



2021 INTERIM RESULTS PRESENTATION

FOR THE HALF YEAR ENDING 30 JUNE 2021

19 AUGUST 2021



The following references appear throughout the presentation

Financial results are as reported in the financial statements and include

- Revenue from divested consolidated terminals up until disposal,
- Share of profit from divested terminals up until disposal (if applicable).

Before separately disclosed items primarily excludes non-recurring items. Further details can be found in Note 9 of the audited accounts.

Like-for-like at constant currency is without the new additions at KRIL (India), TIS (Ukraine), Unico (South Korea), Fraser Surrey (Canada), Traders Market, Logistics & Digital Solutions (UAE) and Luanda (Angola).

DP WORLD 

01

INTRODUCTION

Yuvraj Narayan
Group Chief Financial, Strategy and
Business Officer

Result Announcement for the half year
ended 30 June 2021

Presentation to Investors and Analysts
19 August 2021



OVERVIEW OF 2021 INTERIM FINANCIAL RESULTS



Results before separately disclosed items ¹ unless otherwise stated USD million	1H 2021	1H 2020	As reported % change	Like-for-like % change ²
Gross throughput ³ (TEU '000)	38,598	33,897	+13.9%	+13.3%
Consolidated throughput ⁴ (TEU '000)	22,566	19,970	+13.0%	+12.0%
Revenue	4,945	4,076	+21.3%	+9.0%
Share of profit from equity-accounted investees	76	55	+38.5%	+29.8%
Adjusted EBITDA ⁵	1,813	1,534	+18.2%	+11.9%
Adjusted EBITDA margin ⁶	36.7%	37.6%	-	38.5%
EBIT	1,117	873	+27.9%	+20.9%
Profit for the period	585	333	+75.4%	+54.7%
Profit for the period attributable to owners of the Company	475	313	+51.9%	+39.4%

(1) Before separately disclosed items (BSDI) primarily excludes non-recurring items. DP World reported separately disclosed items of a \$9.2 million loss.

(2) Like-for-like at constant currency is without the new additions at KRIL (India), TIS (Ukraine), Unico (South Korea), Fraser Surrey (Canada), Traders Market, Logistics & Digital Solutions (UAE) and Luanda (Angola).

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

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

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

(6) The adjusted EBITDA margin is calculated by dividing adjusted EBITDA by revenue.

PROVIDING SOLUTIONS TO CARGO OWNERS

Beneficial Cargo Owners

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

Traditional Container Customers • Shipping Lines





- DP World entered into a transaction implementation agreement to acquire all outstanding shares of Imperial Logistics.
- Implied equity consideration c.USD890mn.
- Transaction is subject to shareholder approval and other customary completion conditions. Expected to close in 4Q 2021 or 1Q 2022.



African and European focused provider of **logistics and market access solutions**



Focus on 5 key industries – **healthcare, consumer, automotive, chemicals and industrial**



Unique value proposition as **'Gateway to Africa'** through integrated market access & logistics solutions



Core Offering: **air & ocean** freight mgmt, **road** freight mgmt, **contract logistics, lead logistics** services

MARKET ACCESS

- Take ownership of inventory & responsibility for the full order to cash function.
- Build complex route-to-market solutions that provide clients and principals' access to patients & consumers across Africa – mainly in healthcare and consumer industries.

LOGISTICS AFRICA

- Integrated freight management and contract logistics provider with significant scale, offering end-to-end solutions in key industries using technology as a differentiator.
- Reduce time to market, improve customer service & mitigate risk.

LOGISTICS INTL

- Partner with clients to integrate logistics functions into their end-to-end supply chain.
- Leading capabilities in chemical & automotive industries
- Specialised express pallet freight distribution capabilities.



- Acquisition of 100% of syncreon for an enterprise value of US\$1.2 billion.
- In FY2020, the group reported revenue of US\$1.1 billion - 57% generated in EMEA (predominantly Europe) & 42% in North America.
- Transaction is subject to customary completion conditions and is expected to close in 2H2021.

syncreon is a US based global logistics provider which specializes in the design and operation of supply chain solutions for high growth automotive and technology verticals.



