

# EUR CONNECTS

OUR EUROPEAN LOGISTICS STORY



**DP WORLD**



# DEAR COLLEAGUES

Welcome to our first issue of “EUR Connects” our European region’s internal magazine.

In this edition, we’ll tell the evolving story of DP World in Europe — the challenges we’ve overcome, the milestones we’ve achieved, and the people who make it all possible.

We also shine a spotlight on freight forwarding — find out how our teams navigate complex supply chains, to ensure goods move seamlessly across borders. We share some of their stories and collective achievements, highlighting our diversity and expertise.

As you read through the pages of this magazine, I hope you begin to fully understand the expanded European business. Our European network is vast—both in terms of physical presence and the talented individuals who drive our success. We play a critical role in our global network. You should take pride in what we have achieved together.

It is an exciting time to be in DP World, our business is rapidly adapting and evolving to the needs of the customer and our planet. Our ambitions remain bold, and we’re committed to growth and innovation, along with a continued customer focus. All of which will

provide opportunities for you to develop and grow in the business. As we grow, we’re continuing to position ourselves as [one of] the world’s leading end-to-end logistics solutions providers.

However, our success is not the result of individual efforts alone, but rather the culmination of the dedication, hard work, and collaborative spirit, of every member of our team. It is your innovative ideas, your relentless pursuit of excellence, and your passion, that have driven us forward and set us apart in our industry.

As we continue to grow and evolve, let us remain committed to supporting one another, celebrating our successes, and embracing the challenges that lie ahead with the same determination, all of which will enable us to continue to shape the future of logistics.

Thank you for being part of our remarkable journey.

**RASHID ABDULLA**  
CEO & MD DP World Europe

"AS WE GROW, WE'RE CONTINUING TO POSITION OURSELVES AS ONE OF THE WORLD'S LEADING END-TO-END LOGISTICS SOLUTIONS PROVIDERS."

**RASHID ABDULLA**  
CEO DP WORLD EUROPE



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### DEEP DIVE IN EUROPE



### PARTNERSHIPS

## COLOPHON

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## READ ONLINE





# GROWING OUR REACH IN EUROPE

Netherlands is the largest producer of tulips in the world. The flower plays a significant role in the country's economy. A leading Dutch flower bulb company relies on DP World for the provision of agrochemicals to protect its precious crops. These products are used to maintain the health and quality of their crops essential for the success of their business. We store, handle and distribute packed chemicals in our specially equipped warehouses and carry them to our customers on time throughout the season.

This is an example of the strengths within our extended service offer. With our extensive network of physical infrastructure, multi-modal transport and industry expertise, we have the diversity and scalability to fully support our customers.





# UPDATES

## OPENING NEW FREIGHT FORWARDING OFFICES

This autumn, we are expanding our operations to new locations in Germany, Austria and Italy, the latest in a string of more than 25 freight forwarding offices across Europe, marking a significant expansion aimed at supporting customers navigating the complexities of global trade. In less than a year, we have successfully established branches in key locations. With future branches planned in the coming months, our growth has been nothing short of extraordinary. This expansion not only increases our footprint, but also elevates our capabilities to Prioritise Customers by delivering tailored solutions.

By expanding our freight forwarding offering around the globe, with a focus on air and ocean freight, we deploy our 'toolbox' of services or capabilities, made up of ports, terminals, warehouses, trucks, rail and shipping services, to increase control and resilience, supported by proprietary digital technology, whilst also working with complementary partners across the supply chain. This will help build resilience and ensures seamless logistics solutions to customers, offering them end to end solutions that make trade flow.

## DOUBLING OUR SIZE BY 2028

Our ambition for Europe is to grow our business and double our revenue by 2028 through our i28 strategy that serves as a roadmap for us to evolve into the world's leading end-to-end logistics solutions provider. As part of i28, viable ideas are progressed to initiatives for approval and implementation, across our business units and functions.

The i28 execution roadmap has been developed using four key strategy execution drivers, targeting specific areas of growth and incorporating a broad range of initiatives.



**'Geography and industry growth'** could entail the exploration of the attractiveness of the logistics market in the Nordics, and an expansion of the e-commerce capabilities to additional geographies.



**'Developing the E2E value proposition'** could be the expansion of the intermodal capability.



**'Maximise value from existing assets'** include initiatives such as Operational Excellence, Best Practice Sharing and Business Process Improvement including automation.



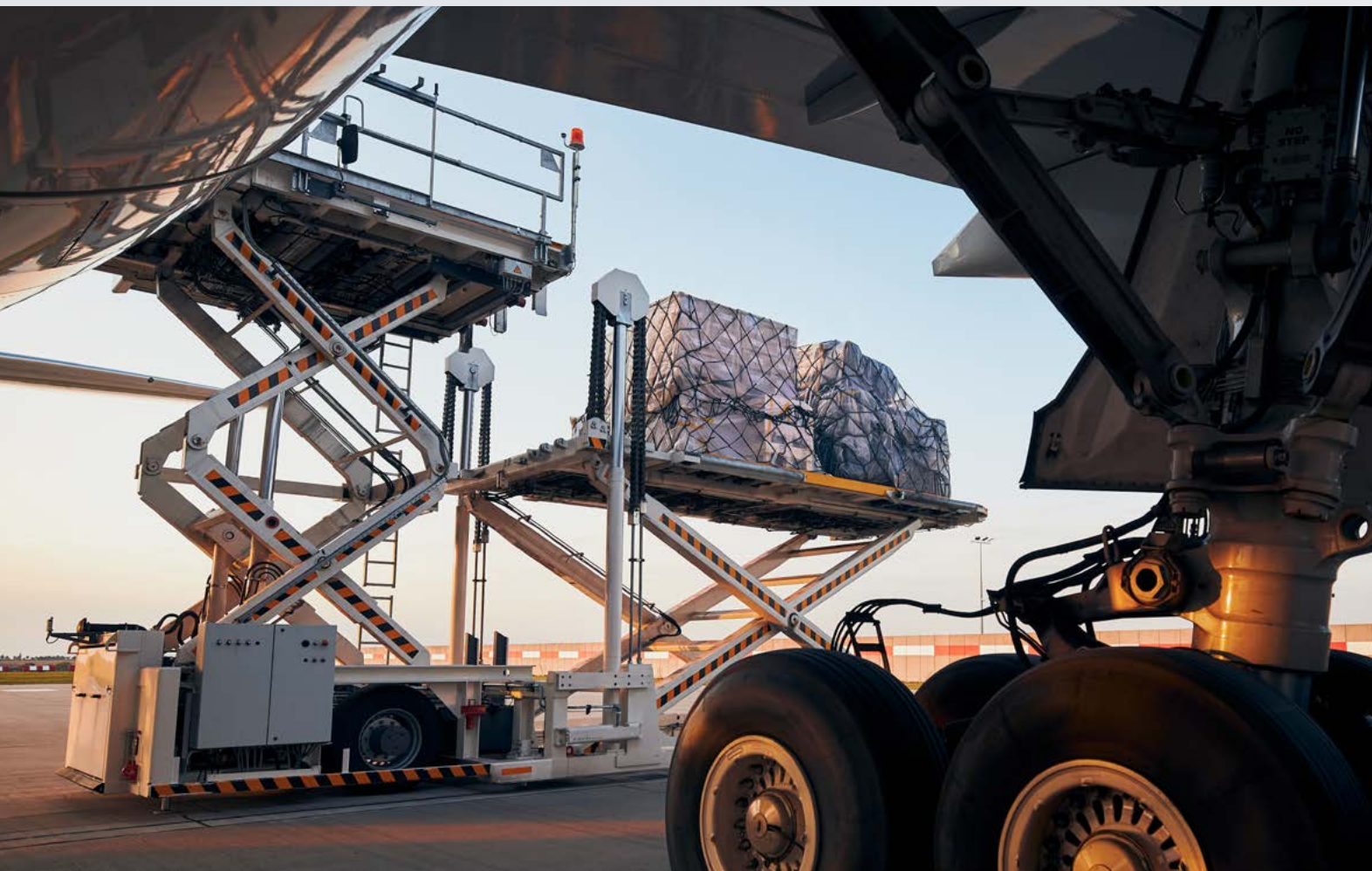
**'Win on sustainability'** embraces the decarbonisation of assets across the region and sustainability products, such as certificates, to be offered to customers.



