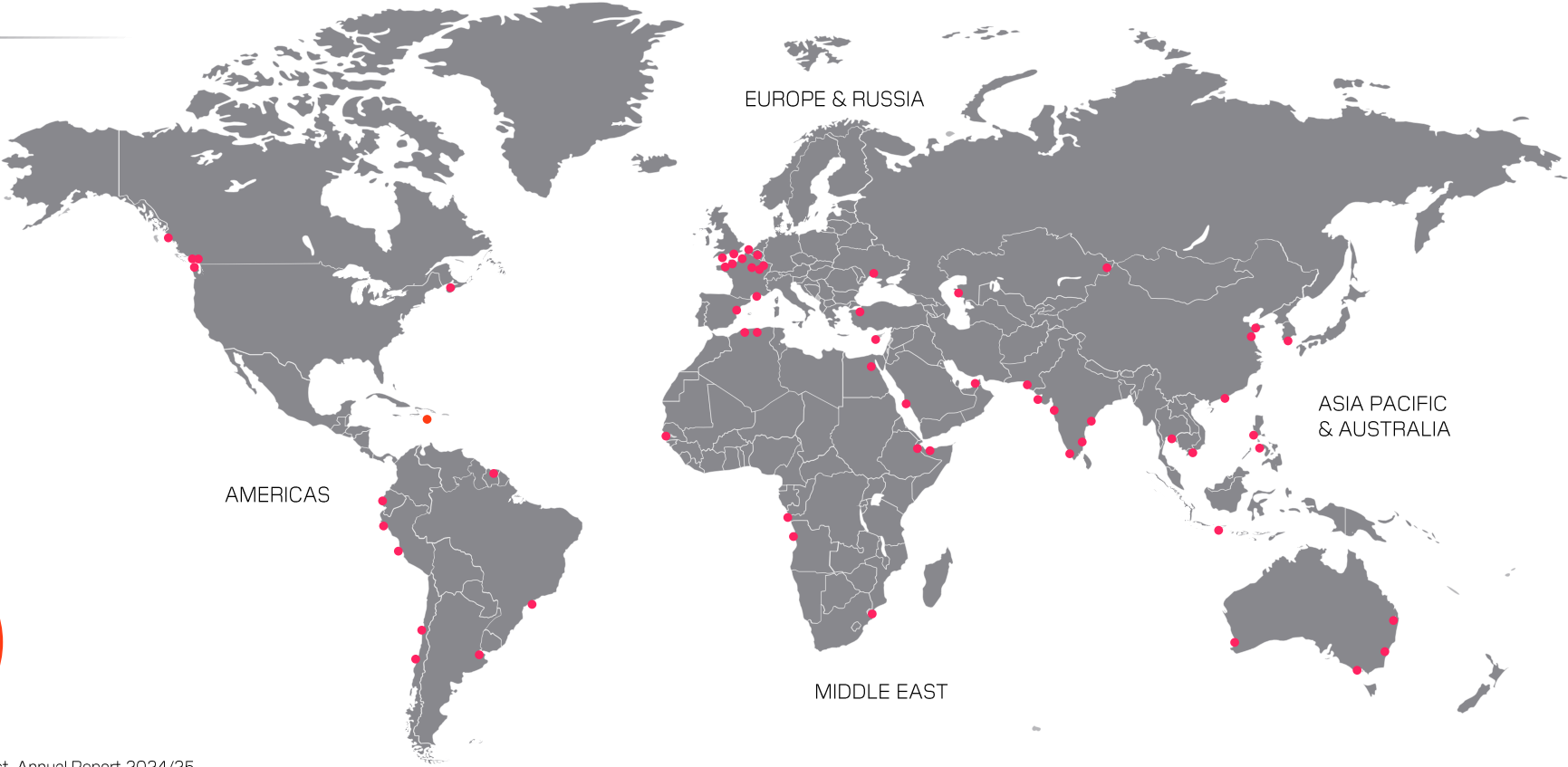
DP World is a global leader in container terminal operations and manages **102 million+ TEU** of capacity. DP World's container capacity is focused on faster growing markets and high margin origin & destination cargo.

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

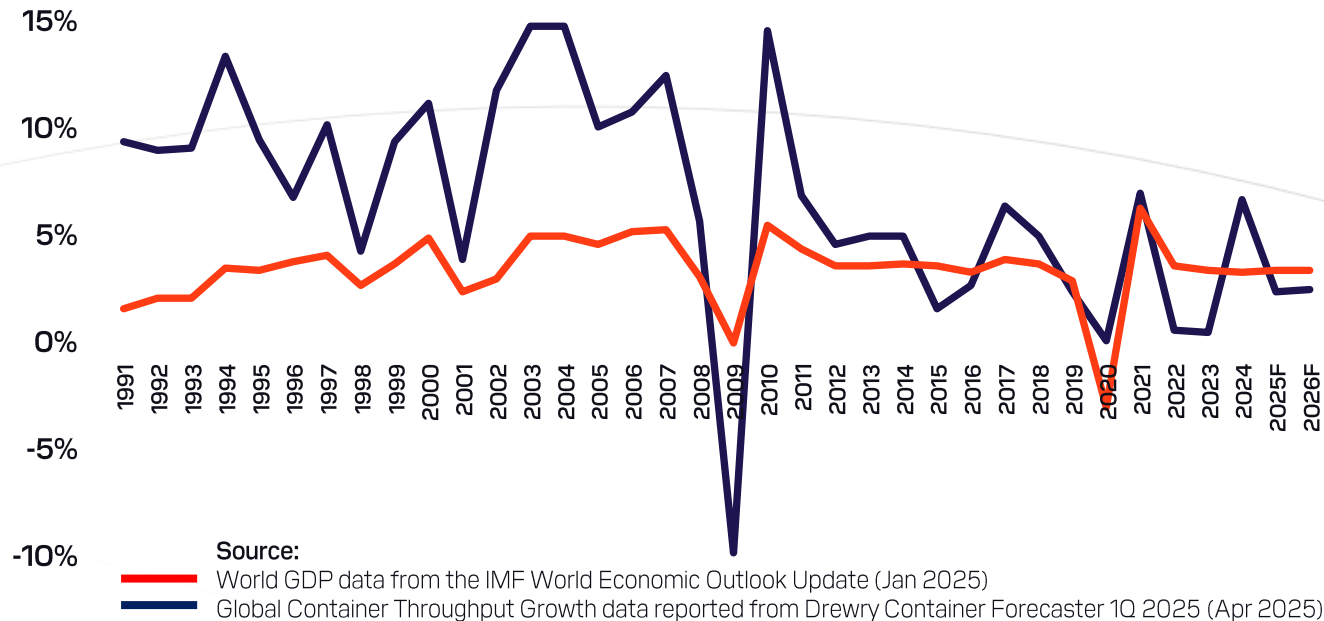
DP WORLD MARKET SHARE (BY THROUGHPUT)*



Source: Drewry Global Container Terminal Operators Annual Review and Forecast Annual Report 2024/25



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 80% of cargo is transported on Sea



World container traffic vs. World GDP

CONTAINERISATION PENETRATION RATES REMAIN LOW

Region / Country	Port Throughput (million TEU)	Estimated Population in 2023 (million PEOPLE)	Container / Thousand Capita in 2023 (TEU /'000 PEOPLE)
China	280.8	1,426	197
UK	8.8	68	129
North America	69.7	503	139
Middle East	43.1	305	141
Europe	132.6	1,061	125
World	864.7	8,042	108
Latin America	51.9	536	97
Brazil	12.1	216	56
Russia	4.9	144	34
Africa	34.5	1,347	26
India	21.8	1,429	15

- 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 Global Container Terminal Operators Annual Review and Forecast · Annual Report 2024/25

MAINTAINING DIFFERENTIATION FROM TERMINAL OPERATING PEERS

TOP 5 GLOBAL PORT OPERATORS

OPERATOR	2023 THROUGHPUT	CAPACITY	2023 MARKET SHARE	2023 EQUITY TEU MARKET SHARE	KEY FOCUS
China Cosco Shipping	105.5	135.8	12.2%	6.2%	<ul style="list-style-type: none"> • Around 80% of activity generated by emerging markets. • Primarily gateway, limited exposure to transshipment at small number of terminals including Hong Kong, Piraeus, Port Said and Zeebrugge. • Mainly focused on China, but international terminals steadily increasing share of total throughput. • Consolidation of port and terminal ownership in China. International expansion through acquisitions and greenfield developments aligned with Belt and Road Initiative and to support China Cosco Shipping liner network.
PSA International	94.7	129.4	10.9%	7.2%	<ul style="list-style-type: none"> • Around 80% of traffic from emerging markets. Singapore a mature market location but transshipment volume drawn from emerging markets. • Around 40% gateway traffic. Transshipment at Singapore a significant part of total, with other major hubs in Rodman, Sines, Busan and Antwerp. • Global operator, but no presence in Africa or Oceania. About half of equity volume generated in Southeast Asia. • Overseas focus is on expanding current portfolio and developing port-adjacent logistics services.
APM Terminals	92.9	123.3	10.7%	5.6%	<ul style="list-style-type: none"> • Equity TEU split around 70% / 30% between emerging and mature markets. • Around 60% gateway traffic, but portfolio includes a number of large transshipment terminals which support Maersk Line operations. • Global presence - Oceania the only world region where not currently operating. • Disposal of minority stakes and underperforming assets. Investment to expand major hubs and gateways, continued focus on exploiting operational and financial synergies with Maersk Line.
Hutchinson Ports	80.1	117.0	9.3%	5.0%	<ul style="list-style-type: none"> • Primary focus on emerging markets (75% equity-adjusted throughput) but with significant presence in Europe. • Primary focus is gateway (estimated 75% throughput), but operating small number of established transshipment hubs including Panama Ports Company and Freeport Bahamas. • Global presence, although significant proportion of volumes generated in Asia, with more limited volumes handled in MESA and Oceania. • Renewed interest in greenfield expansions - with three underway in Egypt. Increased willingness to form JV with shipping line partners, especially for greenfield projects.
DP World	79.6	93.6	9.2%	5.1%	<ul style="list-style-type: none"> • Around 80% of equity-adjusted volumes derived from emerging markets. • Primary focus outside of Jebel Ali is on gateway traffic, which accounts for estimated 75% total throughput. • Global presence, although over 25% of equity-adjusted throughput generated in Middle East. • Vertical integration with investment in shipping and logistics. • Selected strategic acquisitions of terminals. Some greenfield projects in emerging market locations. • Monetisation of mature assets via JV deals with financial investors.