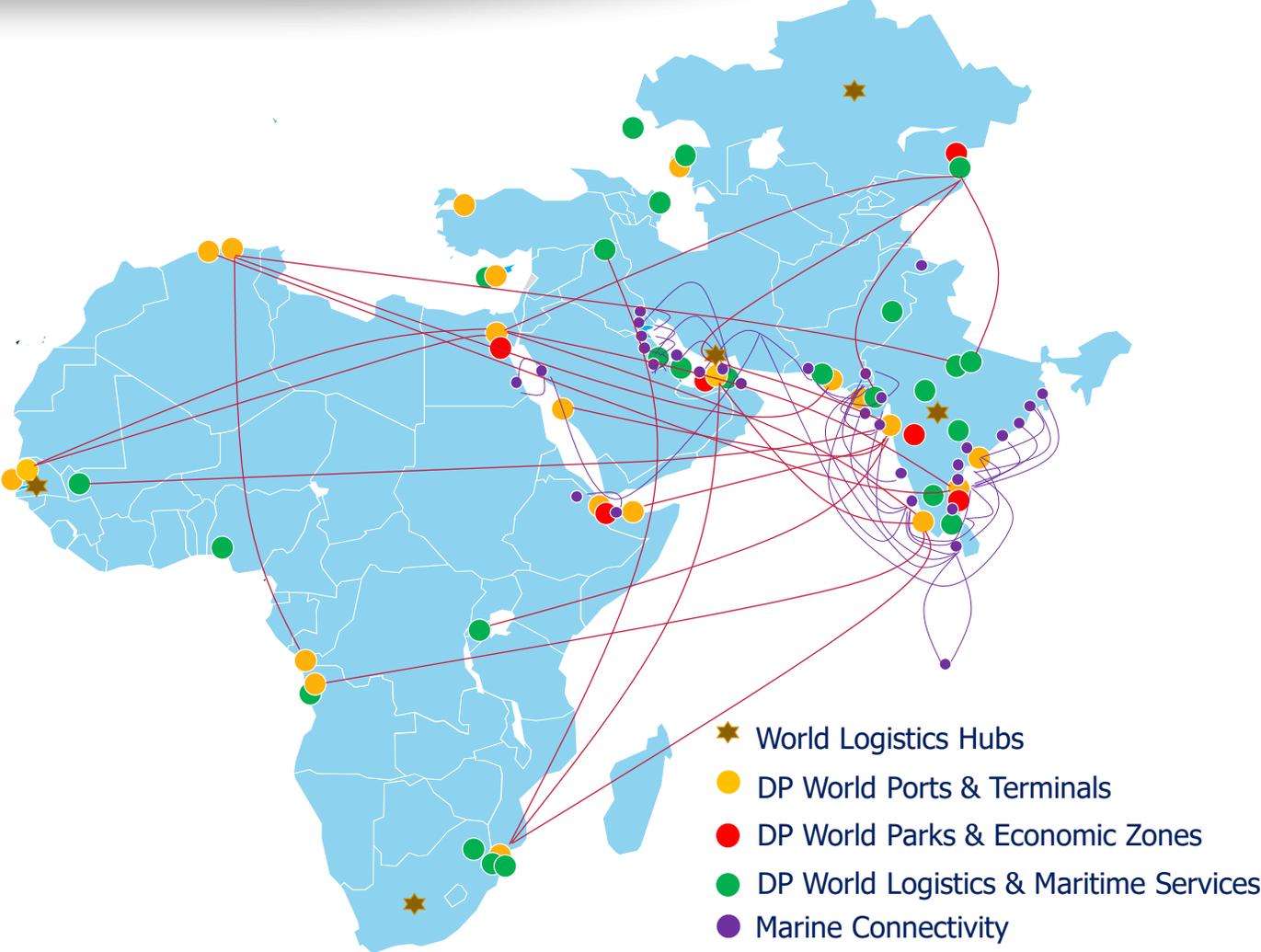
CONNECTING FASTER GROWING MARKETS. INDIAN SUBCONTINENT-MIDDLE EAST-AFRICA



DP World is **connecting faster growing markets** such as Asia, Middle East and Africa

Leveraging our inland & marine logistics, ports & terminals and economic zones to **deliver end-to-end connectivity**

Driving efficiencies in major trade lanes through providing tech led solutions



DP WORLD[®]