## CELEBRATING 20 YEARS OF DP WORLD IN EUROPE

Earlier this year, DP World celebrated the 20th anniversary of the Constanta terminal in Romania, the largest container port on the Black Sea. It marked a significant milestone as Romania was DP World's first expansion into Europe, supporting the country's economic transformation into a major European trading hub. This success was celebrated in the presence of our Group Chairman Sultan Ahmed bin Sulayem, DP World Europe CEO Rashid Abdulla, who previously worked in Romania, Romanian CEO Cosmin Carstea, 550 employees and our major stakeholders.

The event was marked by the inauguration of new terminals for project cargo and vehicles at Constanta and a state-of-the-art multimodal terminal in Aiud in the west of Romania.





# DP WORLD IN EUROPE DEEP DIVE

LEARN MORE ABOUT OUR BUSINESS AND  
ACTIVITIES IN EUROPE AND THE GREAT PEOPLE  
WHO WORK WITH US

## PORTS & TERMINALS

Our ports and terminals let the world's trade flow more freely.

Handling containers on an inland barge

## LOGISTICS

From freight forwarding to warehousing, we unite unbeatable expertise and infrastructure.

Loading air freight on a passenger plane

## MARINE SERVICES

Our global, multimodal network of land and sea transport routes offer solutions to the supply challenges.

Moving passengers and freight on a North Sea ferry

## TECHNOLOGY

We are transforming the global supply chain using cutting-edge technology.

Remotely operating a crane at DP World Evyap terminal



# FROM TERMINAL OPERATOR TO WHERE WE ARE TODAY

Today, our vision is simple: to provide end-to-end supply chain solutions to everyone, everywhere. From factory floor to customer door. We've seen global shipping lines consolidate, cargo owners rethink their supply chain strategies, and startups disrupt the industry. Clearly, there was a need for change. We therefore diversified our portfolio, extended our reach, built new capabilities, and opened new routes and solutions wherever they are needed. We're connecting and simplifying processes and enhancing our technology offerings. All-in-all, we've adapted to enable sustainable growth as part of our long-term strategy.

## HOW IT ALL BEGAN

The story of DP World began in 1972, when the Port of Rashid, the largest port in the Middle East at the time, opened in the UAE, catalysing the diversification of Dubai's economy. Seven years later, the Port of Jebel Ali was founded and operated by DP World. In the years that followed we expanded our reach into Europe, Asia and South America.

## DIVERSIFYING OUR SERVICES

To expedite DP World's diversification down the supply chain we acquired two companies in 2021: Imperial Logistics, with its leading market access capabilities and an established network in Europe and Africa, and U.S.-based syncreon, which designs and operates complex supply chain solutions for the automotive and tech industries. These acquisitions helped us evolve from a port operator to an end-to-end logistics and supply chain provider—simplifying supply chains and reducing risk for our end-customers.

Today, we are spanning 295 business units and over 100,000 staff in almost 80 countries, all helping to move over 10% of global trade through our terminals, free zones, logistical hubs and marine services.

## CONNECTING THE DOTS

Our latest development entails the expansion of a freight forwarding offering around the globe, with a focus on air and ocean freight to deploy our toolbox of services or capabilities. This will help build resilience and ensures seamless logistics solutions to customers, offering them end-to-end solutions that make trade flow.

All we need to do now is work together as one team across pillars, regions, and service offerings to bring these solutions to every part of the shipping and logistics journey.

## OUR INDUSTRIES

We serve the biggest car and computer manufacturers, e-commerce platforms and pharmaceutical companies in the world. Our activities are focused on the following key industry sectors.



## 50 YEARS OF KEY MILESTONES IN EUROPE

1972 - 2002



### GROWING PORT OPERATOR

DP World's story begins as a local port operator at the port of Rashid in Dubai.

2003 - 2015



### GLOBAL & EUROPEAN EXPANSION

DP World expands into Africa, Asia, Europe and South America. A concession in Constanta, Romania marks the start in Europe. DP World acquires P&O Ports and expands further in Europe.

2016 - 2019



### GROWTH ACROSS GLOBAL SUPPLY CHAIN

We've opened terminals in the UK, Netherlands, Germany, Türkiye, Cyprus and acquired Unifeeder, P&O Ferries and P&O Ferrymasters.

2020 - PRESENT



### END-TO-END SUPPLY CHAIN PROVIDER

syncreon and Imperial Logistics joined our group, becoming one of the largest logistics solution provider in the world. We're opening our freight forwarding network across Europe.



# PORTS & TERMINALS: OUR GATEWAYS FOR INTERNATIONAL TRADE

The institutional pillar of our business is Ports & Terminals. At our container terminals we handle the world's largest container vessels as well as trucks, trains and barges. We move containers from one transportation mode to another coming from or on their way to the hinterland. Each terminal offers ready access to key markets in Europe by road, rail, inland waterway or sea.