Source: Drewry Global Container Terminal Operators Annual Review and Forecast
Annual Report 2024/25

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LOGISTICS

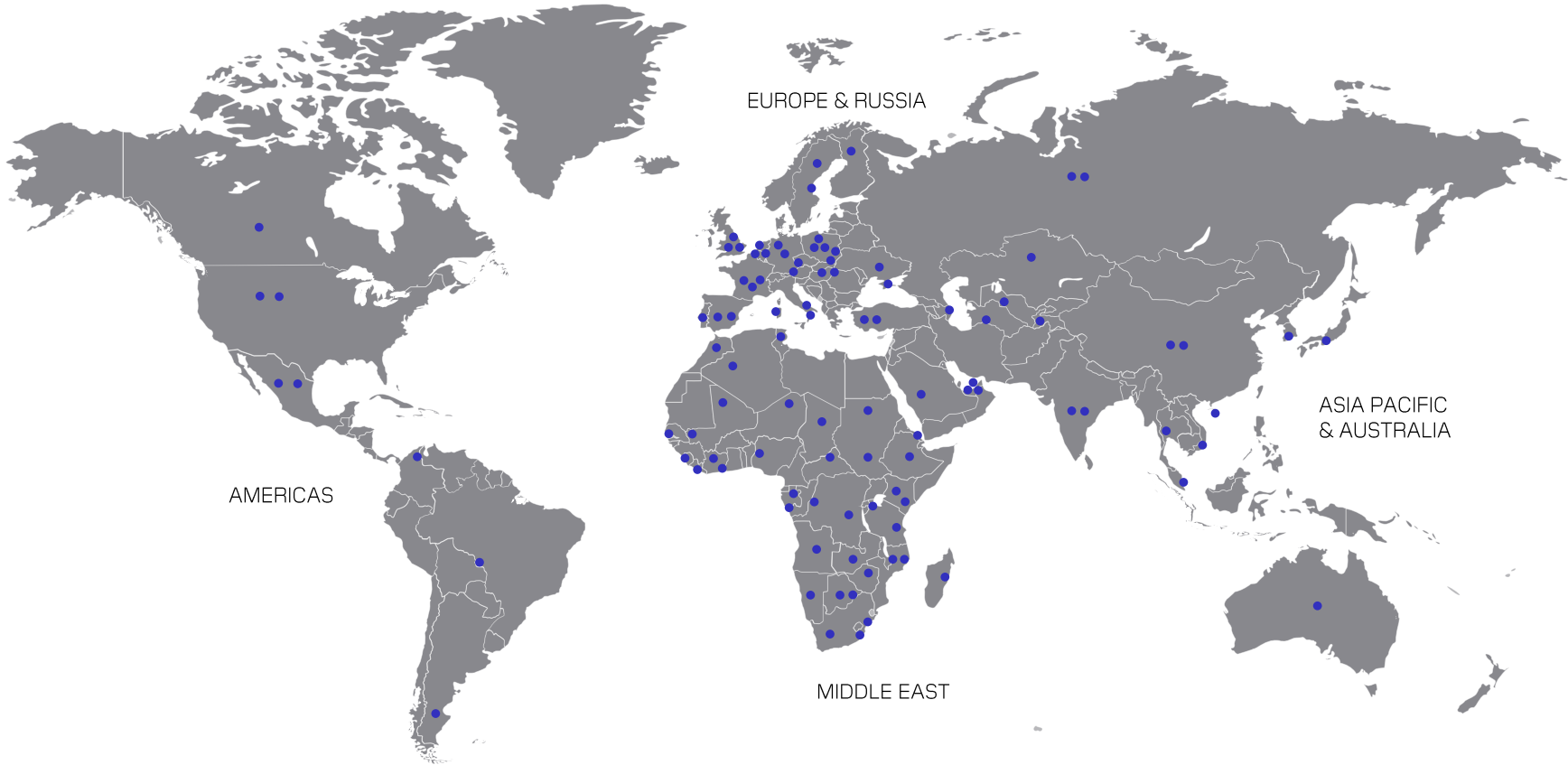
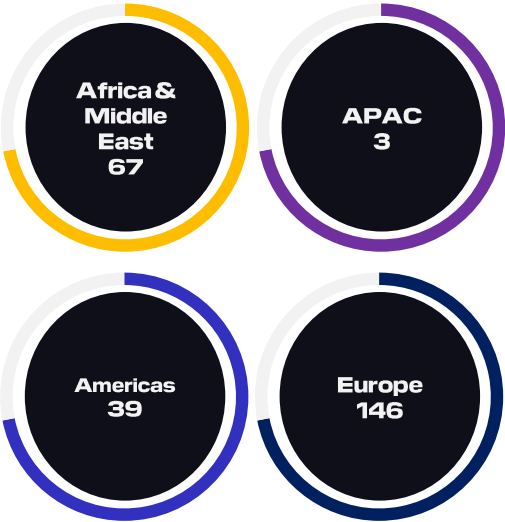


DP WORLD
LOGISTICS



DP WORLD – LOGISTICS

OUR GLOBAL FOOTPRINT



DP WORLD LOGISTICS CAPABILITIES

FREIGHT MANAGEMENT

Strategic process of overseeing and optimizing the transportation of goods to ensure efficiency, cost-effectiveness, and compliance. It involves carrier selection, route optimization, shipment tracking, risk management, and cost control, often using technology to streamline logistics operations and enhance supply chain performance.

Includes - Road Transport Services; Barge, River and Rail transport, including Inland Terminals

FREIGHT FORWARDING

Service that arranges and coordinates the movement of goods on behalf of shippers. Acting as an intermediary between businesses and carriers, freight forwarders handle booking, documentation, customs clearance, and multi-modal transport, ensuring smooth international and domestic shipments without owning transportation assets themselves.

Includes - Air, ocean freight, trucking, customs clearance, and multi-modal transport

CONTRACT LOGISTICS

Outsourcing of supply chain and logistics operations to a third-party provider (3PL) under a long-term agreement. Contract logistics providers integrate technology and expertise to improve efficiency, reduce costs, and optimize supply chain performance.

Includes - warehousing, transportation, distribution, inventory management, order fulfilment

MARKET ACCESS

Strategic and operational support provided to businesses aiming to enter or expand in global markets. By leveraging a global network of freight and contract logistics capabilities, market access services facilitate efficient entry into multiple markets, ensuring products reach consumers effectively.

Includes - route-to-market planning, packaging solutions, and comprehensive channel strategies that integrate sourcing, sales, distribution, and marketing

PARKS & ECONOMIC ZONES

Strategically located hubs designed to facilitate the efficient movement, storage, and distribution of goods. They integrate warehousing, transportation, and supply chain services within a single ecosystem, providing businesses with modern infrastructure, multimodal connectivity, and value-added services to enhance operational efficiency and reduce costs

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



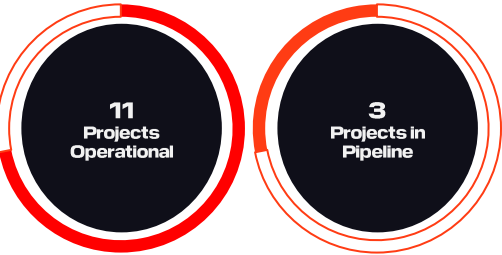
DP WORLD
LOGISTICS

DP WORLD CAPABILITIES

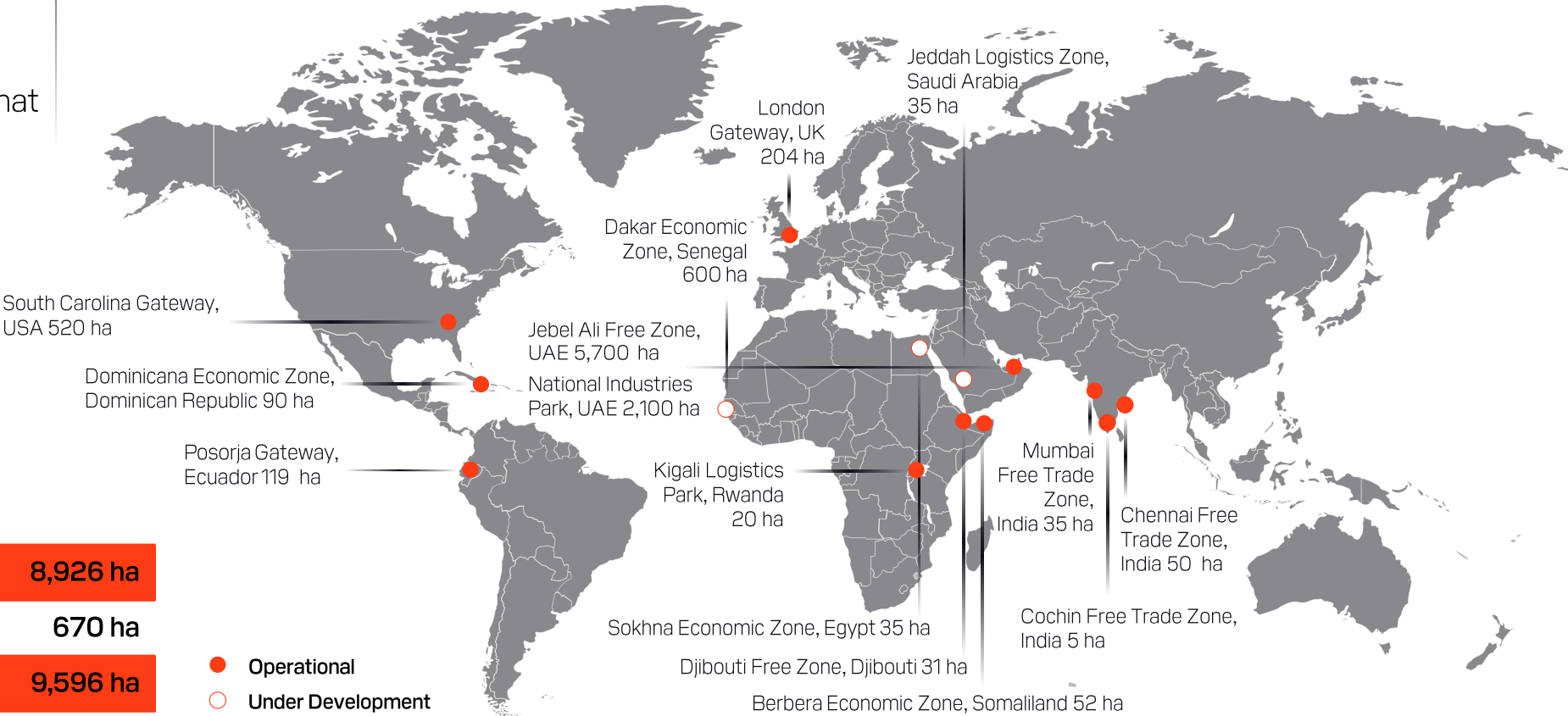
DP WORLD – PARKS & ECONOMIC ZONES

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	8,926 ha
Under Development	670 ha
Total	9,596 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