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FINANCIAL
REVIEW

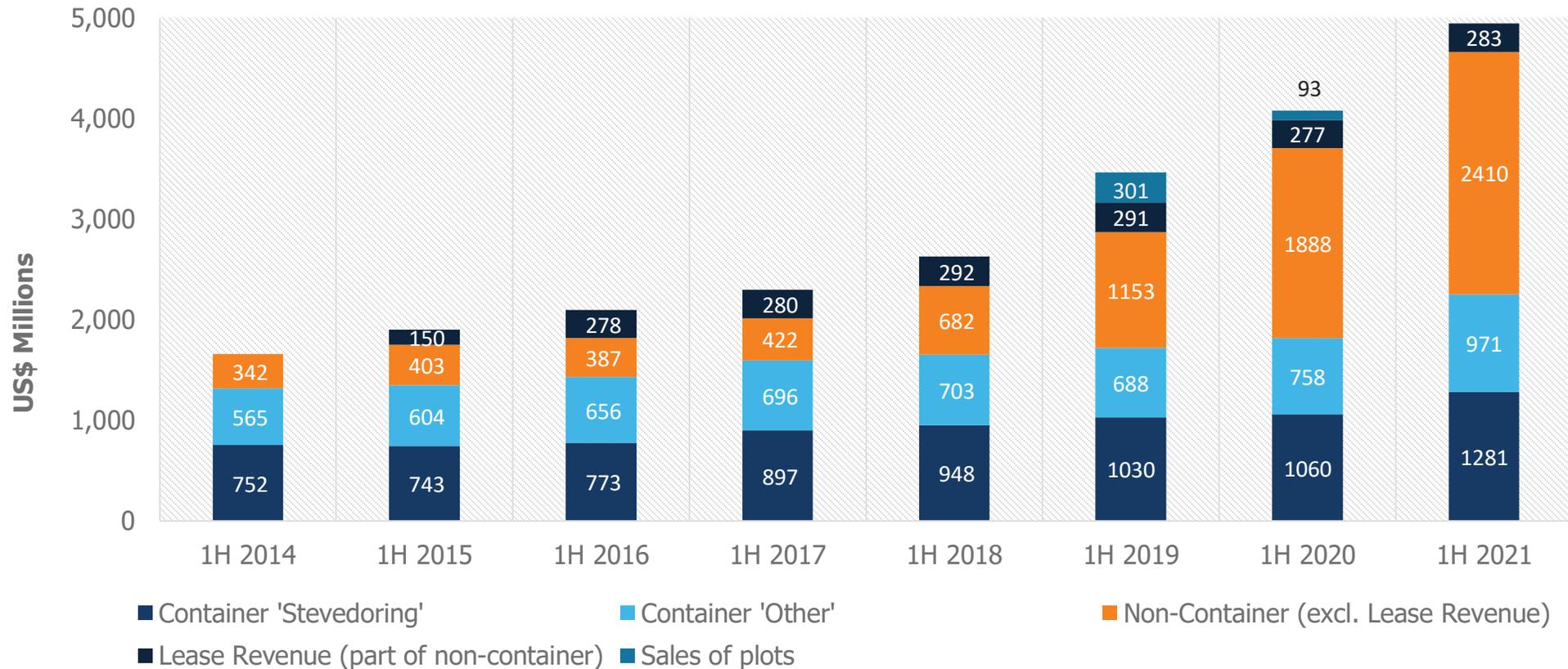
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REVENUE BREAKDOWN



Revenue growth as reported is **21.3%**.

Like-for-like revenue declined by **9.0%**.

Lease Revenue includes income from Jebel Ali Free Zone and Dubai Maritime City.

- At 1H2021, non-containerized revenue accounted for approximately 54.5% of total revenue.
- Revenue growth of 21.3% supported by acquisitions and strong growth in India, Australia, and UK.
- Total Lease revenue was \$283 million. Lease revenue is included in total non-container revenue for reporting purposes.

EBITDA MARGINS

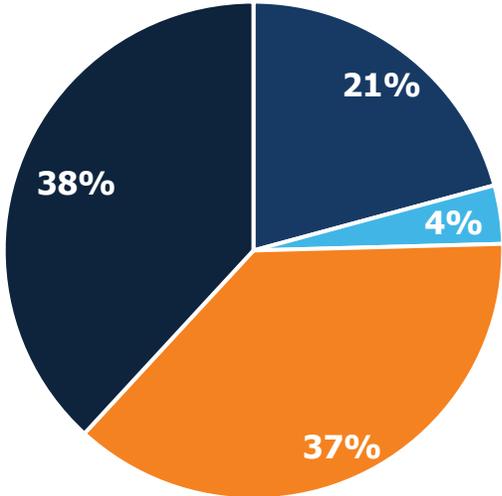
\$ million	1H 2021	1H 2020	As reported % change	Like-for-like % change ¹
Share of profit from equity-accounted investees (BSDI)	76	55	+38.5%	+29.8%
Adjusted EBITDA (including share of profit from equity-accounted investees)	1,813	1,534	+18.2%	+11.9%
Adjusted EBITDA margin	36.7%	37.6%	-	+38.5% ²

- Adjusted EBITDA grew 18.2%, and EBITDA margin for the half-year stood at 36.7%. Like-for-like adjusted EBITDA margin of 38.5%.
- EBITDA margin broadly stable year-on-year at 36.7%

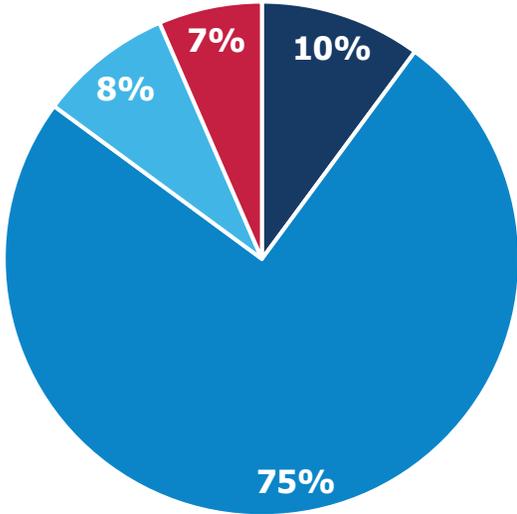
(1) Like-for-like normalises for monetisations and new developments as well as currency impact

(2) Displays Adjusted EBITDA margin on a like-for-like basis rather than % change.

