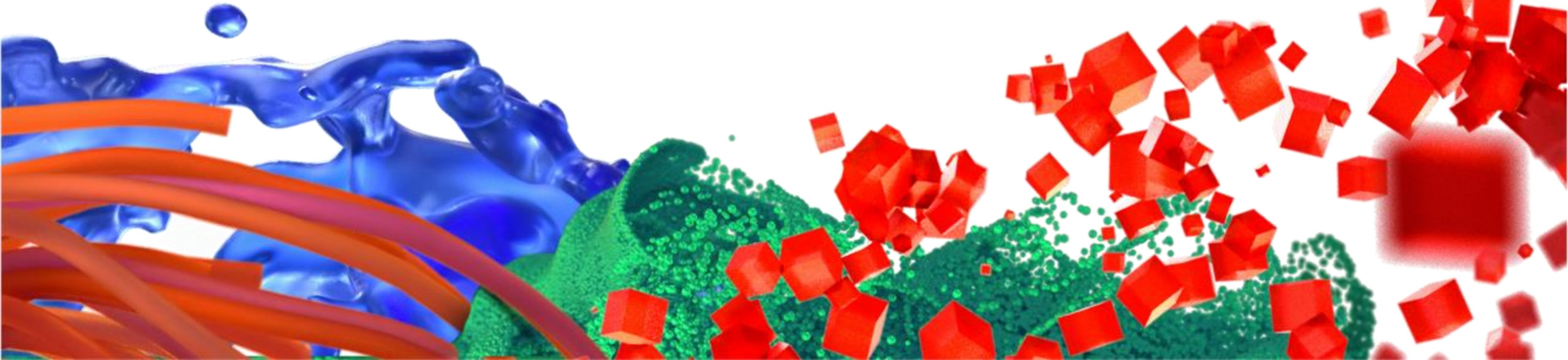




**DP WORLD**

# **2023 SUSTAINABILITY OVERVIEW**

June 2024





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# 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)

2005 - 2017



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)

GLOBAL PORT OPERATOR

2005 - 2006

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

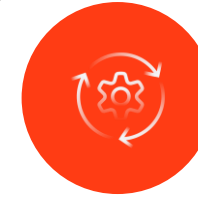
2013 - 2014

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 – Intergrated logistics provider

# 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



**108,000+**  
EMPLOYEES



**95M TEU**  
GLOBAL CAPACITY  
HANDLING 9% OF  
WORLD CONTAINER  
PORT THROUGHPUT



**\$37BN**  
CAPITAL EMPLOYED



# 2023 SUSTAINABILITY HIGHLIGHTS AND ACHIEVEMENTS

## New Commitments



The CEO Water Mandate

Positively contribute to 100 water-stressed basins by 2030

Committed to the Climate Action and Water Resilience areas of action



5% of marine power coming from zero-emission fuels by 2030

**Forbes Middle East** Ranked #1 in Transport and Logistics Sector in Sustainable 100

## Sustainable Finance



USD 1.5bn 10-year Green Sukuk; largest Green Corporate Sukuk tranche globally

## ESG Ratings

**SUSTAINALYTICS**  
Top rated - Region  
Top rated - Industry

ESG Risk Rating 8.8



First time rated



Principal Pathway Partner advocating for ambitious climate action and positive change

Supported over 55k rural residents in Rwanda by the construction of 17 bridges



In Mozambique, started construction of 3 water supply systems and waste management units

## Thought Leadership



Published several papers in the run-up to COP28

## Policy Advocacy



Launched the ZEPA, an industry wide alliance, to act as a catalyst for zero-emission ports

Launched the Move to -15°C campaign and brought industry leaders together



Signed a MOU to jointly develop green solutions to decarbonise global supply chains

## Climate and Environment

**13%** Reduction in Scope 1 and 2 emissions from baseline



Scope 1, 2 and 3 carbon emissions annually assured

**60%** Globally sourced electricity from renewable energy



Launched largest double-ended hybrid ferry in Dover



# 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



# GOVERNANCE COMMITTEES WITH SUSTAINABILITY ROLES

Board Level

Governance and Sustainability Committee

- Composed of three members, all of whom are Independent Non-Executive Directors
- Responsible for reviewing and approving DP World’s sustainability strategy and management of ESG matters

Management Level

Executive Sustainability Council

- Chaired by the Group Chief Sustainability Officer composed of senior members of the leadership team
- Acts as the highest level of management decision making on sustainability related matters across the Group
- Approves programmes, initiatives and policies for the Board’s approval

Group Executive Safety and Environment Committee

- Chaired by the Global Chief Operating Officer, Ports And Terminals
- Monitors any non-compliance of the Group’s policies, particularly those which are related to climate change.
- Develops strategies and actions to combat the adverse potential effects of climate change

Senior Decarbonisation Management Council

- Chaired by the Global Executive Vice President, Health, Safety and Environment
- Reviews the Company’s performance against decarbonisation targets and ambitions
- Provides advice on the company’s decarbonisation reporting and public disclosure

New committee introduced in 2023

Charity Committee

- Chaired by the Group Chief Sustainability Officer
- Oversees and endorses requests, proposals, and requests for DP World’s charitable donations and partnerships