## DID YOU KNOW?



Maritime shipping is the backbone of world trade. **80-90%** of all goods are shipped by sea.



A **TEU or Twenty-foot Equivalent Unit** is a measure of volume used to determine container capacity. One of our biggest terminals in Europe, London Gateway, has an annual capacity of **3 million TEU**.



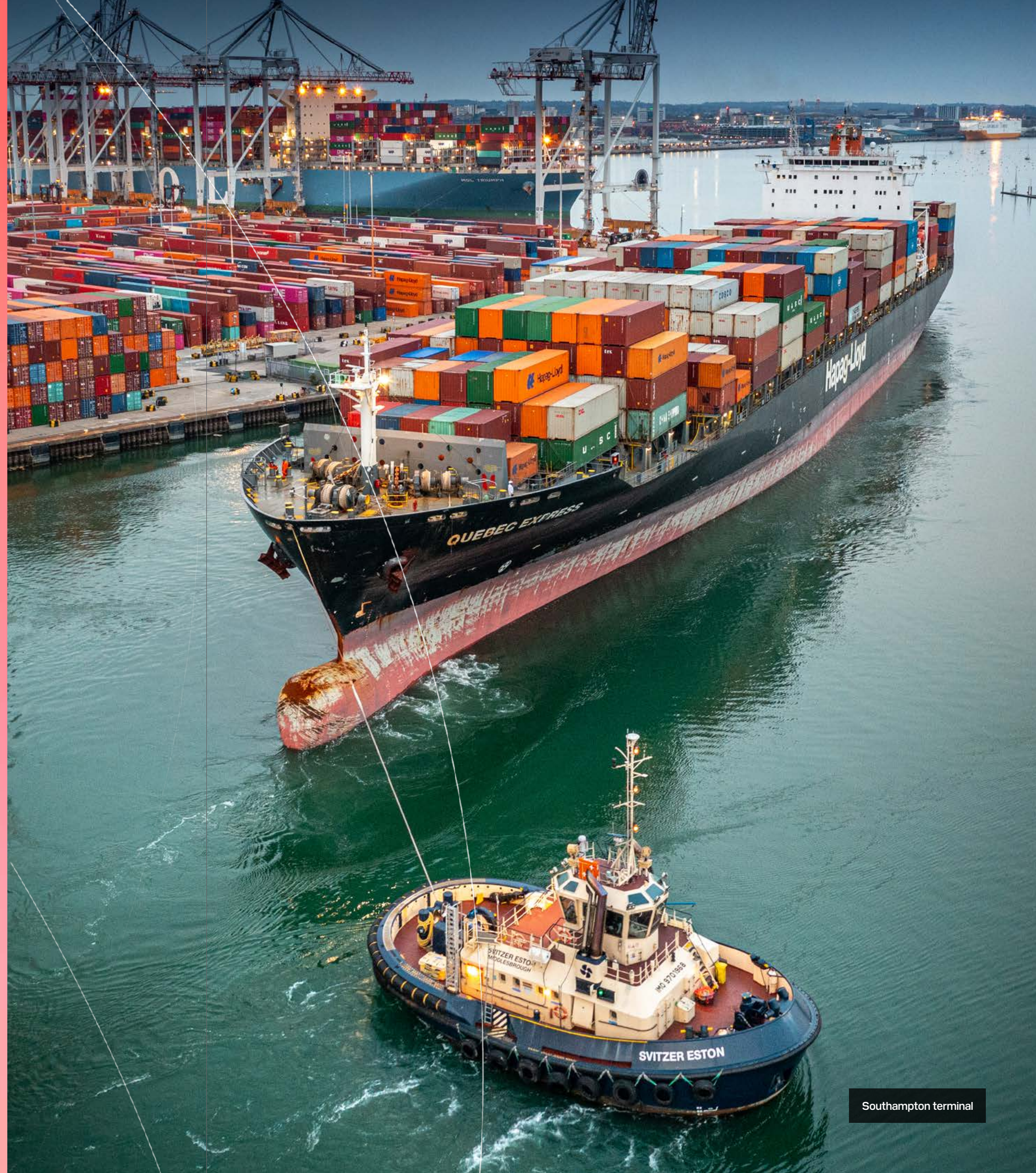
Investments are being made to **decarbonize our terminals**. The fully automated Rotterdam World Gateway terminal in the Netherlands is the first terminal in the world to become **completely carbon-neutral**.



Our main customers are shipping lines like Maersk, CMA CGM, Evergreen, MSC. Some of the vessels we handle are **more than 400 metres long** and can carry **up to 23,000 TEU**.



We also handle **breakbulk** like construction parts, vehicles and yachts.



Southampton terminal



"OUR TERMINAL IN TÜRKIYE ACCOMMODATES THE LARGEST VESSELS IN THE WORLD AND HANDLES MORE THAN 1 MILLION CONTAINERS A YEAR."

Nalan Topaloglu moves containers on the terminal with an Internal Transfer Vehicle in Türkiye

## DEEPPSEA TERMINAL

Our deepsea terminals are critical nodes in the global supply chain, facilitating the movement of goods and cargo between land and sea transport. We have 10 deepsea terminals strategically located in the biggest ports in 9 countries, accommodating the largest vessels in the world.

### DP WORLD EVYAP TERMINAL IN TÜRKIYE

- Located between Europe, the Middle East and Asia, between the Black and Mediterranean Sea
- Handles + 1 million shipping containers annually
- About 500 employees
- Supports a coral restoration project in the Sea of Marmara and the 'Mind my waste' educational project

### NALAN TOPALOGLU, ITV OPERATOR

As an Internal Transfer Vehicle (ITV) Operator at the port, Nalan Topaloglu helps us move containers at speed — and plays a key role in connecting businesses to opportunities across the region.

"My journey with the company began in 2015, when I was part of the cleaning crew. I got to experience port operations up-close, and before I knew it, I had developed a deep fascination and love for the sea. Undoubtedly, this connection to the sea is what I love most about my job.

"Several years later in 2022, I came across an opening for ITV Operator at the terminal. For me, this was a golden opportunity to make my dreams come true. I applied for the role with the approval and support of my managers, and after several weeks of rigorous training and development, I qualified to become an ITV Operator. My transition to the Operations team meant that I could truly contribute to the incredible work happening at the terminal, and I've been working in this role ever since."

Nalan moves an average of 600 containers every month, and also volunteers with our sustainability projects — adding value to both trade and the environment.

"I am thankful for the support and encouragement of my managers at DP World, who have shown me that there is no limit to personal or professional success here — and that when the company grows, we grow along with it." As a pioneering woman in our port, she was honored with the 'Game-Changing Woman Award' from Koç University Gender and Women's Studies Research Center.