CONTINUED INVESTMENT IN PORTFOLIO



- Maintenance
- Expansion - New Facilities
- Replacement
- Expansion - Existing Facilities



- Asia Pacific & India
- EMEA
- Australia & Americas
- Others

- Capital expenditure of \$687 million invested across the portfolio during the first half of the year.
- In 2021, we expect capital expenditure to be approximately \$1.2 billion with investments planned into UAE, Canada, Jeddah (Saudi Arabia), Berbera (Somaliland), Sokhna (Egypt), Luanda (Angola), P&O Ferries, London Gateway (UK) and Callao (Peru).
- Expect to have approx. 97.3 million TEU of gross global capacity in 2021 and 59.8 million TEU of consolidated capacity by end of 2021.

DEBT POSITION

\$ Million	30 June 2021	31 Dec 2020	30 June 2020
Interest Bearing Debt	14,490	13,115	12,955
IFRS 16 Lease Liability	3,526	3,164	2,953
Total Debt	18,016	16,280	15,908
Cash Balance	3,629	2,142	2,139
Adjusted Net Debt	14,387	14,138	13,769
Adjusted Net Debt (Excluding lease liabilities)	10,861	10,973	10,816
Net Debt / Adjusted EBITDA pre IFRS 16	3.5x	3.7x	3.7x
Net Debt / Adjusted EBITDA post IFRS 16	4.0x	4.3x	4.3x
Interest Cover pre IFRS 16	5.3x	4.4x	3.9x
Interest Cover post IFRS 16	4.6x	4.0x	3.5x

- Well matched debt profile with long-term debt to meet long-term nature of our business.
- Cash from operating activities remains strong at \$1,490 million in 1H2021 compared to \$1,124 million in 1H2020
- Leverage (Net debt to annualised adjusted EBITDA) decreased to 3.5 times (Pre-IFRS16) from 3.7 times at FY20. On a post-IFRS16 basis, net leverage stands at 4.0 times compared to 4.3 times at FY2020.