Women’s Council

- Chaired by the Group Chief Internal Auditor and Executive Sponsor for Women
- Evaluates, supports, and ensures implementation of our I&D vision on Gender Equality
- Reviews progress on our gender equality programmes and initiatives and makes recommendations to the Group CSO



# 2023 EXTERNAL RECOGNITION

Forbes  
Middle East

Ranked #1 in the Transport and Logistics Sector in Forbes Middle East's Sustainable 100



Recognised as the Sustainability Company of the Year at Multimodal 2023, the UK logistics industry's leading event



Secured the Excellence Award for Sustainability (Global category) at the fDi Global Free Zones of the Year Awards



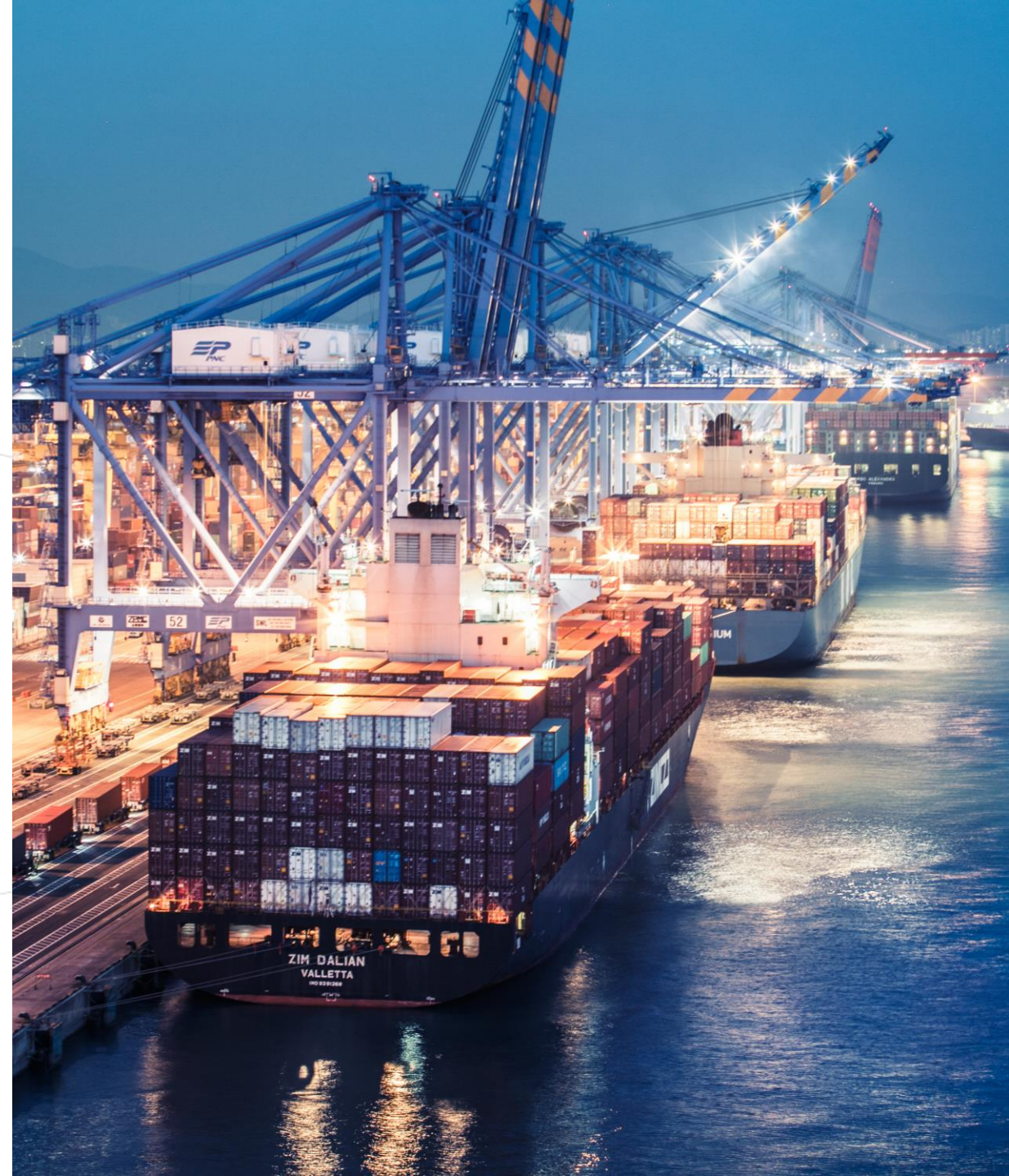
Received two awards at the Global Maritime India Summit 2023 in Mumbai: one for ESG initiatives and the other for terminal operations excellence



Received the Community Impact Medal (Platinum category), from the National CSR Fund

Gulf  
Sustainability  
Awards

Secured the Gold Award in the Environmental Sustainability Programme category at the Gulf Sustainability Awards



# SUSTAINABILITY REPORTING

We are committed to publicly disclosing our annual performance in accordance with the GRI Standards

## International Goals



The principal global framework for sustainability. The goals were established by the UN in 2015 and are to be achieved by 2030. All our material topics are aligned with the SDGs to ensure the Sustainability Strategy is translated into concrete action.