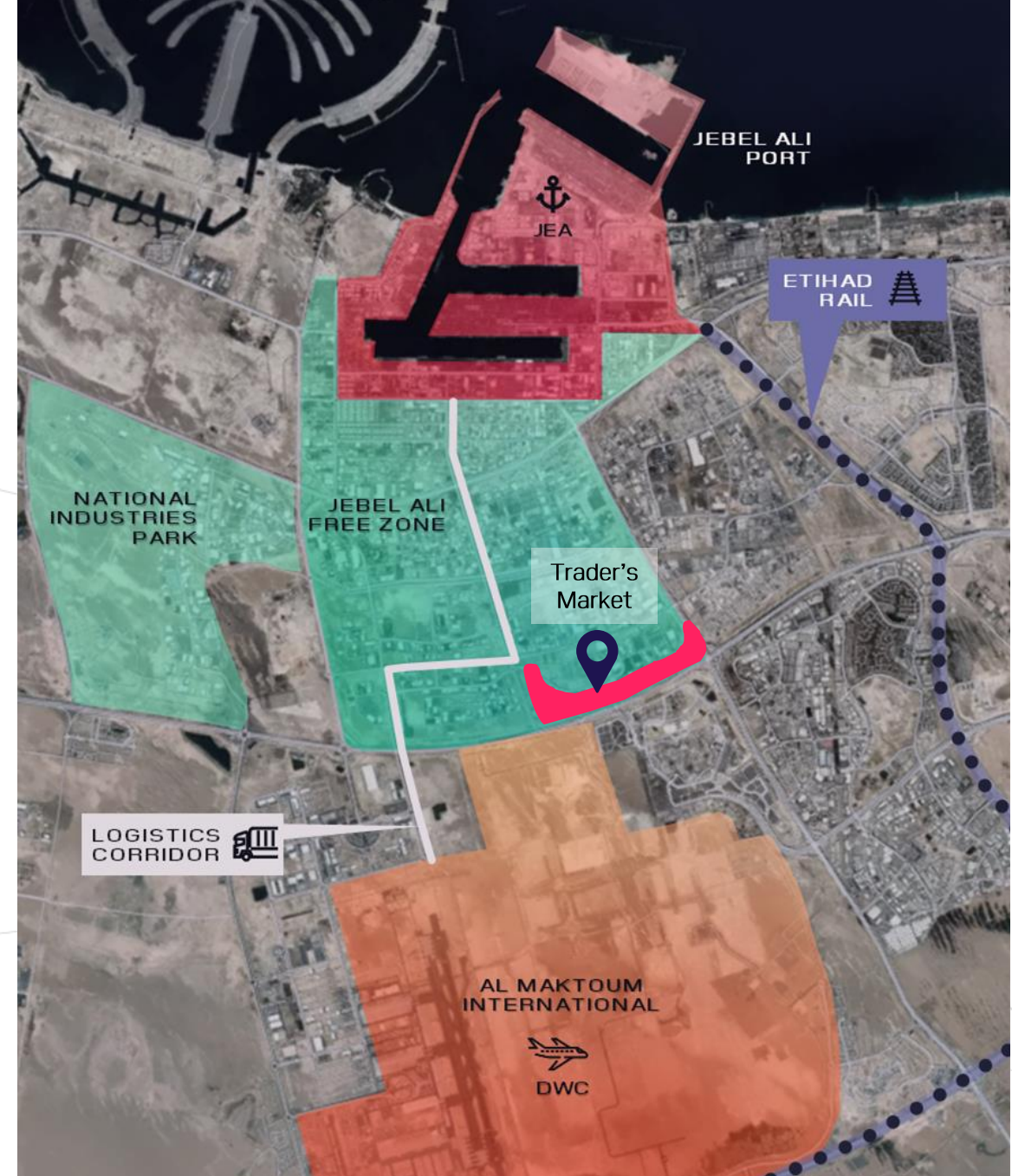
A dedicated sea-air customs bonded corridor, connecting a sea-air box within 45 minutes of discharge



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



- 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



360 vessels
(87) Offshore , (257) Ports, (16) MCV (Multi Carrying)

WIDE PORTFOLIO OF MARITIME SERVICES



520 vessels



417 vessels



90 vessels



13 vessels



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



101 vessels
(76) Europe
(25) Indian Subcontinent [76 Chartered, 5 owned]



P&O Ferrymasters

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



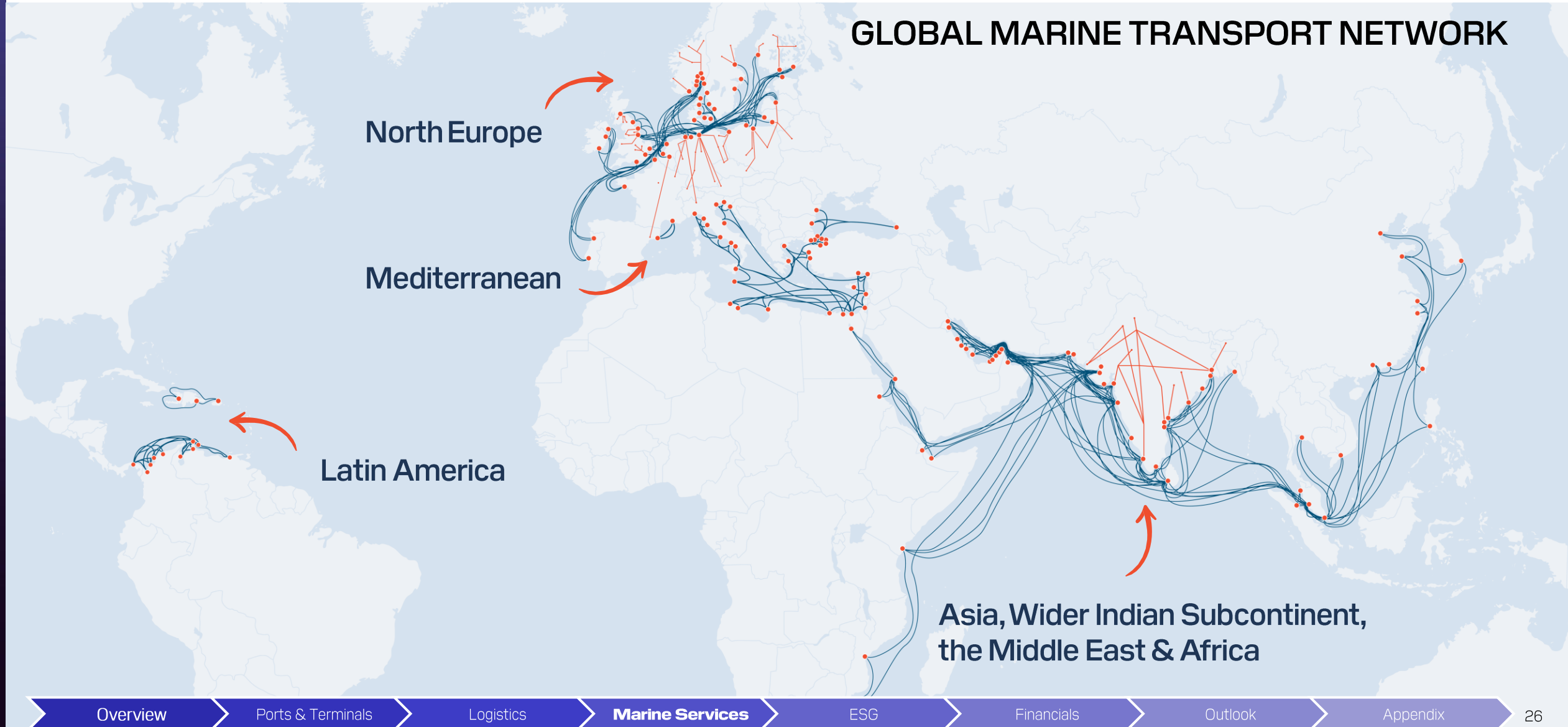
P&O Ferries

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



13 vessels
(9) RoPax vessels Charters, (3) RoRo vessels & (1) LoLo vessel

DP WORLD MARINE VERTICAL SERVICES



DP WORLD MARINE SERVICES – POML GLOBAL OFFERING



DRYDOCKS WORLD DUBAI (DDWD)

- The largest ship repair facility in the Middle East, capable of accommodating up to 10 ULCC vessels simultaneously, including the world's largest ships.
- On-site labor accommodation for up to 9,500 people, featuring multiple mess halls, sports facilities, and other amenities.
- 42 years of proven performance, currently holding approximately 50% market share in regional ship repair.

5 docks & extensive berth space

Graving Dock 1:

366m x 66m x 12m
350,000 dwt

Graving Dock 2:

521m x 100m x 12m
1,000,000 dwt

Graving Dock 3:

411m x 80m x 12m
500,000 dwt

Land area of yard: 1 million sqm

Safina Dock:

140m x 70m
(Smaller vessels)

Floating Dock:

205m x 34m x 13m
40,000 dwt

Wet Berths:

10 berths
3,730m



DRYDOCKS WORLD DUBAI CORE BUSINESS STRATEGY



SHIP & RIG REPAIR

- Strategically located in Dubai, Drydocks World is the largest ship repair facility in the region and a key player in the global maritime industry. With five world-class docks extending up to 521m x 100m, it can accommodate the world's largest vessels.
- Drydocks World specializes in the maintenance, repair, upgrades, and modifications of all types and sizes of marine and offshore vessels.
- The yard is globally recognized for its high safety standards, quick turnaround times, and high-quality service, making it the preferred choice for fleet owners.
- Leveraging its strategic location and expertise, Drydocks World is also a trusted partner for drilling rig and jack-up modifications, repairs, reactivations, and life extension projects.



CONVERSION

- Drydocks World is a globally recognized leader in vessel conversions and upgrades, leveraging decades of expertise in the oil and gas sector. The company has successfully completed and fast-tracked numerous FPSO, FSO, and FSRU conversions, as well as life extension and refurbishment projects.
- With a strong track record of delivering world-first pioneering projects, Drydocks World continues to set industry benchmarks in innovation and efficiency.