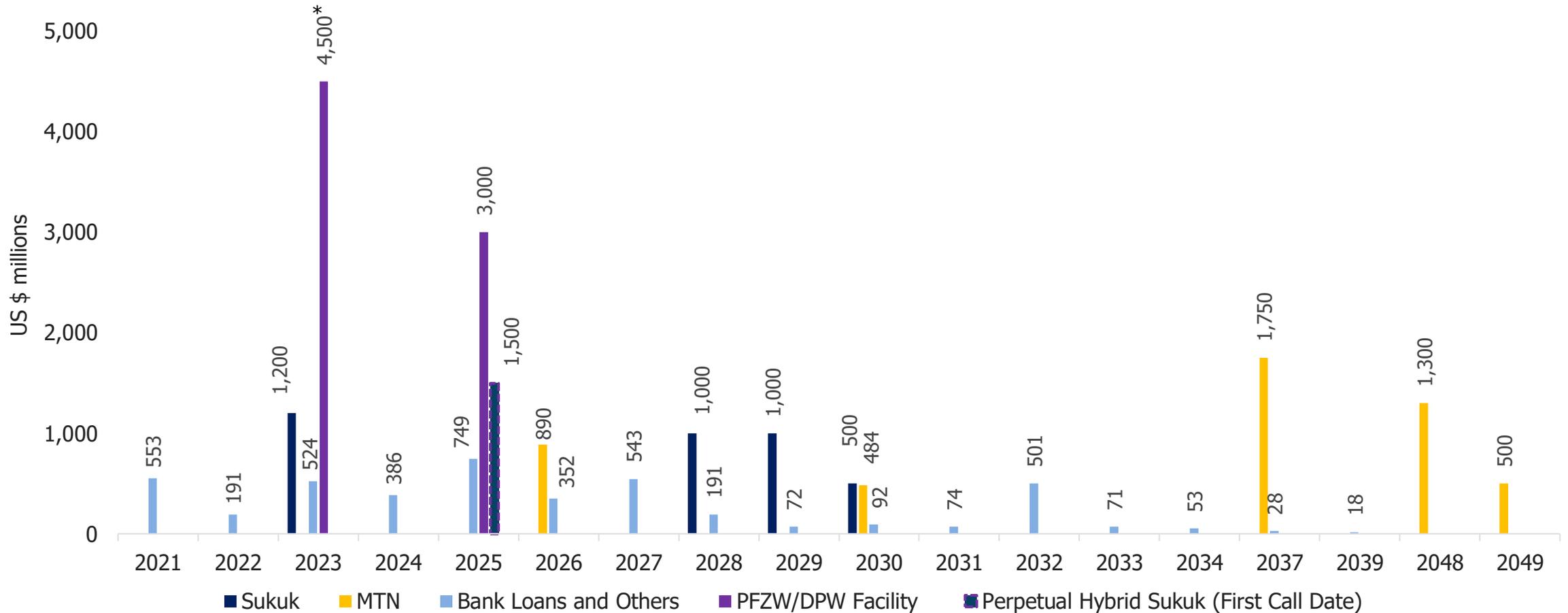
DEBT RATIO - DPW & PFZW COMBINED



Combined & Proforma Leverage	\$ Million
(+) Interest Bearing Debt	21,556
(+) IFRS 16 Lease Liability	3,526
(=) Total Debt	25,082
(-) Cash Balance	3,657
(=) Net Debt	21,425
(=) Net Debt excluding lease liabilities	17,899
Net Debt / Adjusted EBITDA pre IFRS 16	5.7x
Net Debt / Adjusted EBITDA post IFRS 16	6.0x
Proforma Leverage pre IFRS 16*	5.9x
Proforma Leverage post IFRS 16*	6.0x

- Target of below 4x Net Debt to Adjusted EBITDA (pre IFRS 16) by end of 2022.
- Target strong Investment Grade Rating in the medium term.
- Interest bearing debt includes \$750 million of hybrid (50% equity treatment by rating agencies) and \$6.4bn of PFZW debt guaranteed by DP World.
- *Pro-forma leverage is an approximate calculation and assumes 12 month contribution from all announced acquisitions

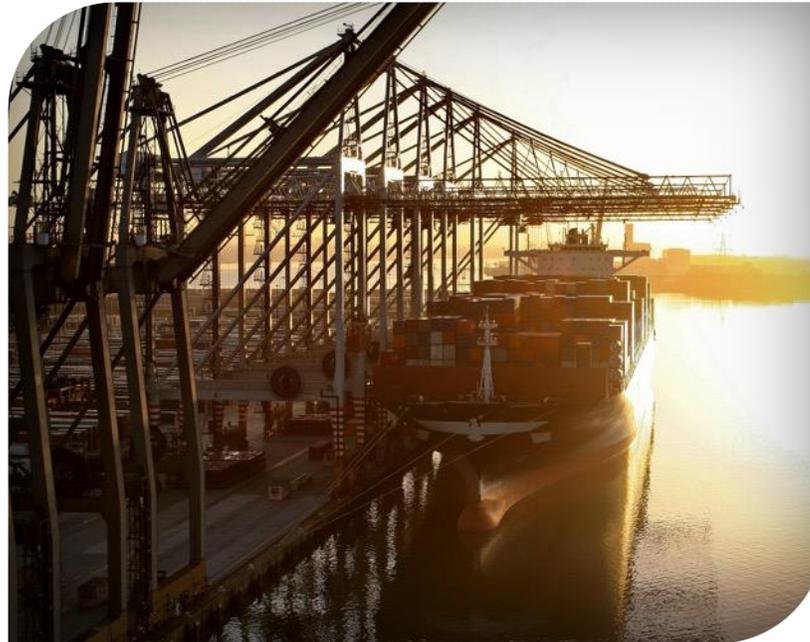
DEBT MATURITY PROFILE – AS OF 30 JUNE 2021



* USD 3,400 million facility drawn by PFZW and guaranteed by DP World, USD 1,100 million facility drawn by DP World.

DP WORLD 

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REGIONAL OVERVIEW

Raj Jit Singh Wallia
Deputy CFO

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MIDDLE EAST, EUROPE AND AFRICA

\$ million before separately disclosed items	1H 2021	1H 2020	As reported % change	Like-for-like % change ¹
Consolidated throughput (TEU '000)	12,126	11,181	+8.4%	+7.0%
Revenue	3,159	2,938	+7.5%	+2.4%
Share of profit from equity-accounted investees	26	10	+154.2%	+154.5%
Adjusted EBITDA	1,340	1,265	+5.9%	+4.6%
Adjusted EBITDA margin	42.4%	43.1%	-	+43.2% ²
Profit after Tax	877	790	+11.0%	+11.6%

- Market conditions were positive in this region as volumes rebounded strongly.
- Consolidated throughput was up 15.9% excluding Jebel Ali (UAE), with Europe being the key driver of growth. Encouragingly, Jebel Ali volumes turned positive with 3.4% growth in the first half as market conditions stabilized.
- Overall, revenue in the region grew 7.5% to \$3,159 million on a reported basis, benefitting from a full contribution from TIS terminals in Ukraine and new port concession in Angola.
- Like-for-like revenue growth was below volume growth due to weaker non-container revenues. Adjusted EBITDA was \$1,340 million, up 5.9% on a reported basis and up 4.6% on a like-for-like basis.
- Invested \$516 million in the region, mainly focused on capacity expansions in UAE, Sokhna (Egypt), Berbera (Somaliland) and London Gateway (UK).