**We are proud to support the growth and development of every employee in our organisation. As we continue to expand operations across our global network, we aim to create a lasting legacy — one that prioritises sustainability and impact on the people, communities and environment in which we operate.**

"HUNDREDS OF TRAINS, BARGES AND TRUCKS VISIT OUR TERMINAL IN GERMANY TO CONNECT DEEP-SEA PORTS TO THE EUROPEAN HINTERLAND."

Martina Pavlovska operates the Container Freight Station that consolidates goods for import and export in Germany

## INLAND TERMINAL

Inland terminals are intermodal hubs directly connected by road, rail or river to a seaport, operating as a centre for the transshipment of sea cargo to inland destinations. They provide a highly comprehensive range of distinctive logistics solutions, from connecting to global trade to running the local last mile and everything in between.

### STUTTGART TERMINAL IN GERMANY

- Situated in one of Germany's main industrial areas
- Direct connections by rail, barge and truck to the busiest deep-sea ports in North and West Europe
- Storage capacity of 6,179 TEU

### MARTINA PAVLOVSKA, CONTAINER FREIGHT STATION OPERATOR

The contributions of Martina Pavlovska, a Container Freight Station (CFS) Operator in Stuttgart, are instrumental in ensuring that operations run smoothly across our trimodal network.

"I had envisioned myself working in the logistics industry and after two difficult years of job-hunting, I took a leap of faith and left my family behind in Macedonia to move to Germany, with just my university degree in hand.

I was lucky to get the opportunity to start working as a forwarding agent at DP World in Stuttgart in 2021. I now work as a Container Freight Station Operator, where I am

responsible for various tasks such as planning trains and barges with the target of achieving the highest possible utilisation.

My favourite part of the job is planning container transports by ship, rail, and road, so I can identify the best logistical solution to our customer's requirements. I also enjoy my daily exchanges with ship captains, crane operators, colleagues, and other associates.

As I continue to grow, I hope to learn new things so that I can build on my skillset while contributing to the improvement of the logistics department and the achievement of DP World's organisational goals. I am proud to be part of this great team and I'm thankful to DP World Stuttgart for giving me the opportunity to succeed when no one else did. Thank you for teaching me that the road to empowerment can be a fulfilling journey."

**Our people are key to building seamless connections across the world. Martina's journey from Macedonia to Germany exemplifies perseverance and ambition, reflecting DP World's commitment to fostering talent. Her passion for logistics and dedication enrich our team, propelling us towards achieving organisational excellence.**



# LOGISTICS: STREAMLINING SUPPLY CHAINS EFFECTIVELY

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. All of this is united in our Logistics pillar.

## DID YOU KNOW?



Our customers including BMW, Land Rover, Amazon, Dell, Google, Pepsico, Bayer and Kone are amongst the biggest tech, automotive and chemical companies in the world.



We manufacture, assemble, pack, store, inspect and ship products, components and materials for our customers.



We also manage their freight by organising shipments through air, ocean and road, and transporting goods via road, river and rail.



Almost 20,000 people work in our Logistics division.





# CONTRACT LOGISTICS: HELPING OUR CUSTOMERS MAKE GREAT PRODUCTS

With over 100 warehouses in Europe, we serve customers within industries like Automotive, Technology, Chemical, Retail, Engineering & Manufacturing and Healthcare. We offer a huge range of services from assembling computers, packing car components and storing batteries, to shipping finished products, e-commerce and recycling electronics.

- **3,7 km²:** warehouse space in Europe, equivalent to Central Park in New York City!
- We touch **1 in 4 smartphones** in Europe
- **80+** fetch robots help pick +30 million vinyl records, dvds and cds in our UK's music distribution center



"WE EXPERTLY HANDLE SENSITIVE OR HAZARDOUS CHEMICALS LIKE DOORLOCK DE-ICERS FOR CARS IN GERMANY."

Ursula Miron handles car care chemicals in Germany

## CHEMICAL LOGISTICS

At Chemical Logistics, we expertly handle sensitive or hazardous substances for the chemical and pharmaceutical sectors, managing products like agrochemicals, polymers, batteries, paints and airbags in our 17 European hazmat warehouses, ensuring safe and stable conditions for all handled goods.

### URSULA MIRON, WAREHOUSE ORDER PICKER – CHEMICAL LOGISTICS, MANNHEIM, GERMANY

Ursula Miron is a Warehouse Order Picker at our facility in Mannheim, Germany, where she has worked for 17 years. She handles dangerous, highly flammable automotive products. Part of her job is to make sure that drivers have the car care items they need during wintertime for safe and efficient vehicle operation, including de-icer and windscreen cleaner.

"It's a year-round business, but the demand for these products surges drastically during the winter. The unpredictable weather during this season causes significant fluctuations in product volumes. Combine that with tight order processing times, and we're faced with a formidable challenge. However, it is

a challenge we love facing and overcoming as a team every year," explains Ursula.

The job's demands fluctuate with the seasons. Orders come in daily at 1:30 PM through an IT system and need to be sorted out by the evening. The unpredictable order volume and tight schedules make the workday varied and planning difficult. The products come from various suppliers and are sent to our warehouse in Germany. Once processed, they're delivered in the evening to our customer's logistics centers, where they're grouped with other items like drinks and tobacco before being sent to gas stations.

**Thanks to our extensive logistics network and dedicated workers like Ursula, our Chemical Contract Logistics continues to provide top-notch services for specialised industries, aiding in our growth worldwide.**



"ON THE PRODUCTION LINE IN POLAND WE ASSEMBLE, FILL, AND PACKAGE TONER POWDER CARTRIDGES. OUR FACILITY ALSO REMANUFACTURES USED TONER CARTRIDGES, HELPING CONSERVE RESOURCES AND REDUCING WASTE."

Monika Pawlicka manufactures printer cartridges in Poland

## TECHNOLOGY LOGISTICS

Technology moves fast. This is why our solutions for technology manufacturers are designed for speed and scale. Our solutions include everything from state-of-the-art warehouses with robotics and automation, to repair of electronic devices, refurbishment services and global distribution, supporting major clients like Canon, Lexmark, Dell and Apple.

### MONIKA PAWLICKA, PRODUCTION OPERATOR – ZARY, POLAND

One of our technology contract logistics warehouses is located in the heart of Zary, Poland. With a dedicated workforce of around 500 employees, we efficiently manage laser cartridge manufacturing, electronic device repairs, and remanufacturing returned cartridges. We serve major clients like Lexmark, NCR, Toshiba and NCS.