NEW BUILD

- Drydocks World specializes in advanced newbuilding solutions tailored for the marine and offshore industries. Our expertise includes the construction of the world's largest HVDC platform, the world's largest turret, seismic vessels, jack-up barges, a 2,000-ton floating crane, floating drydocks, and other highly specialized structures.
- With a proven track record in offshore wind energy platform construction, Drydocks World continues to secure major contracts, reinforcing its position as a trusted partner in the renewable energy sector.

05

ESG



COMMITMENT TO NET ZERO

We aspire to lead the industry achieve net zero carbon emissions by 2050.

We secured validation from the SBTi for our ambitious commitment to reduce our carbon footprint.

We have committed to reducing Scope 1 greenhouse gas (GHG) emissions 42% by 2030 from a 2022 base year¹, aligned with the 1.5C trajectory.

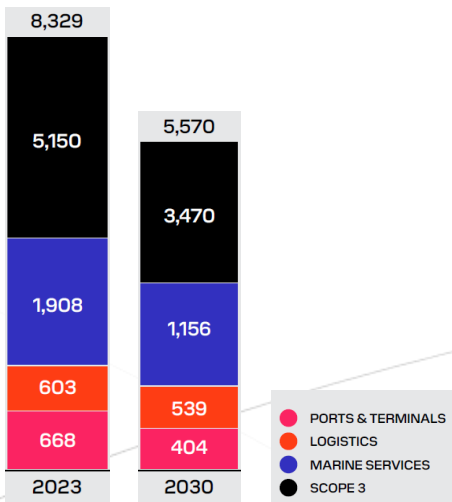
We have also committed to reducing Scope 2 GHG emissions 62.2% and reduce absolute scope 3 GHG emissions 28% within the same timeframe.

2022 Baseline: 8,446 ktCO₂e

(adjusted for growth) ||
Scope 1, Scope 2 (market-based) and
Scope 3 emissions

2030 TARGETS AGAINST 2022
BASE YEAR

- Scope 1 - Reduce by 42%
- Scope 2 - Reduce by 62.2%
- Scope 3 - Reduce by 28%



¹ The target boundary includes land-related emissions and removals from bioenergy feedstocks.



Our Decarbonisation Strategy



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



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

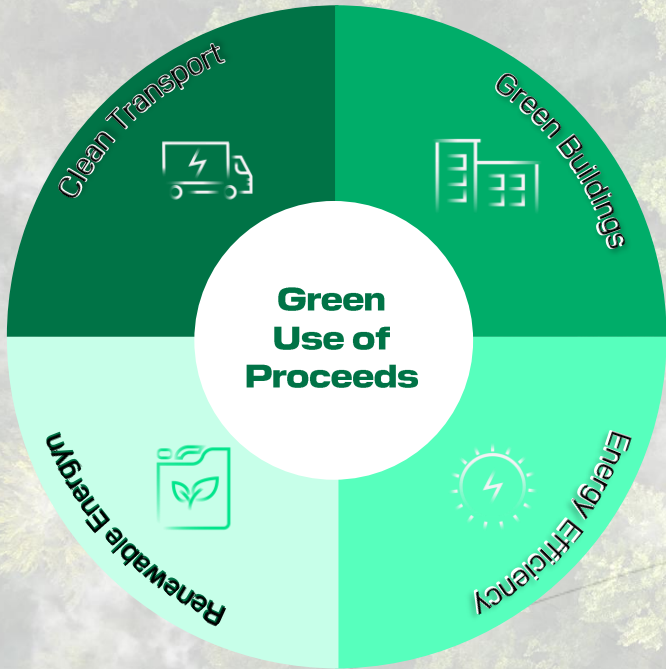


Carbon compensation
Compensate the remaining carbon that cannot be avoided or other carbon offsetting method

DP WORLD SUSTAINABLE FINANCING

DP World Green Sukuk

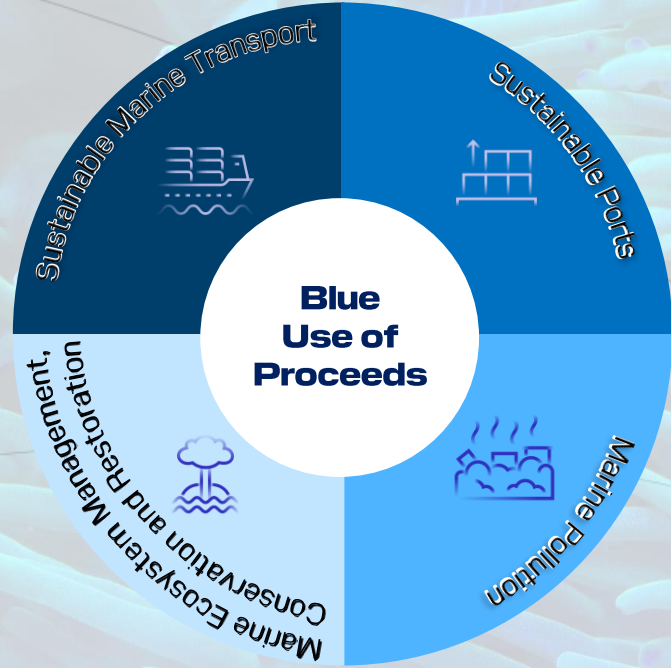
DP World reaffirmed its commitment to sustainable operations by raising USD 1.5 billion through a Green Sukuk to support the company’s global decarbonisation efforts. Current projects cut across clean transportation, green buildings, renewable energy and energy efficiency.



DP World Blue Notes

DP World is contributing to closing the significant funding gap for UN SDG 14 (Life below water) and SDG 6 (Clean water and sanitation), as well as increasing transparency to meet investors’ growing interest in blue assets.

This is the first Blue Bond issuance from a company in the Middle East and North Africa, reflecting the company’s aim of leading the logistics sector and region toward a more resilient future.



2024 SUSTAINABILITY HIGHLIGHTS AND ACHIEVEMENTS

Sustainable finance



Allocated US\$ 1.17bn from the US\$ 1.5bn raised in 2023 though the inaugural Green Sukuk issuance to green assets; published first green sukuk impact and allocation report

Following the publication of an updated Sustainable Finance Framework, issued a US\$100m Blue Bond, the first by a corporate in CEEMEA, supported by our Ocean Strategy, to protect ocean health.



First company globally to publish a Sustainable Development Impact Disclosure

ESG ratings



Improved MSCI Rating to BB



Upgraded from 54 (Bronze) to 70 (Silver)



Achieved the Great Place to Work® certification in 31 countries

Thought leadership

Published three white papers with Zero Emission Port Alliance focused on decarbonising port infrastructure



Published independently prepared Socio-economic Impact Assessment reports for South Africa and Nigeria



IFRS Sustainability Alliance

Became a member of the IFRS Sustainability Alliance to enhance our sustainability disclosures in line with industry best practices

Climate and environment



The first logistics company in the Middle East to have its decarbonisation targets validated by the Science Based Targets initiative



Launched an innovative Carbon Inset Programme Trial, providing importers into the UK the ability to reduce Scope 3 carbon emissions from their supply chains



Launched 'GreenBox', a new carbon insetting solution to decarbonise the seaborne section of customers supply chains



Achieved close to 65% renewable energy in 2024, in line with our target of 70% by 2030 and 100% by 2040



In Peru, we have installed electric charging stations for 20 internal transport trucks, saving 2,145 tonnes of CO2e and 1.5 million litres of diesel annually

Strategic partnerships



Expanded WASH projects in Mozambique and Nigeria, reaching over 27,000 people and local port communities



Building a permanent Solar Mama's training centre in Senegal and launched a partnership Angola to train women in the Dakar centre

06

FINANCIALS



OVERVIEW OF 2024 PRELIMINARY RESULTS

Results before separately disclosed items ¹ USD million unless otherwise stated	2024	2023	% change	Like-for-like at constant currency % change ²
Revenue	20,023	18,250	9.7%	6.9%
Share of profit from equity-accounted investees (net of tax)	155	164	(5.1%)	(1.3%)
Adjusted EBITDA ³	5,450	5,108	6.7%	2.9%
Adjusted EBITDA margin	27.2%	28.0%	(0.8%)	27.2% ⁴
EBIT	3,357	3,046	10.2%	5.1%
Profit for the year	1,483	1,514	(2.0%)	(9.5%)
Profit for the year attributable to owners of the company before separately disclosed items	751	1,032	(27.2%)	-
Profit for the year attributable to owners of the company after separately disclosed items	591	820	(27.9%)	-

¹Results before separately disclosed items (BSDI) primarily excludes non-recurring items. DP World reported separately disclosed items of a \$176 million loss for the year.

²Like-for-like at constant currency is normalized for the new acquisitions and concessions at Belawan (Indonesia), Dar es Salaam (Tanzania), Evyap (Turkey), Sabah (Malaysia), Dubai Fruits and Vegetables, Dubai Auto Market (UAE) and other Logistics business mainly Cargo Services Group and Legends.

³Adjusted EBITDA is Earnings before Interest, Tax, Depreciation & Amortisation and including share of profit from equity-accounted investees (net of tax) before separately disclosed items.

⁴Like-for-like adjusted EBITDA margin.