(1) Like-for-like normalises for monetisations and new developments as well as currency impact

(2) Displays adjusted EBITDA margin on like-for-like basis rather than % change

ASIA PACIFIC AND INDIA

\$ million before separately disclosed items	1H 2021	1H 2020	As reported % change	Like-for-like % change ¹
Consolidated throughput (TEU '000)	5,119	4,284	+19.5%	+19.5%
Revenue	789	357	+121.3%	+42.9%
Share of profit from equity-accounted investees	46	43	+7.8%	+1.0%
Adjusted EBITDA	278	162	+71.5%	+40.3%
Adjusted EBITDA Margin	35.2%	45.5%	-	+45.6% ²
Profit after Tax	191	107	+78.4%	+38.0%

- Markets conditions in this region were strong particularly in India as container volumes recovered by 19.5% year-on-year.
- Reported revenue growth of 121.3% was aided by the acquisition of Krill and Unico, while share of profit from equity-accounted investees increased 1.0% on like-for-like basis.
- Adjusted EBITDA of \$278 million increased 40.3% on a like-for-like basis on strong container volumes and improved logistics revenue.
- Capital expenditure in this region during the year was \$69 million, mainly focused in Pusan (South Korea) and Mumbai (India)

(1) Like-for-like normalises for monetisations and new developments as well as currency impact

(2) Displays adjusted EBITDA margin on like-for-like basis rather than % change

AUSTRALIA AND AMERICAS

\$ million before separately disclosed items	1H 2021	1H 2020	As reported % change	Like-for-like % change ¹
Consolidated throughput (TEU '000)	5,321	4,505	+18.1%	+17.2%
Revenue	998	782	+27.6%	+18.2%
Share of profit from equity-accounted investees	3	1	N/A	+45.4%
Adjusted EBITDA	370	249	+48.3%	+34.0%
Adjusted EBITDA Margin	37.1%	31.9%	-	+37.4% ²
Profit after Tax	226	120	+88.0%	+63.0%

- Container volumes rebounded strongly in both Americas and Australia.
- While growth in Australia has been broad based, the key growth drivers in Americas were Canada, Brazil, Dominican Republic and Peru.
- Reported revenues rose 27.6% to \$998 million and adjusted EBITDA increased by 48.3% to \$370 million.
- On a like-for-like basis, adjusted EBITDA increased 34.0%. The difference in reported and like-for-like revenue growth is mostly explained by currency movements and acquisition of Fraser Surrey (Canada).
- Profit from equity-accounted investees increased to \$3.1 million.
- Invested \$58 million capital expenditure in this region mainly focused in Prince Rupert and Vancouver (Canada).

(1) Like-for-like normalises for monetisations and new developments as well as currency impact

(2) Displays adjusted EBITDA margin on like-for-like basis rather than % change

UAE / JEBEL ALI OUTLOOK



Expo 2020 (1 Oct 2021-31 Mar 2022)

UAE will be the first country to host the World Exposition in the MENA and South Asia region

- ✓ Initially planned for 2020 but postponed to 2021 due to Covid-19
- ✓ **190+ countries** participating
- ✓ **USD 10.9bn** investments made in infrastructure
- ✓ Expected to boost GDP by **USD 6.2bn** during the Expo and by **USD 16.9bn** in the next 10 years
- ✓ Following the event, the Expo site is expected to be redeveloped to **District 2020**, which is expected to include tenant companies and an expanded **Dubai Exhibition Centre (DEC)**



UAE-Qatar Diplomatic Relations

Qatar and UAE agreed to fully restore diplomatic relations in Jan 2021

- ✓ Land, air and sea **borders reopened** between the two nations
- ✓ Strengthened activities in retail, logistics and cargo operations
- ✓ Trade reopening to **benefit the UAE ports**
- ✓ These steps provide pathway for partial recovery of UAE-Qatar trade
- ✓ Potential to also boost incremental trade growth of 10% annually with less trade and transit volume via Oman's port and airport



UAE-Israel Peace Treaty

The US-facilitated peace treaty signed between the UAE & Israel on 15 Sep 2020

- ✓ UAE to **benefit from Israeli businesses** in energy, finance & investment, water, aviation and telecom sectors
- ✓ Increased investments given preliminary agreement to avoid double taxation
- ✓ Enhanced role for Dubai as regional trade hub for MENA market for Israel
- ✓ Between Sep-20 and Jul-21, trade between Dubai and Israel reached **USD 675mn**
- ✓ Potential for trilateral trade incl. India to reach USD 110bn by 2030