The world's largest corporate sustainability initiative, led by the UN. It drives ten universally accepted principles across human rights, labour, environment and anti-corruption. Each year we submit a Communications on Progress (COP) report which reaffirms the CEO's continued support for the UN Global Compact and its ten principles.

## Reporting Frameworks



The world's most widely used standards for international reporting on sustainability. GRI guides the content, data and quality of reporting within the Sustainability report. The ESG Scorecard includes several disclosures based on the standards.



A framework to assist with more effective disclosure on climate-related risks and opportunities. Effective 2024, International Sustainability Standards Board (ISSB) assumes responsibility for TCFD.

## Commitments



A core set of common metrics and disclosures on non-financial factors for investors and other stakeholders, launched at the 2020 WEF in Davos.



Principles that provide a framework for responsible business practices across ocean sectors and geographies. In line with this, companies commit to assess their impact on the ocean and integrate ocean sustainability into their overall strategy.



Principles offering guidance to business on how to promote female empowerment in the workplace, marketplace and community.



A framework to report progress on water stewardship in six areas: direct operations, supply chain and watershed management, collective action, public policy, community engagement and transparency.



Committed to Voluntary Early adoption of ISSB in 2025



Looking to integrate CSRD reporting to meet reporting timelines



# SUSTAINABILITY RATINGS

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



Rating Scale

MSCI	MOODY'S	CDP	SUSTAINALYTICS	ecovadis
CCC to AAA (AAA = best rating)	Credit Impact Score (CIS) 1 (Positive) – 5 (Negative)	A-F (A = best score)	Negligible (0-10) – Severe (40+) (0 = lowest risk/best score)	Outstanding (85-100) – Insufficient (0-24)

Latest Score/Ratings

BB (Average) <sup>1</sup>	CIS 2	B	8.8 Top rated - Regional Top rated – Industry	54 (58 <sup>th</sup> percentile) Bronze Medal achieved
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Rating upgraded to BB from B

BRONZE  
2023  
ecovadis  
Sustainability Rating

First time rated

<sup>1</sup> Score updated in May 2024



# SUSTAINABLE FINANCE

DPW USD 1.5bn 10-year Green Sukuk

Framework fully aligned with international principles, guidelines and frameworks

Use of Proceeds (UoP)



Sustainability Linked



SPO from leading rating agency  
ISS Corporate Solutions



### Assessment Highlights

- Aligned with relevant principles
- Product and/ or service-related UoP positively contribute to one or more SDGs<sup>1</sup>
- E&S risks associated with Up categories are managed
- SPTs for KPIs range from Good to Robust

### Transaction Summary

Obligor	• DP World Limited
Obligor ratings	• Baa2 (Moody's)/ BBB+ (Fitch)
Size of issue	• US\$1.5 billion
Use of proceeds	• In line with the Sustainable Finance Framework
Tenor	• 10 year
Profit rate	• Fixed Rate, 5.5%
Currency	• US dollar
Maturity date	• 13 September 2033
Format	• Regulation S
Pricing date	• 6 September 2023
Settlement date	• 13 September 2023

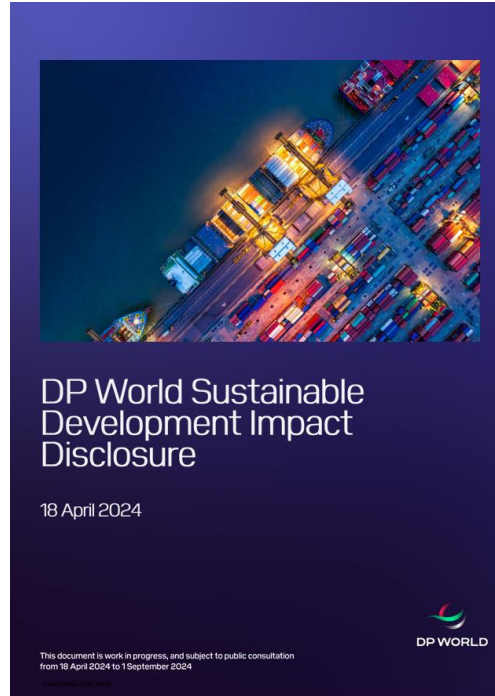


1 Sustainable Development Goals

# SUSTAINABLE FINANCE

## Sustainable Development Impact Disclosure (SDID)

- First company globally to adopt and disclose on development impact in accordance with the recently released impact disclosure guidance from the Impact Disclosure Taskforce
- The Impact Disclosure Taskforce is led by JP Morgan Development Finance Institution and Natixis
- The SDID focuses on markets in the Global South and assesses the impact of our investments in advancing the SDGs and closing existing development gaps
- It helps to address information asymmetry challenges and communicate DP World's commitment to acting as a partner of choice for equitable development
- The SDID will eventually include countries in Asia, Africa and South America



The SDID was published on 18 April 2024 and is now open for public consultation and feedback until 1 September 2024

### Sustainable Development Impact Disclosure (SDID)

Five-step process to measure and disclose the impacts of business strategies or national development plans





# SUSTAINABILITY PARTNERS

Making impact through partnerships



Supporting Coral Vita and Living Seawalls to scale their projects in the UAE and other strategic markets



Bridges to Prosperity

Supported over 55k rural residents in Rwanda by the construction of 17 bridges



Highlighted our diversity progress in their HeForShe Alliance Impact Report

**Mærsk  
Mc-Kinney  
Møller Center**  
for Zero Carbon  
Shipping

Through our partnership with MMMCZC<sup>1</sup> we are testing and implementing ways to decarbonise the maritime industry



Held a joint training exercise led by the United Nations' World Food Programme to our preparedness to support communities in humanitarian disasters.