Monika Pawlicka serves as a Production Operator, where she is integral to the manufacturing of cartridges.

"My responsibilities include working on the production line where we assemble, fill, and package toner powder cartridges," Monika explains. Having been with the company since 2013, she expresses a deep passion for her work.

"I truly enjoy what I do here. We enjoy coming to the workspace, where we work together with a great, majorly female team. The work is light, pleasant, and well-suited for

people with attention to detail. Being observant, focused, and accurate is essential for the job."

Moreover, our Zary facility collects used printer toner cartridges for Lexmark, so the team can remanufacture them. Remanufacturing is more sustainable and energy-efficient than recycling because it utilises existing materials without the need for processing new resources. This approach supports a circular economy, conserves landfill space, and generates employment opportunities.

**Our tailored logistics solutions for technology manufacturers enable us to reduce average unit costs while delivering quicker turnarounds at the highest standards of quality and reliability. Together, we enhance accessibility to technology and drive significant progress worldwide.**

"WE SERVICE THE BIGGEST CAR BRANDS IN THE WORLD BY STORING, SHIPPING, ASSEMBLING AND DISTRIBUTING CAR COMPONENTS."

Simone Weissköppel checks car component kits in Germany

## AUTOMOTIVE LOGISTICS

Automotive logistics is all about the careful planning and managing of how automotive goods are moved. It covers everything from getting raw materials, making products, storing, shipping, distributing, and even the services after a sale to keep the wheels turning.

### SIMONE WEISSKÖPPEL, QUALITY CONTROLLER – AFTERMARKET KITTING AT SCHAEFFLER AUTOMOTIVE GMBH & CO. KG, KABELSKETAL, GERMANY

Simone Weissköppel works as a Quality Controller for SCHAEFFLER Automotive, a company known for its cutting-edge solutions for all kinds of vehicle drives, including traditional, hybrid, and fully electric options. She is stationed at the Aftermarket Kitting Operation in Kabelsketal, Germany. Since joining the kitting team in August 2020, and moving to the quality department in 2022, Simone has broadened her role to cover a variety of tasks.

In Kabelsketal, her facility receives various components like screws, bolts, belts, and manuals, which are then assembled into labeled kitting packs. "I carefully check each outgoing package and pallet to make sure every part is included before they're sent out. At the request of SCHAEFFLER, I also confirm that the kit orders are complete and accurate before they are shipped to customers." During the kitting and packing process, she performs inline inspections to ensure her colleagues' work meets the quality standards.

Simone enjoys the varied nature of her duties and the team-oriented environment of her department. "I drive with a smile on my face to my job," highlighting the supportive and friendly atmosphere among her colleagues. Being good with computers and having a sharp eye for detail are crucial skills, and Simone points out the importance of having a real interest in the work, especially when dealing with small item numbers that might need a magnifying glass to see clearly.

**Her dedication to quality and her commitment to doing excellent work make Simone a key part of our automotive logistics chain, helping to push the industry forward with every quality check she completes.**



# FREIGHT: MANAGING THE MOVEMENT OF GOODS

The freight department plays a pivotal role in managing the movement of goods across various transportation modes - land, air, and sea. Building our freight forwarding network, we are becoming an orchestrator of international freight for our customers.



Our fleet of + **1000 trucks** drives across Europe



We've opened +**150 Freight Forwarding** offices across the world and counting



"WE MOVE DIFFERENT TYPES OF GOODS ACROSS EUROPE, INCLUDING LIQUID FOODS LIKE CHOCOLATE, FRUIT PRODUCTS AND OILS."

Roger Olsson maintains and repairs liquid food tankers and trailers in Sweden

## LIQUID FOOD TRANSPORT

At FoodTankers AB, part of DP World, we specialise in transporting liquid foods such as chocolate, fruit products, oils, fats, and liquid sugar across Sweden, Poland, and Hungary. We are committed to reducing our environmental impact and offer fossil-free transport options using hydrogenated vegetable oil (HVO) whenever our customers choose this method. This way, we are actively working to guide our customers towards more sustainable transport solutions.

The self-sufficient operations of Foodtankers AB include our own cleaning stations for decontaminating our fleet and a dedicated workshop where we conduct repairs and maintenance. This ensures that our trailers, containers, intermediate bulk containers, and heavy vehicles meet the highest hygiene and safety standards, providing a reliable and responsible logistics solution for industry leaders like Heineken, Carlsberg and Cargill.

- 150 employees
- 110 trucks
- 130 tank trailers
- 400.000 tonnes food/year transported
- 15,000 transports per year

### ROGER OLSSON, WORKSHOP WORKER, FOODTANKERS AB – KARLSHAMN, SWEDEN

Ensuring the safe and secure transport of liquid foods requires impeccably maintained vehicles, making our workshop essential to our operations. Roger Olsson has been a member of our workshop team for 27 years. He is responsible for maintaining our fleet, particularly focusing on tankers

and trailers. The workshop team performs preventative maintenance, ensures vehicles pass inspections, and conducts repairs as needed.

Roger works closely with a team of seven, focusing on vehicle maintenance in a service-oriented environment. Together with traffic planners and drivers, they ensure our operations run smoothly. "It's a challenging and demanding job that requires mechanical knowledge and patience, but the supportive community we've built here makes it rewarding. We lift each other's spirits, maintaining a positive atmosphere even on tough days," says Roger.

Roger also thrives on solving problems and appreciates being part of a forward-thinking company. "I enjoy applying my skills to find solutions, which helps me grow professionally every day," he adds.

We expertly manage the transportation of liquid foods across multiple modes to ensure seamless delivery from producers to consumers.





"IN A GLOBALISED WORLD, EXPERT FREIGHT FORWARDERS ARE ESSENTIAL FOR MANAGING THE COMPLEXITIES OF TRADE."

I've built our air freight operation from scratch

## FREIGHT FORWARDING

A freight forwarder acts as a critical intermediary in the global trade network, linking transportation companies with the businesses that require import and export services. They oversee every aspect of the transportation process, from pre-shipment storage to navigating customs.

### JEANNETTE GOELDI, VICE PRESIDENT, AIR FREIGHT, EUROPE

In a globalised world, expert freight forwarders are essential for managing the complexities of trade. As we continue to integrate air transport in our end-to-end logistics solutions, we are making sure goods flow faster, smarter, and more sustainably than ever.

At the helm of this transformative journey is Jeanette Goeldi, Vice President, Air Freight – Europe, a seasoned professional whose passion for the skies knows no bounds. As a leader in the air freight division, Jeannette plays a crucial role in shaping our trajectory and driving it forward with her expertise and pragmatism.