RESILIENT MARGINS

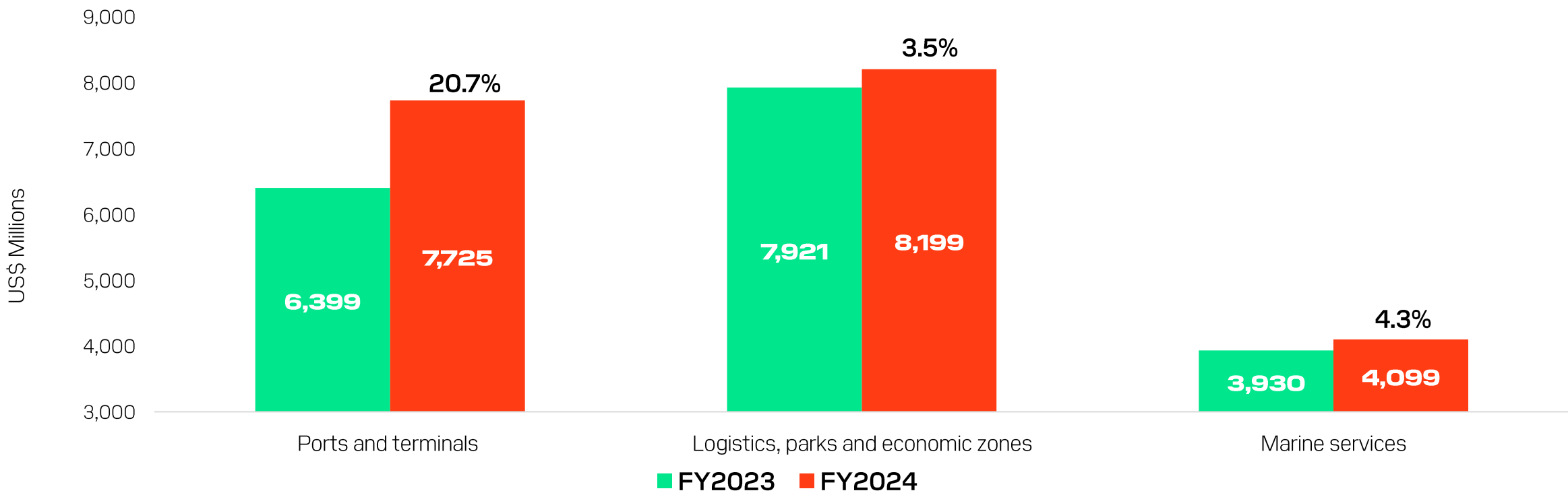
US\$ million	FY 2024	FY 2023	As reported % change	Like-for-like at constant currency % change ¹
Ports and terminals EBITDA	3,935	3,368	16.8%	12.3%
Adjusted EBITDA margin	50.9%	52.6%	(1.7%)	51.0% ²
Logistics, parks and economic zones EBITDA	1,162	1,408	(17.5%)	(20.8%)
Adjusted EBITDA margin	14.2%	17.8%	(3.6%)	14.3% ²
Marine services EBITDA	959	840	14.3%	14.2%
Adjusted EBITDA margin	23.4%	21.4%	2.0%	23.4% ²

US\$ million (Group)	FY 2024	FY 2023	As reported % change	Like-for-like at constant currency % change ¹
Share of profit from equity-accounted investees (BSDI)	155	164	(5.1%)	(1.3%)
Adjusted EBITDA (including share of profit from equity-accounted investees)	5,450	5,108	6.7%	2.9%
Adjusted EBITDA margin	27.2%	28.0%	(0.8%)	27.2% ²
EBIT ³	3,357	3,046	10.2%	5.1%
EBIT margin	16.8%	16.7%	0.1%	16.8% ²

- Adjusted EBITDA grew by 6.7% while EBITDA margin for the full year stood at 27.2%.
- Like-for-like adjusted EBITDA margin of 27.2%.

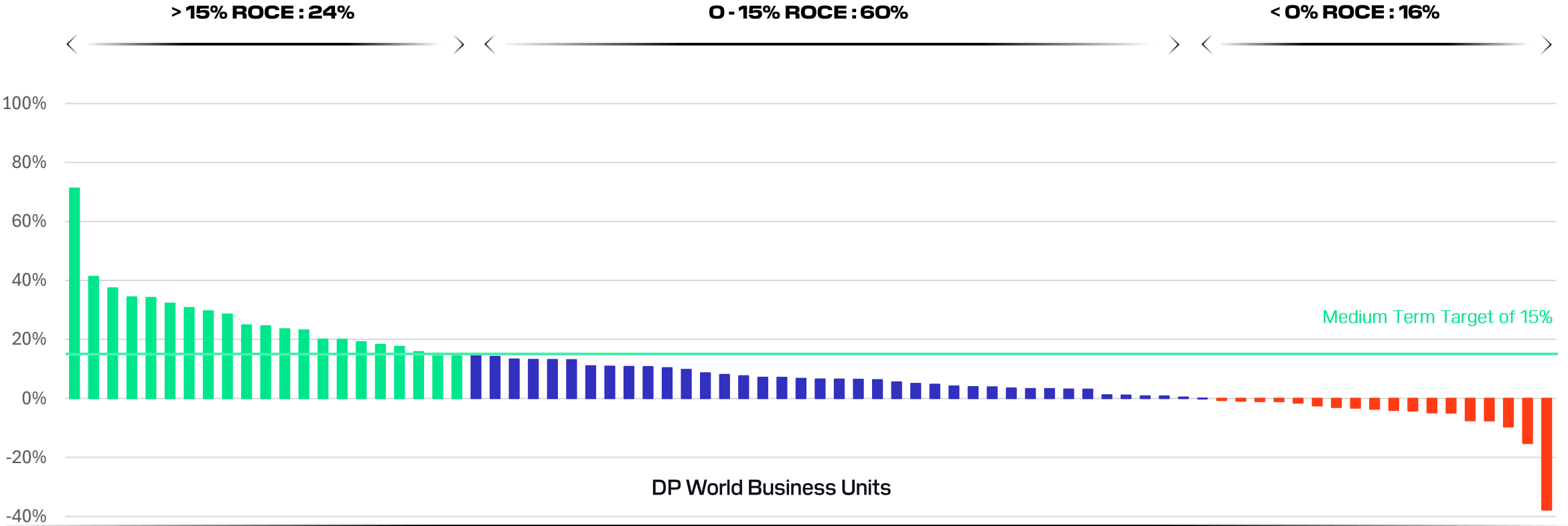
¹Like-for-like normalises for monetisations and new developments as well as currency impact
²Displays adjusted margins on like-for-like basis rather than % change
³Adjusted EBITDA less Depreciation and Amortization

REVENUE BREAKDOWN – BY VERTICALS



- Ports and terminals, revenue grew by 20.7% on a reported basis and 19.4% on a like-for-like basis.
- Logistics, parks and economic zones total reported revenue rose 3.5% to \$8.2 billion.
- Marine services reported revenue increased by 4.3% reaching \$4.1 billion.

2024 RETURN ON CAPITAL EMPLOYED

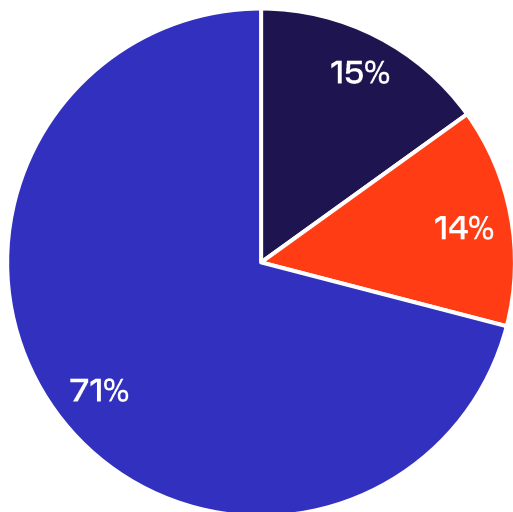


- ROCE was at 8.9%* in 2024 from 8.1* in 2023.
 - The average life of our port concessions is approximately 31.7 years.
 - We expect our ROCE to continue to increase as our portfolio matures.
- Newer operations or investment in pre-operational businesses reduces Group ROCE.
 - Includes all DP World consolidated operations and our equity-accounted investees.

*Pre IFRS 16

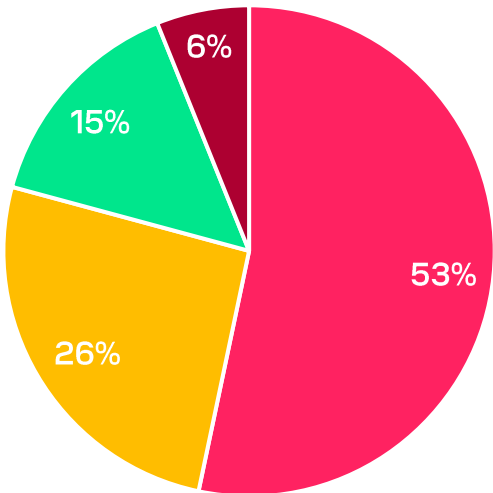
CONTINUED INVESTMENT IN GROWTH

CAPEX BY CATEGORY



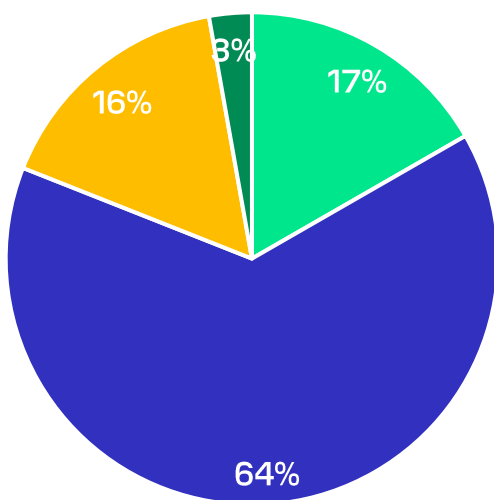
■ Maintenance ■ Replacement ■ Expansion

CAPEX BY SEGMENT



■ Ports and terminals ■ Logistics, parks and economic zones ■ Marine ■ Others

CAPEX BY REGION



■ Asia Pacific * & India ■ UAE, Middle East, Africa & Europe
■ Australia & Americas ■ Corporate

- Capital expenditure of \$2.2 billion invested across the portfolio in 2024.
- Capital expenditure was split 53% Ports & Terminals, 26% Logistics, parks and economic zone, 15% Marine Services and 6% Others.
- On a regional split, 64% for UAE, Middle East, Africa and Europe, 17% for Asia Pacific and India, 16% for Australia and Americas, and the balance is for the Corporate.
- Capital expenditure guidance for 2025 to be up to \$2.5 billion which will be invested mainly in Jebel Ali (UAE), DryDocks World and Jebel Ali Freezone (UAE), Tuna Tekra (India), London Gateway (UK), Ndayane (Senegal) and Jeddah (Saudi Arabia).
- We expect to have approx. 107.6 million TEU of gross global capacity and 67.8 million TEU of consolidated capacity by end of 2025.