Entered a new partnership supporting a collaboration between United for Wildlife and UNODC



In Mozambique, started construction of 3 water supply systems and waste management units



Supported Roots & Shoots groups in 25 different countries, reaching over 180,000 people through educational campaigns and online activations



Extended our partnership by training nine women as solar engineers to electrify rural communities in Southern Senegal



Participated in dialogue and programmes to influence policy makers and demonstrate commitment to a net zero carbon future



Making battery-electric container handling equipment affordable and through collective action, as a catalyst to zero-emission ports

<sup>1</sup> Maersk McKinney Moller Centre for Zero Carbon Shipping

# THOUGHT LEADERSHIP

COP 28

## DP World presence by the numbers

**10** C-Suite leaders contributing to the global COP28 agenda

**30+** signature events across the Blue Zone, Green Zone, and Innovation Zone

**110+** speakers contributing to DP World's signature programming

**5** main stage events across the COP28 Green Zone featuring DP World C-Suite executives

**8** new partnerships and MoUs for lasting multilateral collaboration opportunities

**3** whitepapers launched

**2,000+** attendees at DP World events



# OUR FUTURE: WOMEN



**23.4%**  
Female employees in Executive, Senior and middle management

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**USD 5.3M**  
Invested in women/girl community initiatives

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**16%**  
Female share of total workforce

We have a target of having 30% of women in middle and senior management roles, and CEO directive, to increase women representation across the Group to 20%, by 2025

## 2023 initiatives

### Governance and reporting

- Appointed the first executive sponsor for women at DP World
- Re-instated the Women’s Council
- Highlighted progress in HeForShe Alliance Impact Report

### MentorHer

- Launched our sixth cohort
- 2023 saw a marked increase in applications with 310 mentees and 215 mentors

### Women in Logistics in Africa (WILA)

- Renewed our partnership with WILA
- This NGO comprises over 500 women from 18 African countries, all contributing to the logistics industry

### Women on Board

- Second Women Onboard programme
- Through this programme, 21 women have been appointed to more than 39 seats within the Company

## Case Studies



Extended partnership with Barefoot College International



Launched Operators of the Future Programme in Posorja



Empowered women through the Vision Futuro Initiative in Dominican Republic



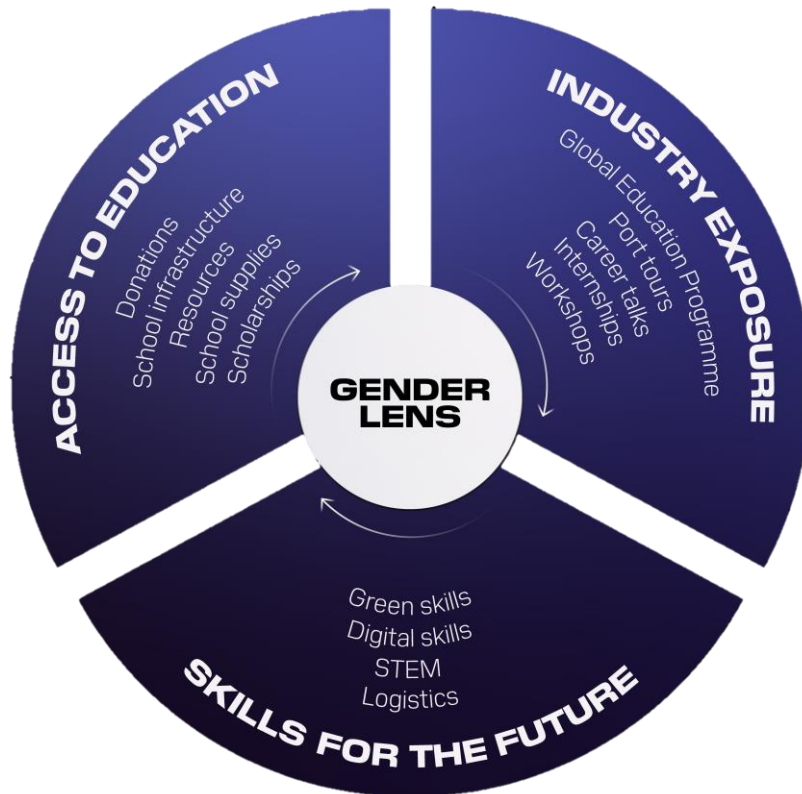
Appointed the first female equipment operator in Berbera, Somaliland



# OUR FUTURE: EDUCATION



Our Education strategy provides us with a clear roadmap for addressing the barriers, driving education for all in our communities and ensuring no one is left behind



## Key initiatives



Launched the DP World Global Education Platform, an online resource hub aimed at engaging teachers and students aged 11-18 years



Delivered nine workshops in Jeddah, Saudi Arabia, to over 150 children aged 8-12 to develop their skills for the future



Signed an MOU with Eduardo Mondlane University (UEM) in Mozambique to enhance community engagement and education



In Posorja, in partnership with the prestigious ESPOL University of Ecuador, we have established the town's first university



In the UAE, launched the inaugural phase of 20Xel, a talent development programme for the next generation of Emirati trade, logistics and supply chain leaders.