Jeannette began her freight forwarding journey at the age of 17 in Switzerland, choosing to apprentice with a freight company. "I was instantly drawn to the industry," she recalls, "and it has been my passion ever since."

Joining DP World in August 2023 marked a significant chapter for Jeannette, as she undertook the challenge of developing the air freight operation from the ground up. "Building up our

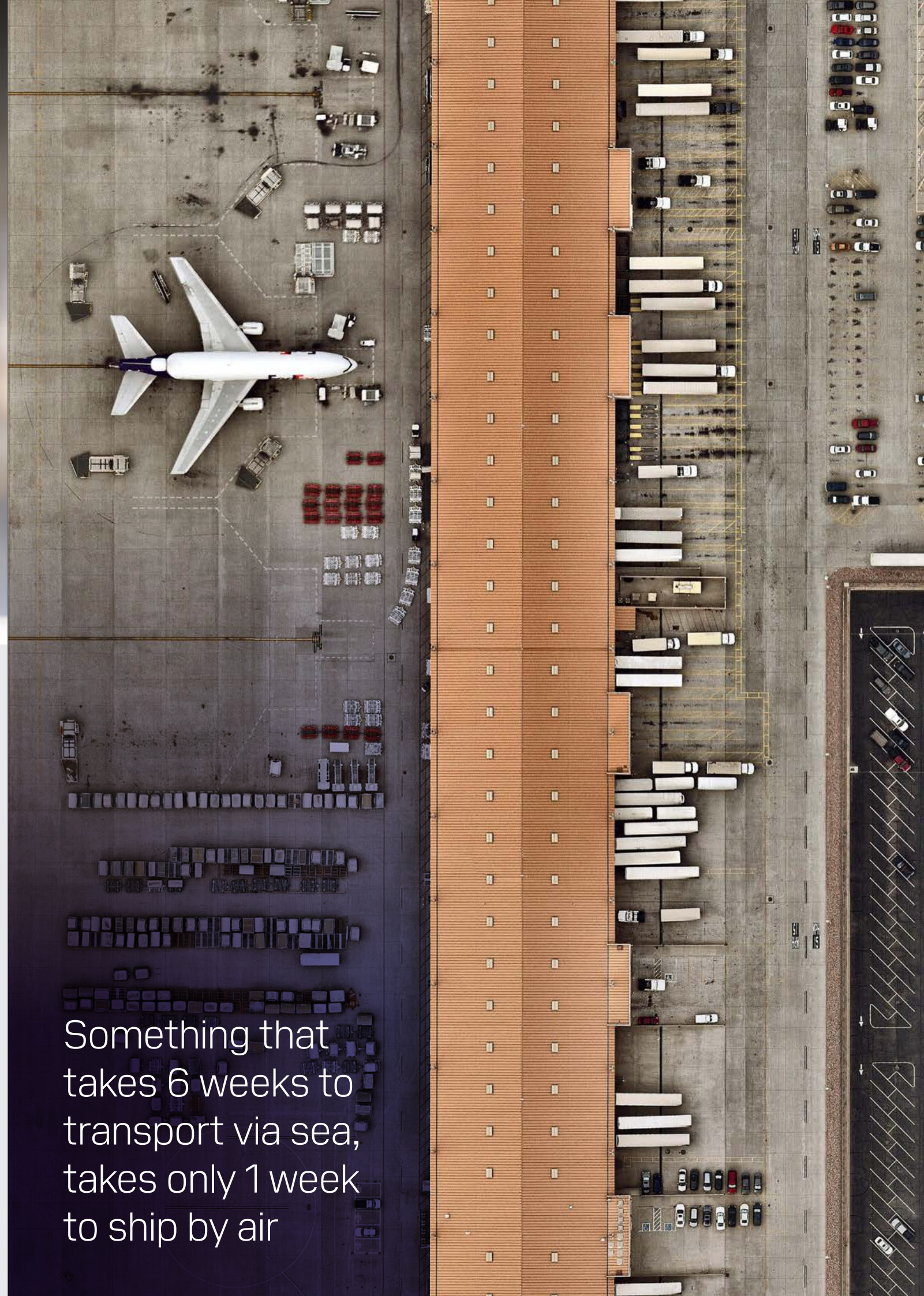
air freight operation from scratch has been a once-in-a-lifetime opportunity. However, bringing air to an organisation shaped by water is a challenge. It will need a shift in perspective, especially when it comes to building awareness about security concerns, compliance standards and regulations."

This shift, however, presents a unique opportunity. With no pre-existing frameworks to restrict us, we have the freedom to innovate and solve problems creatively. "We are not held back by existing structures and can ensure that we build for purpose. We do not have a playbook to refer to, so we have the freedom and flexibility to problem-solve creatively.

"In fact, we are becoming the only freight forwarder in the world who can handle fully digitalised shipments. This is our key differentiator, and I am convinced that we can create a space for ourselves among the world's top 10 freight forwarders within the next five years."

**With a growing team and expanding presence across key locations, we are on a mission to deliver the best freight forwarding network in the world – one that navigates the challenges of today and transforms trade for the future.**

Something that  
takes 6 weeks to  
transport via sea,  
takes only 1 week  
to ship by air





# MARINE SERVICES: CONNECTING LAND AND SEA

From feedering and short-sea shipping, inland railways, port services and specialised cargo shipping, we develop innovative approaches to moving goods beyond the port.