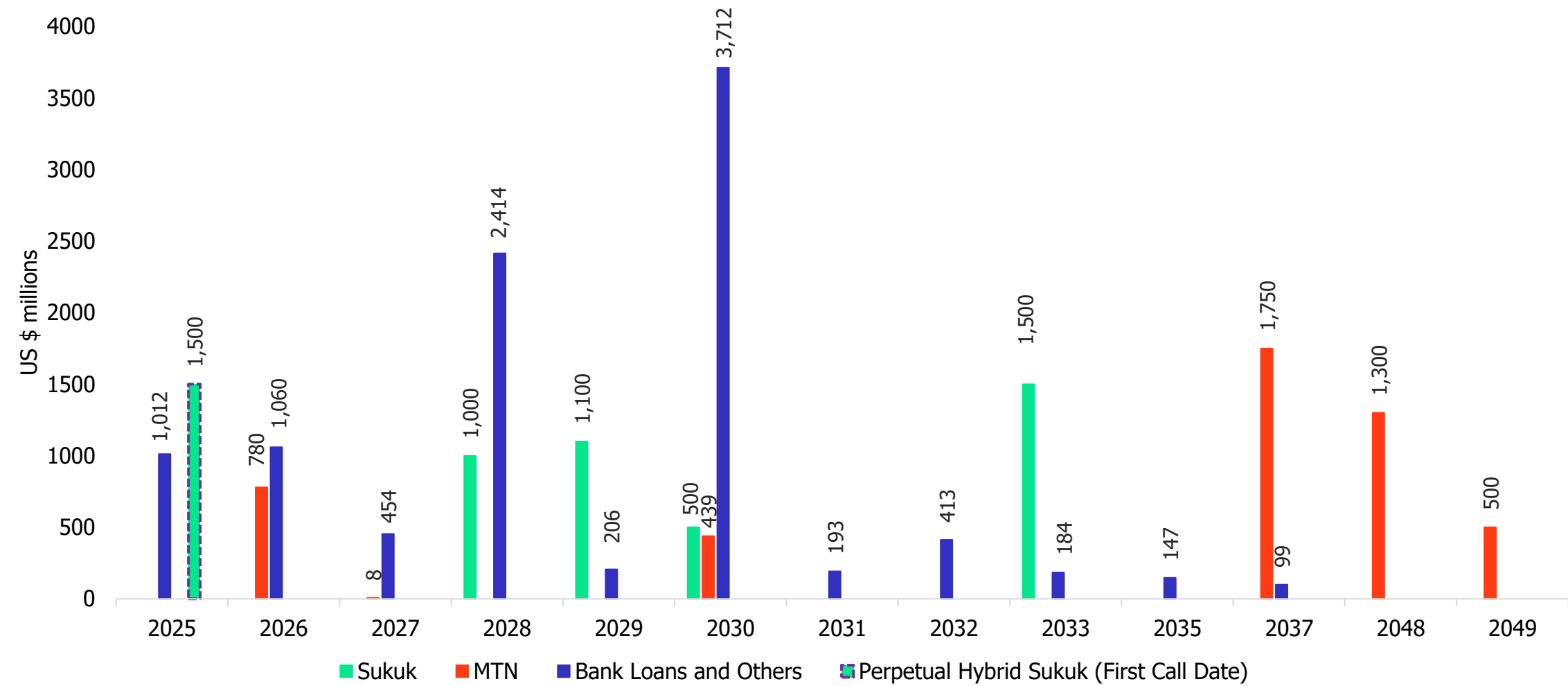
DEBT POSITION

US\$ million	31 Dec 2024	31 Dec 2023
Interest Bearing Debt*	20,072	19,193
Lease and service concession liabilities	7,133	4,498
Total Debt	27,204	23,691
Cash and cash equivalents (including short term investments)	4,768	3,553
Adjusted Net Debt	22,436	20,138
Adjusted Net Debt (Excluding lease liabilities)	15,303	15,640
Net Debt / Adjusted EBITDA pre IFRS 16	3.4x	3.7x
Net Debt / Adjusted EBITDA post IFRS 16	4.1x	4.0x
Interest Cover pre IFRS 16	4.3x	4.7x
Interest Cover post IFRS 16	3.9x	4.5x

- Well matched debt profile with long-term debt to meet long-term nature of our business.
- Cash generated from operating activities remains strong at \$5.5 billion in 2024 (compared to \$4.6 billion in 2023).
- Leverage (Net debt to annualised adjusted EBITDA) stands 3.4 times (Pre-IFRS16) at FY2024 compared to 3.7 times at FY2023. On a post-IFRS16 basis, net leverage stands at 4.1 times FY2024 compared to 4.0 times at FY2023.

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

DEBT MATURITY PROFILE – AS OF 31 DEC 2024



- Bank Loans and others include Term loan facility amounting to US\$3.5 bn, with maturity of Aug 2030 and RCF outstanding amounting to US\$1.7 bn with Jul 2028 maturity.

DP WORLD BONDS / SUKUKS

	Size	Credit Rating (Moody's / Fitch)	Mid Price (31 Mar 2025)	Mid Yield to Maturity
• DPW PERP 6.000% USD (S)	USD 1,500m	Ba1 (Stable) / BBB- (Stable)	100.149	5.692%*
• DPW SEP26's 2.375% EUR	EUR 750m	Baa2 (Stable) / BBB+ (Stable)	99.158	2.958%
• DPW SEP28's 4.848% USD (S)	USD 1,000m	Baa2 (Stable) / BBB+ (Stable)	100.213	4.781%
• DPW JUL29's 3.875% USD (S)	USD 1,000m	Baa2 (Stable) / BBB+ (Stable)	96.189	4.868%
• DPW DEC29's 5.250% USD 	USD 100m	Baa2 (Stable) / BBB+ (Stable)	101.535	4.881%
• DPW Jan30's 3.7495% USD (S)	USD 500m	Baa2 (Stable) / BBB+ (Stable)	95.303	4.851%
• DPW SEP30's 4.250% GBP	GBP 350m	Baa2 (Stable) / BBB+ (Stable)	95.515	5.206%
• DPW SEP33's 5.500% USD (S) 	USD 1,500m	Baa2 (Stable) / BBB+ (Stable)	101.870	5.223%
• DPW JUL37's 6.850% USD	USD 1,750m	Baa2 (Stable) / BBB+ (Stable)	111.565	5.536%
• DPW SEP48's 5.625% USD	USD 1,300m	Baa2 (Stable) / BBB+ (Stable)	95.967	5.946%
• DPW SEP49's 4.700% USD	USD 500m	Baa2 (Stable) / BBB+ (Stable)	85.920	5.782%

* Mid Yield to Next Call – October 2025

(S) Sukuk

 Green

 Blue

Price and Yield sourced from Bloomberg

Overview

Ports & Terminals

Logistics

Marine Services

ESG

Financials

Outlook

Appendix

DP WORLD KEY FINANCIAL METRICS

US\$ million	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024
Gross Throughput (TEU mn)	59.9	61.7	63.7	70.1	71.4	71.2	71.2	77.9	79.0	81.5	88.3
Consolidated Throughput (TEU mn)	28.3	29.1	29.2	36.4	36.8	39.9	41.7	45.4	46.1	47.5	52.0
Revenue (USD mn)	3,411	3,968	4,163	4,715	5,646	7,686	8,533	10,778	17,127	18,250	20,023
Adjusted EBITDA	1,588	1,928	2,263	2,469	2,808	3,306	3,319	3,828	5,014	5,108	5,450
EBITDA margin	46.6%	48.6%	54.4%	52.4%	49.7%	43.0%	38.9%	35.5%	29.3%	28.0%	27.2%
Leverage (Net Debt / EBITDA)	1.3	3.2	2.8	2.5	2.8	3.9*	4.3*	4.2*	3.2*	4.0*	4.1*
PAT	756.7	969.9	1,259.5	1,362.5	1,332.8	1,341.4	979.7	1,353	1,839	1,514	1,483
ROCE %	7.1%	7.9%	9.5%	8.8%	8.4%	7.5%	6.3%**	6.9%**	8.0%**	8.1%**	8.9%**
Interest cover x*	5.6	5.0	6.7	7.5	6.5	4.6	4.0	5.1	6.3	4.5	3.9
Capex	807	1,389	1,298	1,090	908	1,146	1,076	1,393	1,715	2,112	2,221
Acquisition (Monetisation)	83	4,072	174	300	2,320	3,133	600	1,572	(6,108)	151	(319)
Consolidated Terminal Capacity (TEU mn)	37.9	40.1	42.4	49.7	49.7	54.2	57.9	56.0	57.0	60.7	66.2
Gross Capacity (TEU mn)	76.1	79.6	84.6	88.2	90.5	91.8	93.3	91.7	92.5	95.0	102.2
Gross Capacity Utilisation	78.7%	77.5%	75.2%	79.5%	78.9%	77.6%	76.3%	84.9%	85.5%	85.8%	86.4%

* Post IFRS16 ** Pre IFRS16

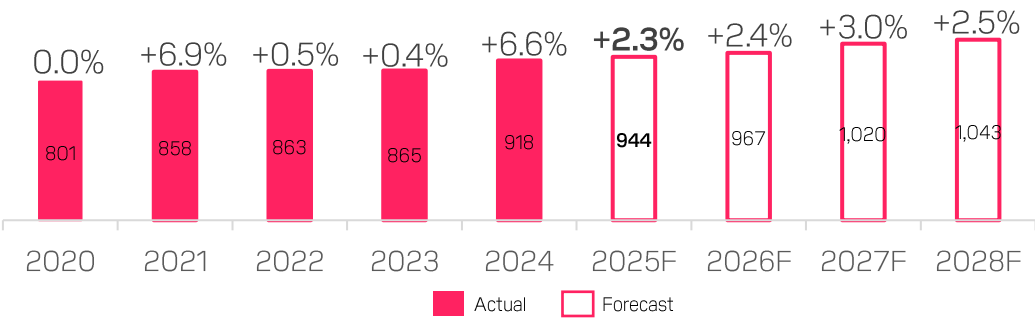
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OUTLOOK



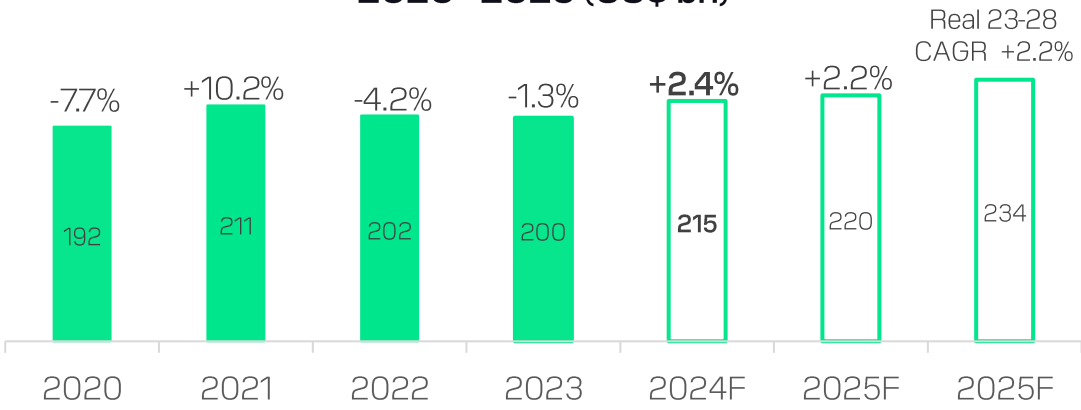
OUTLOOK

DREWRY GLOBAL THROUGHPUT FORECAST
2020 - 2028 (mn TEU)