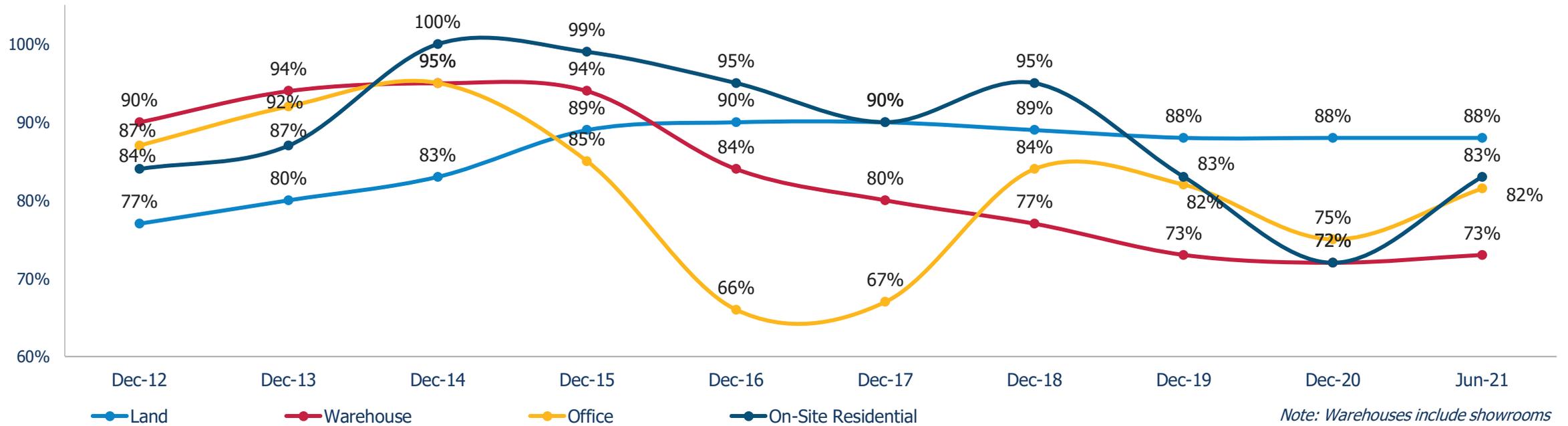
World Logistics Passport Single portal

Aimed at increasing trade opportunities between emerging markets

- ✓ **Dubai launched the World Logistics Passport (WLP) initiative in 2020**, the first global freight loyalty programme, aimed at increasing trade opportunities between emerging markets
- ✓ The **objective is to grow Dubai's non-oil trade to AED 2tn (US\$ 0.5tn) by 2027** with WLP contributing 25% of that trade
- ✓ To date, the WLP initiative has expanded into a **global network of trade mega-hubs in 11 countries** with several major MNCs as members including **UPS, Pfizer, Sony, Johnson & Johnson and LG** among others

UPDATE ON FREE ZONE

Occupancy Rates %



Trading remains in line with expectations



Over 261 new companies registered during 1H 2021 and total number of companies exceeds 8,700.

DP WORLD 

04



OUTLOOK

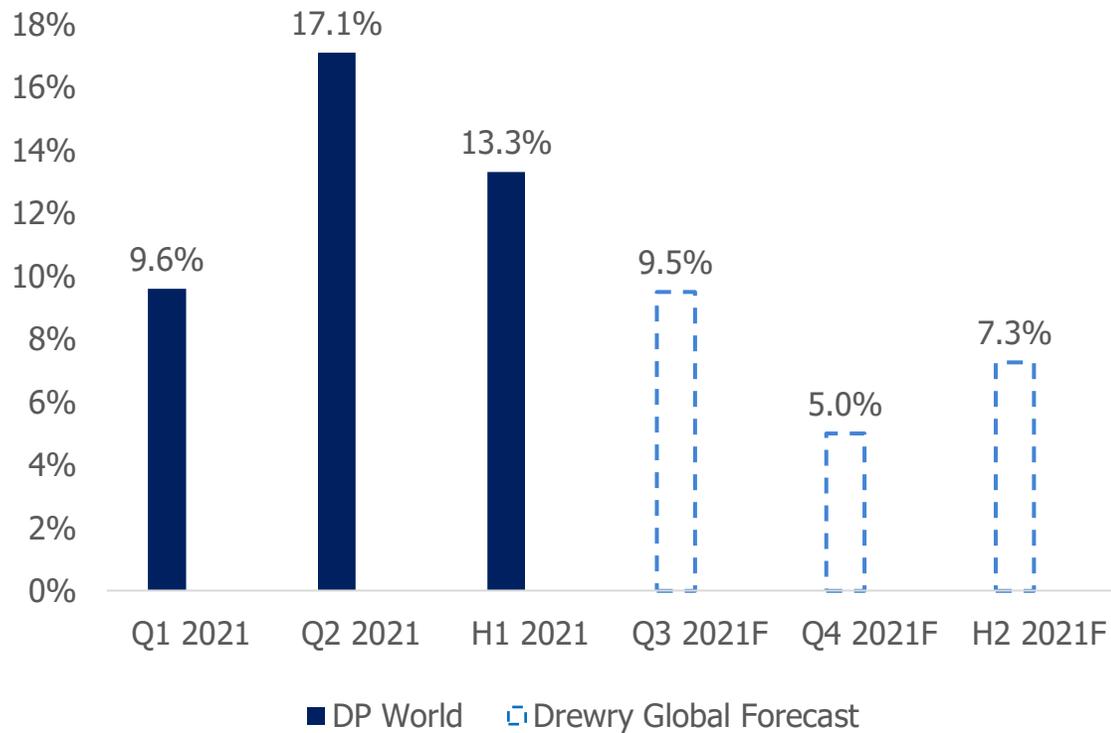
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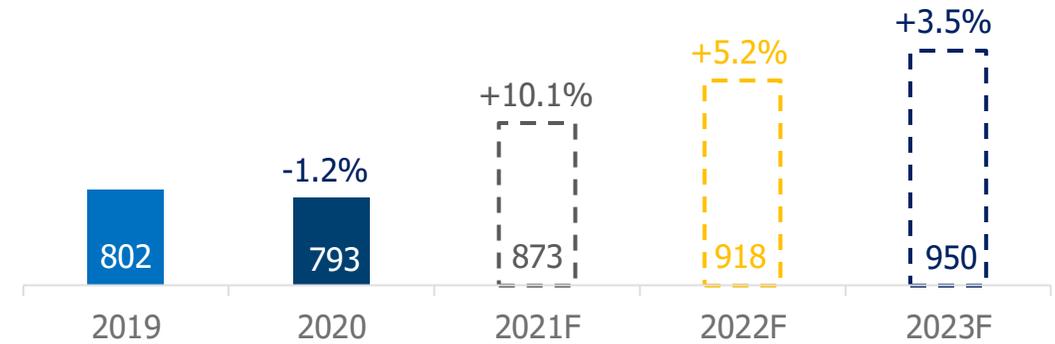