# OUR FUTURE: WATER



## Source to Sea

In 2023, we adopted a source-to-sea approach, integrating our ocean and water strategies. This approach is essential for effective water stewardship because it considers the entire water cycle from the source of the water to where it eventually ends up.

### Freshwater



- Became a member of the CEO Water Mandate’s Water Resilient Coalition (WRC)
- Our commitment involves understanding and improving water efficiency and its use in our operations and supply chains, to tackle water stress in 100 critical basins by 2030



- Launching a Water Conservation and Management Strategy (WCMS) in 2024
- The strategy will further integrate water stewardship principles into our operations
- The WCMS aims to measure and reduce our water use and wastewater discharges; strengthen operational practices to prevent, reduce and manage impacts on ecosystems and communities

### Water, Sanitation and Hygiene (WASH)



- In Mozambique, started construction of 3 water supply systems and waste management units
- Our commitment extends beyond infrastructure, with investment in a graduate programme aimed at attracting talent to the WASH sector, fostering local government’s technical and management skills
- In 2024, we plan to roll out similar projects across other locations across Sub-Saharan Africa

We are cognisant of our responsibility to nature and in actioning solutions that help to prevent biodiversity loss across our global operations on both land and in water. In 2023, and to manage our impact on biodiversity and contribute towards the safeguarding of nature, we published a Biodiversity Statement

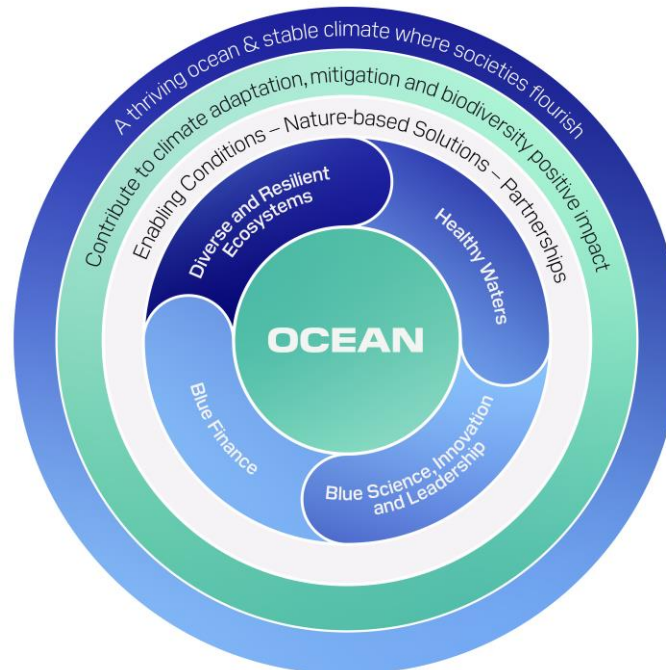
# OUR FUTURE: WATER



## Source to Sea - Ocean

Our new Ocean Strategy provides a business relevant framework for coordinated and impactful actions to reduce our environmental footprint and help address environmental and societal challenges related to ocean health. It has four core areas of action

- Partnered with the UAE Ministry of Climate Change and Environment and became a member of the Mangrove Alliance for Climate initiative
- In 2024, we will support the recently launched Mangrove Breakthrough global initiative to restore mangroves around the world
- In 2024, will lay the foundations to begin three mangrove restoration projects across the Indian sub-continent, Southeast Asia and Africa
- Developed a Blue Carbon Ecosystems Strategy and Prioritisation Framework to support decision making for high impact investment to advance our ocean restoration efforts
- In Posorja, we continued with the Sowing Life programme in Puna Island
- Since, 2017 we have partnered with the CALISUR Foundation to re-populate 105 hectares of wetlands
- 218,000 seedlings have been planted to date and we plan to sow a further 32,000 by 2024
- In total, we will have planted enough new mangroves to capture over 3m tonnes of carbon from the atmosphere



- Implemented a series of targeted actions to improve the harbour water quality in Jebel Ali Port
- This includes regular monitoring and aeration systems while addressing specific sources of marine pollution
- This initiative has resulted in the return of local marine megafauna including dolphins and sea turtles
- In Belgium, we partnered with Flanders, Natuurpunt, the largest private nature conservation and nature management organisation to support the preservation of estuary nature reserves around our port in Flanders
- These mud flats and salt marshes, home to rare bird breeds and aquatic life, are often polluted by industrial plastic waste
- In Brazil, we initiated a mangrove forest restoration for carbon compensation
- An area of approximately 42 hectares will be used for restoration planting with native seedlings, while another area of just over 42.5 hectares will conserve native vegetation.
- In 2024, the project will move into execution phase.