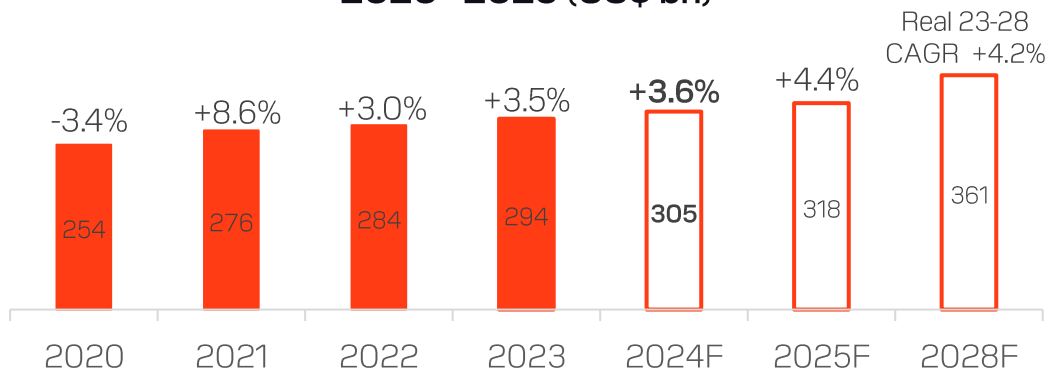
Source: Drewry Container Forecaster 1Q 2025 (Apr-2025)

GLOBAL FREIGHT FORWARDING FORECAST
2020 - 2028 (US\$ bn)



Source: Transport Intelligence

GLOBAL CONTRACT LOGISTICS FORECAST
2020 - 2028 (US\$ bn)



Source: Transport Intelligence

- Drewry forecasts container throughput to grow by +2.3 and +2.4% in 2025 and 2026 respectively.
- Transport Intelligence forecast freight forwarding to grow 2.2% while contract logistics to increase by 4.4% in 2025.
- Outlook is uncertain due to geopolitical risks and changing global trade landscape.

08

APPENDIX

2024 THROUGHPUT OVERVIEW

GROSS VOLUMES '000 TEU	4Q 2024	4Q 2023	% Growth (like for like)	FY 2024	FY 2023	% Growth (like for like)
Asia Pacific & India	11,120	9,939	+11.9% (+9.2%)	43,383	39,313	+10.4% (+8.5%)
Europe, Middle East and Africa*	8,394	7,762	+8.2% (+6.0%)	31,888	30,845	+3.4% (+2.3%)
Americas & Australia	3,453	2,868	+20.4% (+20.4%)	13,016	11,348	+14.7% (+14.7%)
Total Group	22,968	20,568	+11.7% (+9.5%)	88,287	81,506	+8.3% (+7.0%)
CONSOLIDATED VOLUMES '000 TEU	4Q 2024	4Q 2023	% Growth (like for like)	FY 2024	FY 2023	% Growth (like for like)
Asia Pacific & India	3,372	3,068	+9.9% (+1.2%)	13,097	10,826	+21.0% (+3.1%)
Europe, Middle East and Africa*	6,935	6,431	+7.8% (+5.2%)	26,238	25,657	+2.3% (+1.0%)
Americas & Australia	3,309	2,770	+19.5% (+19.5%)	12,707	11,024	+15.3% (+15.3%)
Total Group	13,615	12,269	+11.0% (+7.4%)	52,042	47,508	+9.5% (+4.7%)
*Jebel Ali volumes included in Middle East, Africa and Europe region	4,109	3,681	+11.7%	15,536	14,472	+7.4%

KEY CAPACITY ADDITIONS

	2024 Year End Capacity	New developments and major expansions	2025 Year End Forecast
Consolidated Capacity	66.2 million TEU	<ul style="list-style-type: none">• London Gateway, UK (0.9m)• Posorja, Ecuador (0.4m)• Sabah, Malaysia (0.2m)• Evyap, Turkey (0.2m)• Caucedo, Dominican Republic (0.2m)• Sydney, Australia (0.2)m• Mundra, India (0.1m)• Dar es Salaam, Tanzania (0.1m)	Approx. 67.8 million TEU
Gross Capacity (Consolidated plus equity-accounted investees)	102.2 million TEU	As above and <ul style="list-style-type: none">• QQCT Group, China (3.4m)• Manila, Philippines (0.5m)• Djendjen, Algeria (0.1m)	Approx. 107.6 million TEU

- Many of our existing portfolio of terminals have the ability to increase capacity as utilization rates and customer demand increases.

CASE STUDY

DP WORLD INDIA

100+

EXPRESS CARGO CENTRES

8

INLAND RAIL TERMINALS

5

CONTAINER FREIGHT STATIONS

90

CONTAINER & SFTO RAKES

3

FREE TRADE ZONES

5+

MILLION SQ.FT. WAREHOUSE SPACE

6

CONTAINER PORT TERMINALS

1 UNDER DEVELOPMENT



FREIGHT FORWARDING SERVICES



NVOCC AND FEEDER SERVICES



TRADE FINANCE SOLUTION

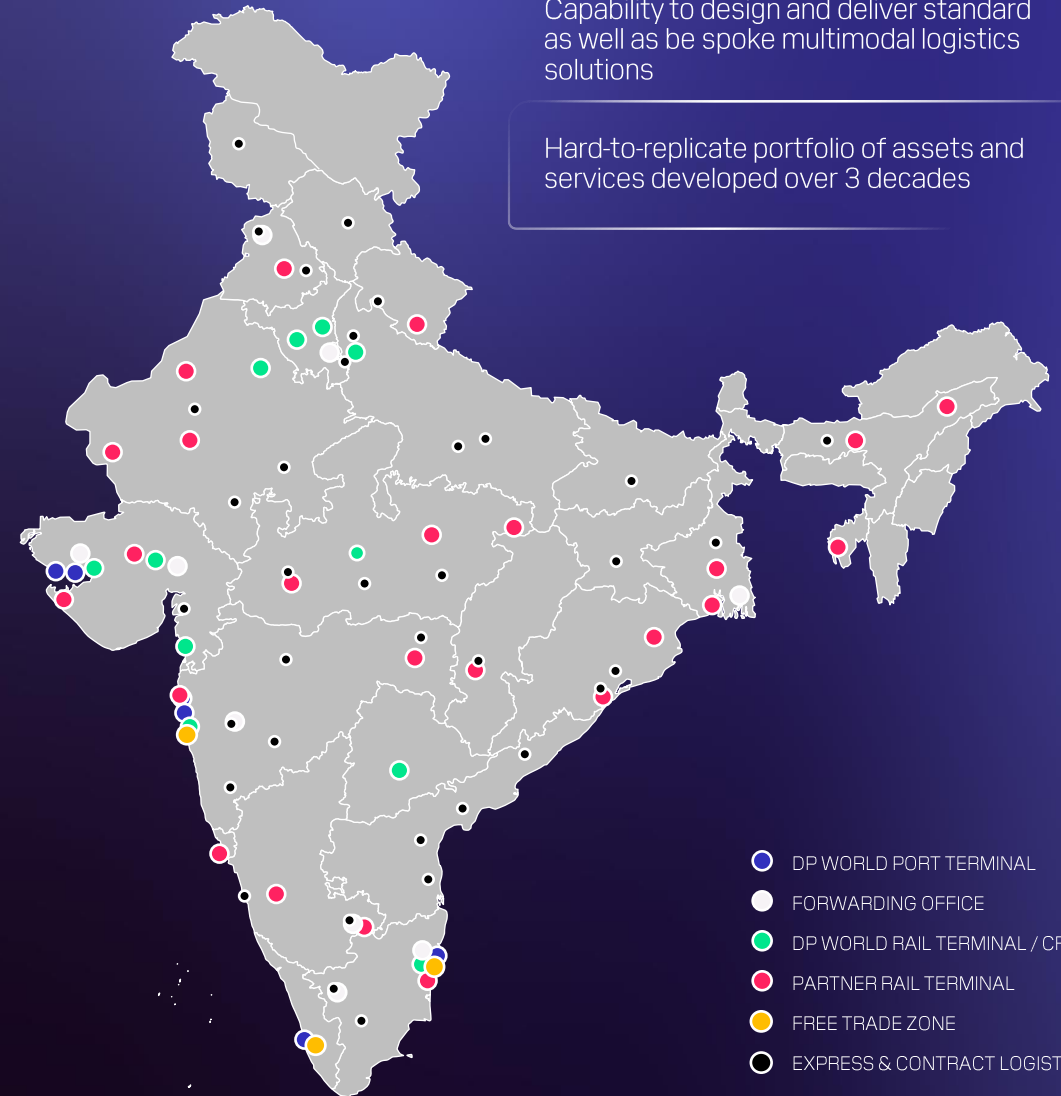


DIGITAL LOGISTICS PLATFORM
LOGISTICS.DPWORLD.COM

Only operator present in 3 Major Ports of India with a 25% EXIM market share

Capability to design and deliver standard as well as be spoke multimodal logistics solutions

Hard-to-replicate portfolio of assets and services developed over 3 decades



- DP WORLD PORT TERMINAL
- FORWARDING OFFICE
- DP WORLD RAIL TERMINAL / CFS
- PARTNER RAIL TERMINAL
- FREE TRADE ZONE
- EXPRESS & CONTRACT LOGISTICS