## DID YOU KNOW?



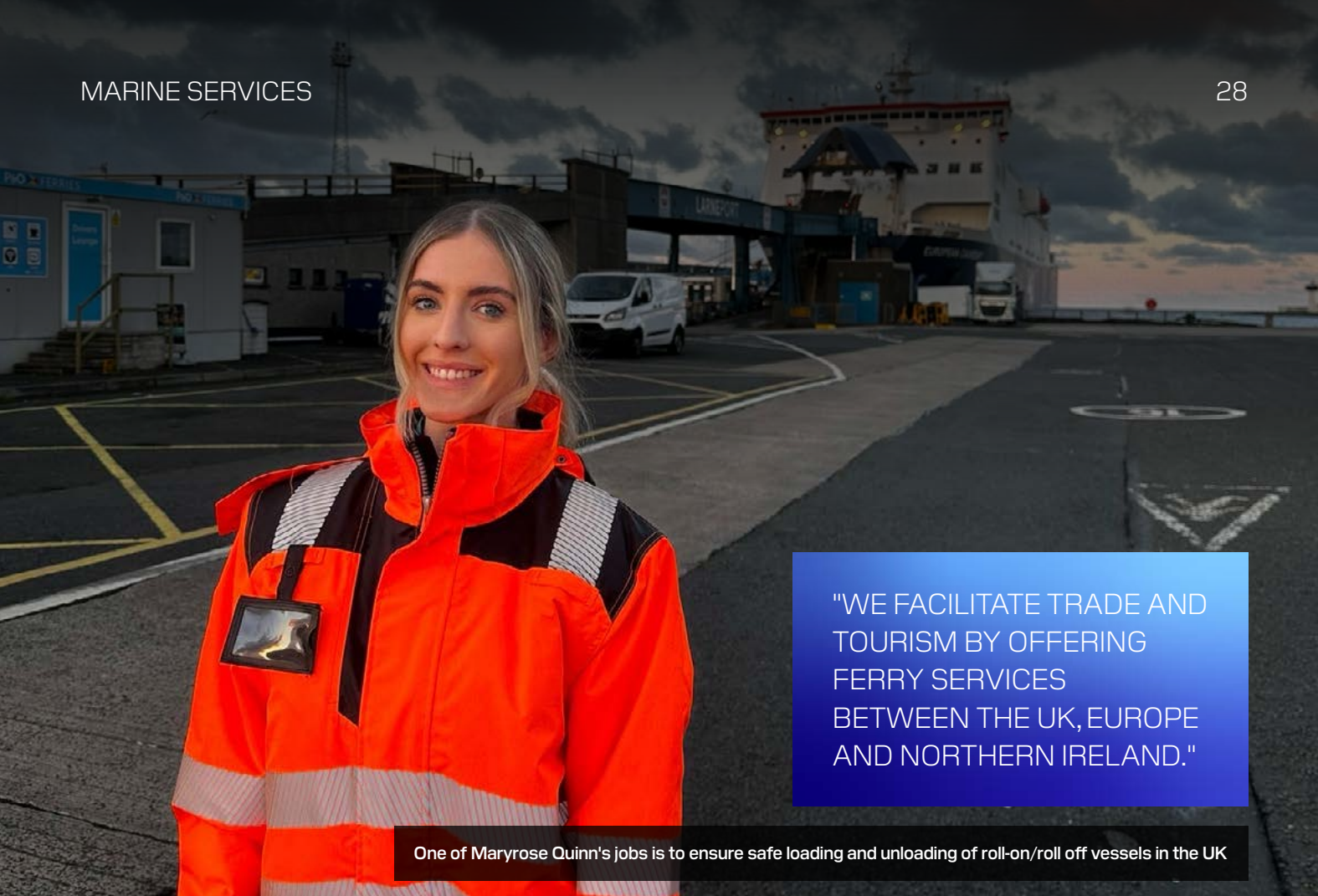
Marine Services is made up of P&O Ferries, Unifeeder, P&O Ferrymasters and P&O Maritime Logistics



P&O Ferries featured the world's first hybrid ferries, P&O Pioneer and P&O Liberté, on the Dover-Calais route, while Unifeeder is deploying methanol-powered vessels on its European network







"WE FACILITATE TRADE AND TOURISM BY OFFERING FERRY SERVICES BETWEEN THE UK, EUROPE AND NORTHERN IRELAND."

One of Maryrose Quinn's jobs is to ensure safe loading and unloading of roll-on/roll off vessels in the UK

# P&O FERRIES

## SERVING FREIGHT TRAFFIC AND PASSENGERS BETWEEN THE UK AND THE EUROPEAN CONTINENT

P&O Ferries link the UK and Europe offering reliability, innovation and sustainable travel in comfort.

- 1,200 people
- 20,000 sailings every year
- Over 185 years of heritage and experience
- Sailing the English Channel, North Sea, and Irish Sea
- Handles one fifth of the UK's containerised goods trade with Europe.

### MARYROSE QUINN, CUSTOMER OPERATIONS AGENT – P&O FERRIES, PORT OF LARNE, UK

Maryrose Quinn is a Customer Operations Agent in the Port of Larne, UK. "The Port of Larne is a vital harbour on the Irish Sea. We are a key ferry operator in the region and facilitate over 44 sailing trips between Northern Ireland with the rest of the United Kingdom and vice versa, facilitating trade and tourism. The crucial and growing Larne-Cairnryan route facilitates trade between the British mainland and Ireland and carries up to 4,000 freight units per week.

"I have been working here for over four years now as a Customer Operations Agent. No two days are the same in this job. I carry out a range of responsibilities, from managing bookings to ensuring the safe loading and unloading of roll-on/roll-off vessels.

One aspect I particularly love about my job is meeting new customers – whether they're passengers on holiday, freight customers or employees – and getting to know them. I have been so lucky to make great friends within my team, which makes coming to work so much fun. In fact, I take great pride in our diverse, supportive, and encouraging work environment.

I am currently taking a British sign language course, which allows me to communicate effectively with travelers with hearing disability. As someone who is passionate about travel and helping others, this job is perfect for me as I get to do both every day. For my efforts to put customers first, I became the ultimate winner of Prioritise Customers Principle as part of OUR P&OPLE OF THE YEAR employee recognition programme in 2023."

Representing nearly two centuries of excellence in marine services, P&O Ferries plays an instrumental role in helping us connect people, businesses, and cultures across Europe. Our 300 weekly sailings on vital trade routes facilitate seamless connections for millions, helping trade flow across the world.





# OUR FOOTPRINT IN EUROPE

With more than 25,000 employees across Europe, we are pushing trade further and faster towards a seamless supply chain that's fit for the future. By integrating our physical infrastructure with cutting-edge technology, we create efficient end-to-end solutions, pushing the sector towards better ways to trade, minimising disruptions from the factory floor to the customer's door.