# OUR FUTURE: WATER



## Source to Sea - Ocean

### THE EARTHSHOT PRIZE

As a founding partner of the Earthshot Prize, we are also funding innovations focused on biodiversity enhancement and restoration of other key marine ecosystems



- With Coral Vita, we opened the UAE's first land-based coral exhibition for reef restoration
- Our pilot farm mimics natural ocean conditions and optimises coral growth and survival
- The facility functions primarily as a demonstration centre but has the potential to play a key role in supporting regional initiatives
- We are now exploring opportunities to further integrate coral farming and restoration into our global network



- With Living Seawalls, a flagship programme of the Sydney Institute of Marine Science, we have completed installing habitat panels on port piles in Callao, Peru
- The panels, developed by Living Seawalls, are designed to mimic natural formations
- They can be easily fitted to new or existing marine infrastructure, enhancing biodiversity up to 36%



- Together with the UNGC, we have also partnered to set up a Middle East Region Ocean-Climate Nexus Centre
- The centre is designed to be a source of case studies and learning opportunities for climate solutions in ocean industries and will be part of a larger global network of ocean stewardship centres run by the UNGC

# OUR WORLD: CLIMATE CHANGE

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



In early 2024, we updated our short-term decarbonisation target following guidance issued by SBTi in 2022 to align with the 1.5-degree scenario.

Our targets are now:

- 42% reduction in Scope 1 and 2 by 2030
- 28% reduction in Scope 3 by 2030
- Net Zero across all scopes by 2050

The baseline has been updated to 2022 given several structural changes to the business since 2019



We have adopted a science-based approach to reduce our carbon footprint, and account for the following types of emissions in our strategy:

- Scope 1:** Direct emissions from owned and controlled sources (mainly fossil fuels)
- Scope 2:** Indirect emissions associated with the purchase of electricity
- Scope 3:** All other indirect upstream and downstream emissions in the value chain

We currently report against eleven categories under Scope 3. Of these eleven categories, Category 3 (Fuel and Energy Related activities), Category 5 (Waste) and Category 6 (Business Travel) are reported using the unit-based approach

In 2023, we initiated our supplier engagement programme to better understand our suppliers' decarbonisation strategies and to identify opportunities to collaborate

We aim to continuously improve our Scope 3 reporting by moving more sub-categories to unit-based calculations and enhance our data collection systems for more accurate measurement

In 2023, we reduced our carbon footprint by over 13% vs. baseline; however, absolute emissions grew due to the integration of our acquisitions, Imperial Logistics and Syncreon.

# OUR WORLD: CLIMATE CHANGE



## Carbon Emissions

	Units	2021	2022	2023
<b>Scope 1 Carbon Emissions</b>				
Direct GHG emissions (from fuel combustion)	Tonnes CO2	2,673,066	2,537,929	2,863,899
Biogenic CO2 emissions	Tonnes CO2	29,989	31,361	38,677
RGL CO2 emissions	Tonnes CO2	34,011	55,151	35,179
<b>Scope 2 Carbon Emissions</b>				
Gross location based GHG emissions	Tonnes CO2	594,731	604,737	630,782
Gross market-based energy indirect GHG emissions	Tonnes CO2	526,285	532,585	277,596
<b>Total Scope 1 and Scope 2 emissions</b>	<b>Tonnes CO2</b>	<b>3,229,340</b>	<b>3,101,875</b>	<b>3,180,172</b>
<b>Scope 3 Carbon emissions</b>				
Cat-1-Purchased goods & services	Tonnes CO2		499,048	769,509
Cat-2-Capital Goods	Tonnes CO2		398,406	512,285
Cat-3-Fuel & Energy related activities	Tonnes CO2		668,535	1,240,972
Cat-4 & 9-Upstream/ downstream Transportation & Distribution	Tonnes CO2		1,428,464	2,028,036
Cat-5-Waste generated in operations	Tonnes CO2		44,417	78,812
Cat-6-Business Travel by air	Tonnes CO2	1,528	4,596	7,449
Cat-7-Employee Commuting	Tonnes CO2		34,562	66,026
Cat-8-Leased assets upstream	Tonnes CO2		14,159	140,758
Cat-13-Leased assets downstream	Tonnes CO2		255,203	86,936
Cat-15-Investments	Tonnes CO2		7,815	219,040
<b>Total Scope 3 emissions</b>	<b>Tonnes CO2</b>	<b>1,528</b>	<b>3,355,205</b>	<b>5,149,823</b>

All reported carbon emissions, including our baseline, are externally assured by LRQA annually, in accordance with ISO 14064:2019. LRQA's verification procedure is based on current best practice and is in accordance with ISAE 3000 and ISAE 3410

- 2022 baseline = 3.6mT CO2e
- 2023 Total Scope 1 and 2 breakdown across business pillars
  - Marine Services 60%
  - Ports and Terminals 21%
  - Logistics 19%
- For marine services, over 90% of the emissions come from marine fuel used in shipping operations
- For ports and terminals, logistics and economic zones, majority of CO2 emissions come from diesel and electricity
- 2023 carbon intensity of Ports and Terminals 10.7 KgCO2-e/ Mod TEU