Overview

Ports & Terminals

Logistics

Marine Services

ESG

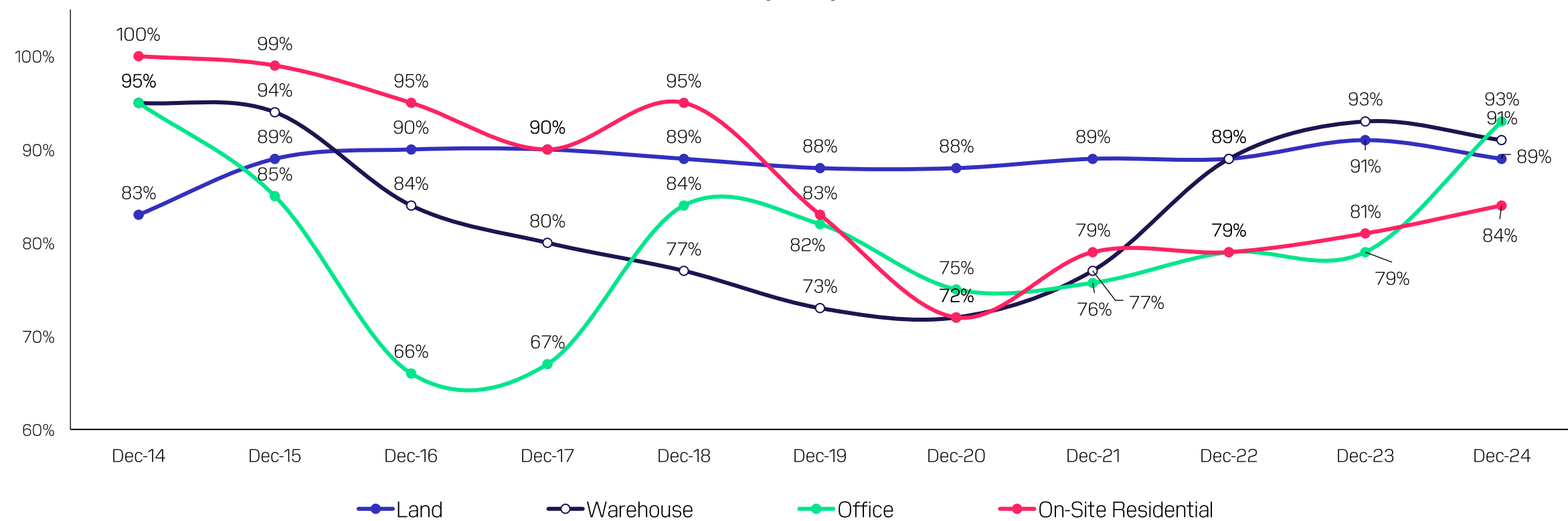
Financials

Outlook

Appendix

UPDATE ON JEBEL ALI FREE ZONE

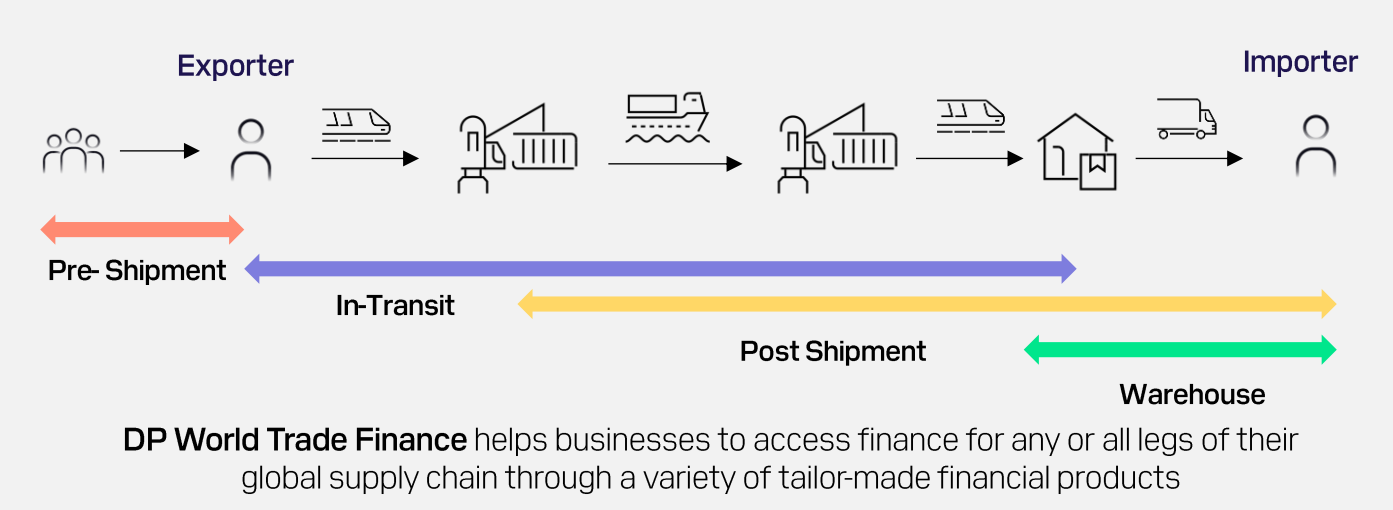
Occupancy Rates %



- Over 990 new companies registered during 2024.
- Total number of companies exceeds 10,850 (from over 880 new companies and 10,100 total in FY2023).

DP WORLD TRADE FINANCE

Unlocking access to trade finance to enable global trade from factory floor to customer door



Financial Solutions Offered



TRADE FINANCE

- Payables Financing
- Invoice Factoring
 - with Recourse
 - without Recourse
- Invoice Discounting
- In-Transit Cargo Finance
- Reverse Factoring



INVENTORY FINANCE

- Inventory Finance in DP World Warehouses (owned / operated)
- Inventory Finance
 - with CMA
 - without CMA



STRUCTURED SOLUTIONS

- Supply Chain Finance
- Logistics Finance
- Revolving Credit Facility
- Buy-Sell Structures
- Other Structures



DP WORLD
TRADE FINANCE

GTR 2024
Leaders
in Trade

BEST NON-BANK TRADE FINANCE PROVIDER

DP World Trade Finance offers bundled 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



DP WORLD TRADE FINANCE HIGHLIGHTS



TOTAL TRADES FINANCED

\$800 M+



COUNTRIES LIVE

45

Platform

4

Lending



PARTNER FIs

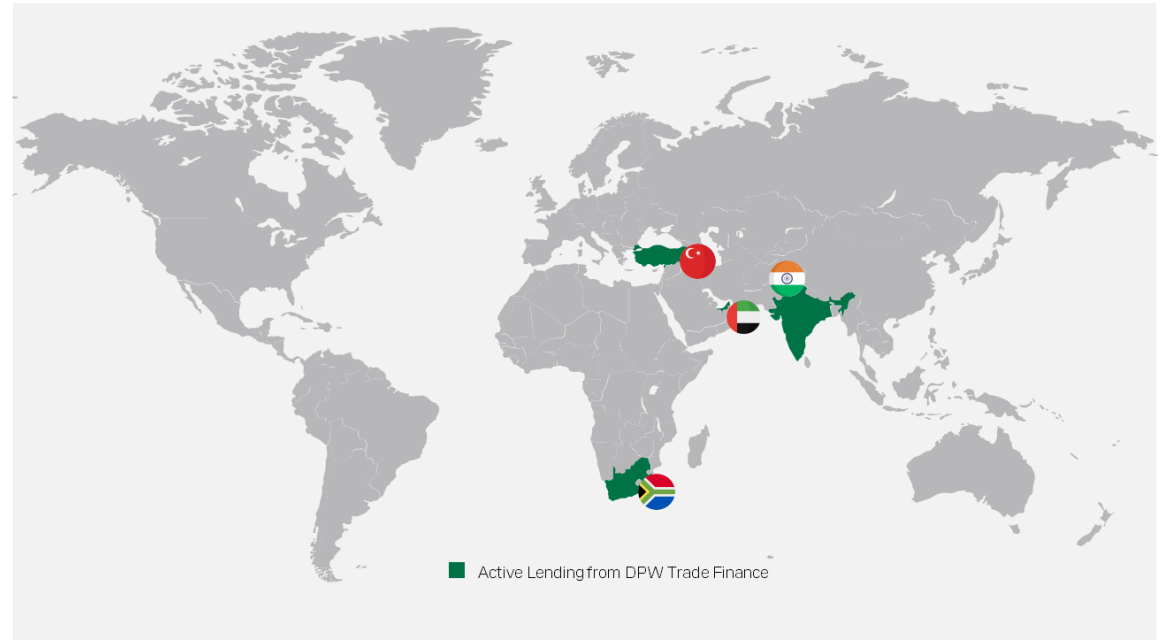
32



REGISTERED LEADS

58,000+

DP World Trade Finance
Global Presence



DP World Trade Finance Tech Capabilities

Credit Bureau Reports

Risk Matrix Computation

Automated KYC check

Physical and Legal Cargo Control

API Compatible

Fraud Detection

Compliance & AML Screening

Optical Character Recognition

Fast User Registration

DPW Trade Data & Tracking



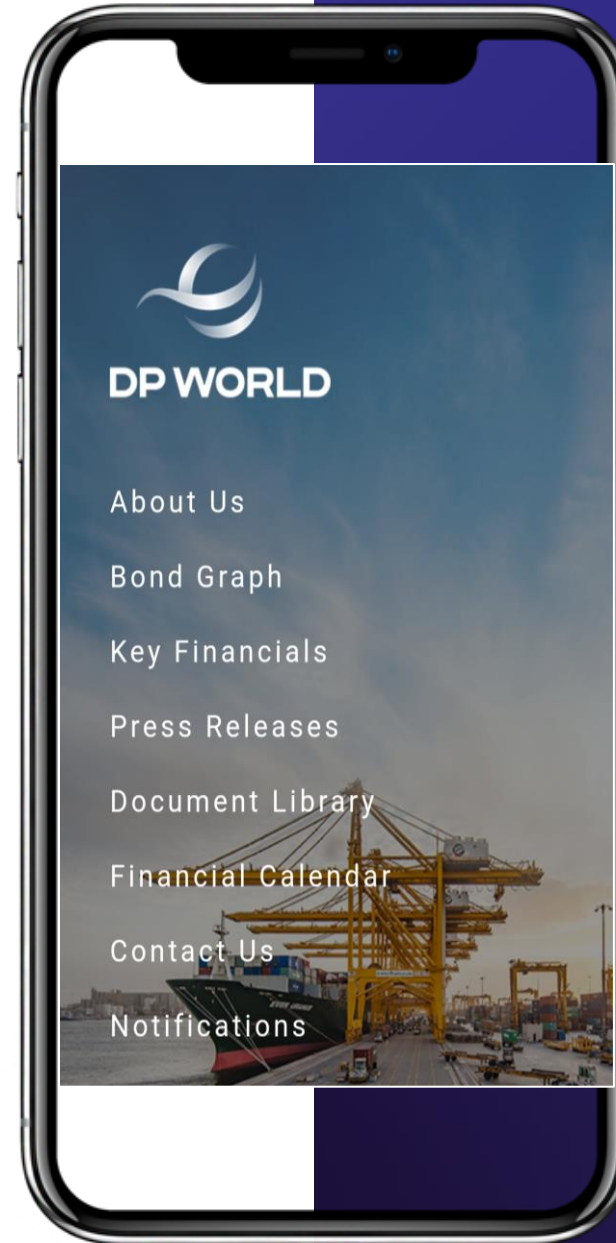
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DP World

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