## EUROPEAN KEY NUMBERS



**OVER 25,000**  
colleagues across Europe



**250+ LOCATIONS**  
span across operations in 30+ countries



**10 DEESEA TERMINALS**  
in 8 countries



**13 INLAND TERMINALS**  
in 6 countries



**150 WAREHOUSES**  
across our logistics business



**90 LOCATIONS**  
connected through our feeder and shortsea network



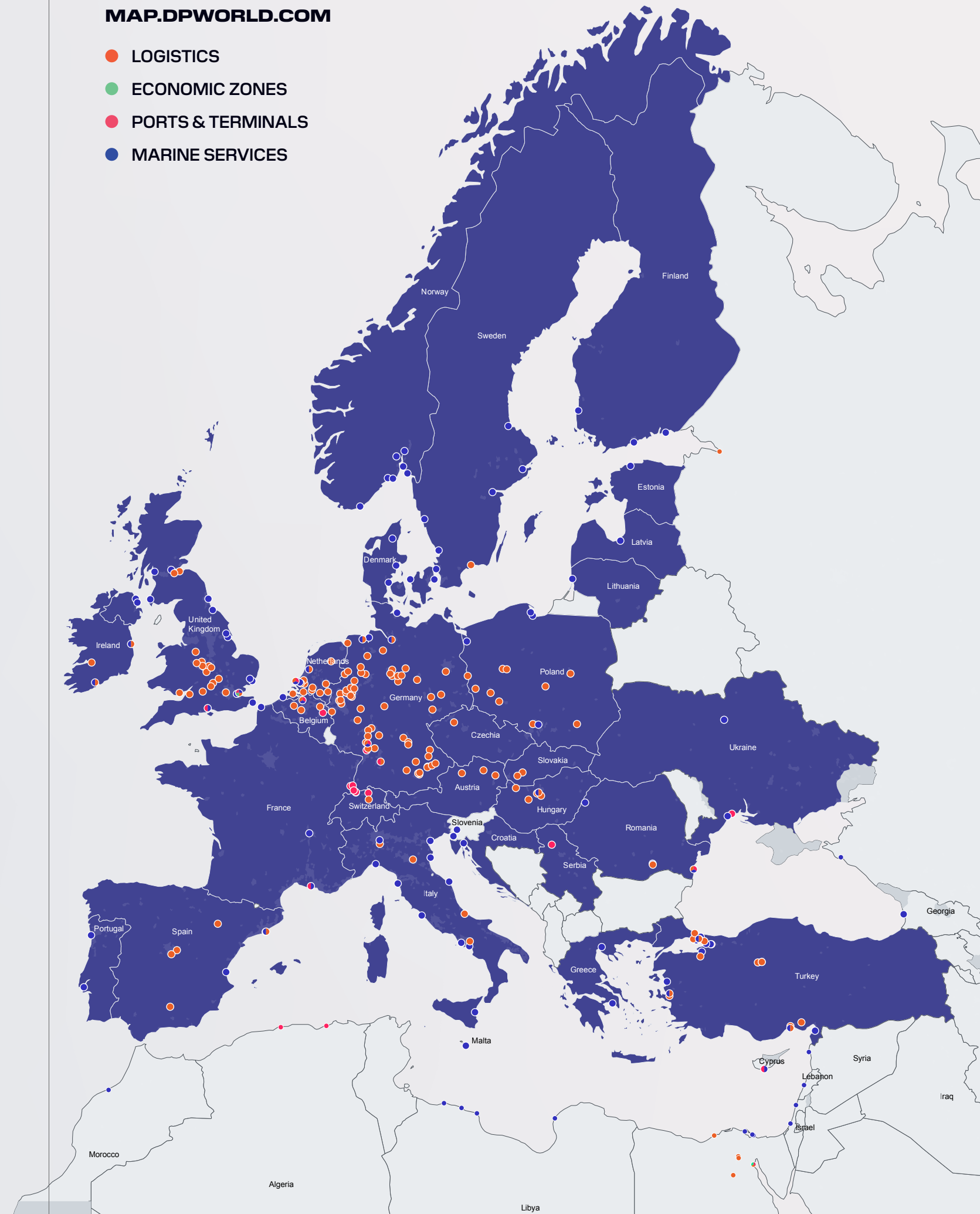
**FREIGHT FORWARDING**  
capabilities across Europe



**€ 3.3 BN TOTAL REVENUE**  
in Europe in 2023

## MAP.DPWORLD.COM

- LOGISTICS
- ECONOMIC ZONES
- PORTS & TERMINALS
- MARINE SERVICES





# SAFE TOGETHER

## ALWAYS, EVERY DAY, EVERY DECISION

“SafeTogether” embodies DP World's steadfast commitment to fostering a workplace culture where safety is paramount. It unites us across departments, regions, and roles with an unwavering focus on reducing incidents, accidents, and risks, while eliminating the normalisation of hazards to ensure every team member returns safely to their families.

Our commitment to SafeTogether propels a global initiative to standardise safety practices, respecting diverse local cultures while establishing unified global safety standards within DP World.

Aligned with our dedication to SafeTogether and in honour of DP World Global Safety Day on 25th September, we are launching bold pilot projects in the coming months aimed at surpassing business benchmarks for safety excellence. This includes establishing safety culture committees, everyone conducting safety Gemba's at all areas of the business, looking to continually improve and ensure we are living the SafeTogether mantra, as well as enabling safety ideas and feedback submissions via QR codes.

At DP World, SafeTogether starts with each of us embracing the responsibility to cultivate a safer environment. It necessitates breaking down silos and fostering collaboration across all departments to ensure safety is an integral part of our business.

SafeTogether embodies not just a commitment but a collective approach that defines our steadfast approach to safety—SafeTogether, Always, Every Day, Every Decision.

### OUR HSE (HEALTH, SAFETY, ENVIRONMENT) PILLARS:



#### LEADERSHIP AND ENGAGEMENT

Our management leads the creation of a company-wide culture that values HSE as a core part of our business. We engage our people on HSE issues and solutions, empowering everyone to address HSE (Health, Safety, Environment) matters.



#### RISK REDUCTION AND IMPROVEMENT

Through proactive identification, planning, and innovative controls, we eliminate and/or minimise all factors that make our workplace unsafe or pose risks to the environment.



#### COMMITMENTS WE LIVE BY

We all take personal responsibility for HSE in our workplace as a core value. Each of us must follow fundamental behaviours every day to eliminate and/or reduce critical risks.

**SAFE**TOGETHER









A large sea turtle with a brown and orange patterned shell is swimming towards the left in clear, deep blue water. The water's surface is visible at the top with some white foam. At the bottom, there is a vibrant coral reef with orange, pink, and green corals, and several red, cube-shaped objects are scattered among the coral.

## BECOMING CARBON NEUTRAL

Simplifying the supply chain also means building more sustainable supply chains, and we are investing heavily to electrify our assets, install renewable energy supplies and modernise our storage systems. We are investing up to \$500 million to slash our CO2 emissions by 700,000 tonnes over the next five years. That represents a 20% cut from 2021 and is part of our ambition to reduce our emissions 42% by 2030 and hit net zero by 2050.

With 90% of traded goods carried by marine transporation, the ocean is at the heart of our business. Protecting our oceans is one of our key legacy areas. We just launched our new Oceans strategy and work with local, regional and national partners in the field, fund conservation projects and take part in coastal clean-ups and other volunteering activities in and around our sites. In Türkiye, we restored corals in the Marmara Sea to help recover the sea from pollution.