# OUR WORLD: CLIMATE CHANGE

## Our Decarbonisation Strategy remains unchanged



**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

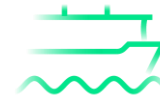


**Carbon compensation**  
Compensate the remaining carbon that cannot be avoided or other carbon offsetting method

## 2023 Highlights



Together with APM Terminal, we published a paper on the electrification of CHE. During COP28, we teamed with APM Terminals to form the ZEPA



Launched P&O Pioneer, the world's largest double-ended hybrid. The vessel can cut fuel use by 40%



In the UAE, we launched an initiative to retrofit 30% of terminal tractors in Jebel Ali by 2028



In Germany, we have taken delivery of three 40-tonne E-trucks



Through POML in Azerbaijan reduced emissions, saved fuel and cut down operating hours by reducing idling time of vessels

# OUR WORLD: CLIMATE CHANGE



## Our Decarbonisation Strategy remains unchanged



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

## 2023 Highlights



In the UAE, we achieved a near-50% reduction in Scope 2 emissions through IRECs



Signed a cooperation agreement with IRENA to accelerate the use of renewable energy in our ports



Signed an MOU with Masdar to explore renewable energy opportunities in MENA



In Ecuador, received the EKOenergy ecological label, an international recognition supported by the UN



Currently 18 OEs running on, or are close to, 100% renewable energy, the largest being UAE, Rotterdam, Antwerp, Posorja, San Antonio and Santos

As of 2023, 60% of our electricity consumption comes from renewable sources. We aim to increase this to 70% by 2030 and 100% by 2040



# OUR WORLD: CLIMATE CHANGE

## Our Decarbonisation Strategy remains unchanged



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

## 2023 Highlights



Though our partnership with MMMCZC<sup>1</sup> we are testing and implementing ways to decarbonise the maritime industry



Through the FMC we have a target of 5% of marine power coming from zero-emission fuels by 2030



Signed a MOU to jointly develop green solutions to decarbonise global supply chains



In Canada, we are exploring hydrogen electric technology, beginning with a pilot for RTGs



In Southampton, UK, the adoption of 100% sustainably sourced HVO has cut carbon emissions by 90% compared to 2021



Finalised carbon compensation project and developed actions

<sup>1</sup> Maersk McKinney Moller Center for Zero Carbon Shipping





# OUR WORLD: COMMUNITY ENGAGEMENT

We seek to deliver improved social outcomes and impact in the communities where we operate

**USD 10.5M**

Total Community Investment

**486K**

Beneficiaries supported

**USD 3.2M**

Investment on Education projects

**40%**

of Total Investment in Middle East and Africa



**EDUCATION**



**WATER**



**HEALTH**



**EMERGENCY**

A gender lens is applied across all pillars

# OUR WORLD: COMMUNITY ENGAGEMENT



Unjani Clinics, a nurse-led model for affordable, quality primary healthcare in South Africa, has to-date delivered 4.8m patient engagements, with a goal to reach 600 clinics by 2030

The Unjani Clinics initiative provides quality, affordable primary healthcare and quality medicines to people who are uninsured and under-served but are able to pay a small fee towards their healthcare needs

To date, the Unjani Clinics network comprises 178 clinics and 12 mobile health pods. These clinics have created over 680 permanent jobs. DP World in South Africa has sponsored 49 of these clinics, representing ~50% of patient engagements



# OUR WORLD: COMMUNITY ENGAGEMENT

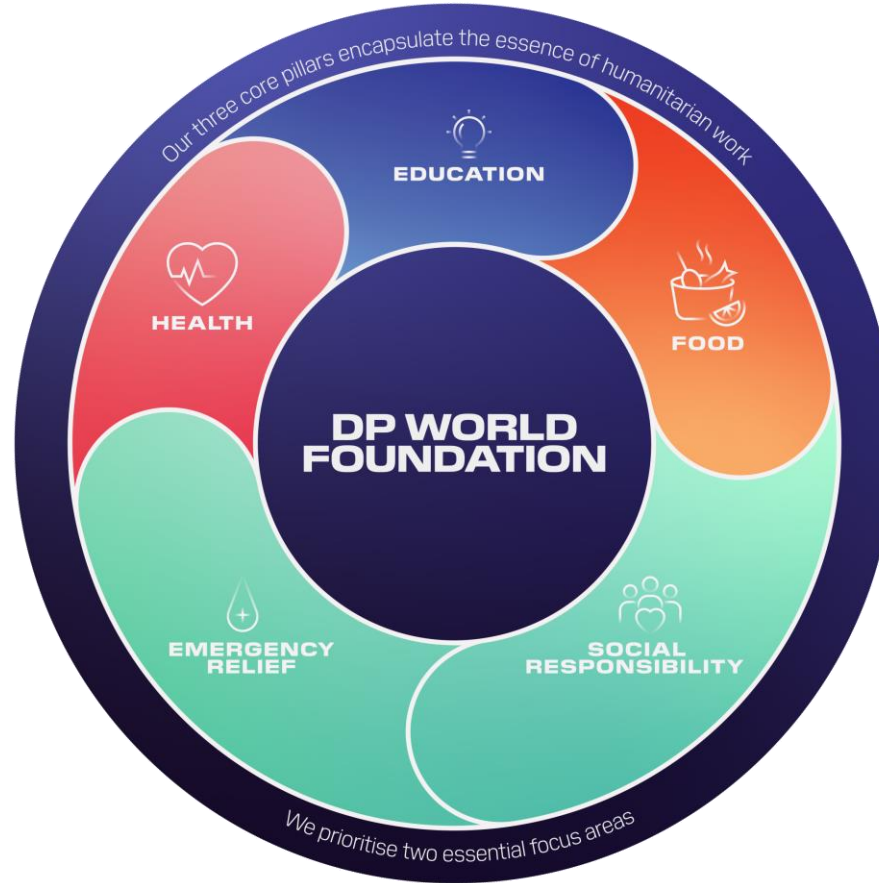


DP World Foundation

Collaborated with Noor Dubai Foundation to launch an Eye campaign



Contributed AED 10m to the "1 Billion Meals Endowment" campaign



Committed to upholding the values of Zayed Humanitarian Day



Provided support to the flood-affected communities in Sindh, Pakistan





# OUR WORLD: OTHER HIGHLIGHTS



Select highlights from the 2023 Sustainability Report



**People Development**



Launched 3 leadership programmes for global deployment



~37k employees completed ~39k courses and invested 334,150 learning hours



1,500 leaders participated in Lead Connect series



Third cohort of Evolve, a global programme for future leaders, with 30 participants



**Safety**



Updated and published our HSE Policy, which extends Groupwide and to contractors



Recorded increase in HSE Training participation; 16,657 in 2022 to 20,904 in 2023



Added 2 modules to the HSE Application System, Change Management and Root Cause Corrective Action



HSE Management System certified against ISO45001 and ISO14001



**Security**



More than 15 of our ports, as well as HO, transitioned to ISO 28000:2022



Launched a new in-house SOC based in India



Nine BUs have now received ISO 27001 certification



Entered a new partnership supporting a collaboration between UfW and UNODC



**Ethics**



Revamped Global Code of Ethics



Winner in the Private Sector at the Leading Practices in Internal Audit Awards



Refreshed our Vendor Code of Conduct; signed by 121 pre-qualified vendors



Addressed requirements for the German Supply Chain Due Diligence Act



**Wellbeing**



Launched World of Wellbeing (WoW) programme



Flexible working arrangements available for eligible employees



Great Place to Work certified in certain locations



2024 LinkedIn Top Company in the UAE



# APPENDIX

# DP WORLD KEY FINANCIAL METRICS

US\$ million	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023
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	81.5
Consolidated Throughput (TEU mn)	27.1	26.1	28.3	29.1	29.2	36.4	36.8	39.9	41.7	45.4	46.1	47.5
Revenue	3,121	3,073	3,411	3,968	4,163	4,715	5,646	7,686	8,533	10,778	17,127	18,250
Adjusted EBITDA	1,404	1,414	1,588	1,928	2,263	2,469	2,808	3,306	3,319	3,828	5,014	5,108
EBITDA margin	45.0%	46.0%	46.6%	48.6%	54.4%	52.4%	49.7%	43.0%	38.9%	35.5%	29.3%	28.0%
Leverage (Net Debt / EBITDA)	2.0	1.7	1.3	3.2	2.8	2.5	2.8	3.9*	4.3*	4.2*	3.2*	4.0*
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	1,514
ROCE %	6.8%	6.7%	7.1%	7.9%	9.5%	8.8%	8.4%	7.5%	6.0%	6.3%	8.0%	8.1%
Interest cover x	4.7	5.0	5.6	5.0	6.7	7.5	6.5	4.6	4.0	5.1	6.3	4.5
Capex	685	1,063	807	1,389	1,298	1,090	908	1,146	1,076	1,393	1,715	2,112
Acquisition (Monetisation)	(374)	(637)	83	4,072	174	300	2,320	3,133	600	1,572	(6,108)	151
Consolidated Terminal Capacity (TEU mn)	34.7	35.2	37.9	40.1	42.4	49.7	49.7	54.2	57.9	56.0	57.0	60.7
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	95.0
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%	85.8%

\* Post IFRS16



# SUSTAINABILITY RELATED POLICIES AND REPORTS

## Policies



[Group Sustainability Policy](#)



[Group Modern Slavery and Human Trafficking Statement](#)



[Anti-Bribery Policy](#)



[Group Health, Safety and Environment Policy](#)



[Global Code of Ethics](#)



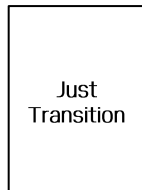
[Vendor Code of Conduct](#)



[Group Human Rights Statement](#)



[External Stakeholder Engagement Policy](#)



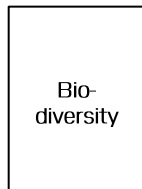
[Just Transition Statement](#)



[Whistleblowing Policy](#)



[Global Inclusion and Diversity Policy](#)



[Biodiversity Statement](#)

## Sustainability Reports



[2023 Sustainability Report](#)



[2022 Sustainability Report](#)



[2021 Sustainability Report](#)