DP WORLD NORMALIZED GROSS THROUGHPUT PERFORMANCE & DREWRY FORECAST



Source: Drewry Maritime Research, June 2021

DREWRY GLOBAL THROUGHPUT FORECAST 2019 - 2022 (Million TEU)



- Drewry forecast 10.1% and 5.2% growth in 2021 and 2022.
- Volumes rebound on increasing consumer spending.
- Near term outlook is positive. Pandemic and geo-politics could disrupt economic recovery
- DPW focused on delivering integrated supply chain solutions to cargo owners to drive growth and returns.

DP WORLD 

05

DP WORLD
APPENDIX



PROFIT AFTER TAX BEFORE SEPARATELY DISCLOSED ITEMS

\$ million	1H 2021 Before SDI	1H 2020 Before SDI	As reported % change	Like-for-like % change ¹
Depreciation & Amortisation	(696)	(661)	(5.3%)	+0.2%
Net finance costs	(385)	(436)	+11.7%	+13.5%
Profit before tax	732	437	+67.5%	+49.7%
Tax	(147)	(103)	-42.0%	-31.6%
Profit for the period	585	333	+75.4%	+54.7%
Non-controlling interests (minorities)	110	21	+423.8%	n/a
Profit for the period attributable to owners of the Company	475	313	+51.9%	+39.4%

- Profit for the period attributable to owners of the Company increased by 51.9% on a reported basis.

(1) Like-for-like normalises for monetisations and new developments as well as currency impact plus consolidation of Australia and Caucedo.

HALF YEAR 2021 FINANCIAL RESULTS AT A GLANCE (BSDI)



\$ million	Asia Pacific and India	Australia and Americas	Middle East, Europe and Africa	Head Office	Total
Gross throughput (TEU'000)	17,104	5,466	16,029	0	38,598
Consolidated throughput (TEU'000)	5,119	5,321	12,126	0	22,566
Revenue	789	998	3,159	0	4,945
Share of profit from equity-accounted investees	46	3	26	0	76
Adjusted EBITDA	278	370	1,340	(175)	1,813
Depreciation & Amortisation	(87)	(144)	(463)	(3)	(697)
Profit after tax before SDI	191	226	877	(709)	585

KEY CAPACITY ADDITIONS

	2020 Year End Capacity	New Developments and major expansions	2021 Year End Forecast
Consolidated Capacity	57.9m TEU	<ul style="list-style-type: none"> • Pusan (South Korea) – 1.1m • Caucedo (Dominican Republic) – 0.9m • Rotterdam (Netherlands) – 0.8m • QQCT (China) – 1.1m • Yantai (China) – 0.4m • TIS Terminal (Ukraine) – 0.3m 	Approx. 59.8m TEU
Gross Capacity (Consolidated plus equity-accounted investees)	93.3m TEU	As above	Approx. 97.3m TEU

- Many of our existing portfolio of terminals have the ability to increase capacity as utilization rates and customer demand increases.
- 2021 expected new capacity: Pusan (South Korea) – 1.1m, Caucedo (Dominican Republic) – 0.9m, Rotterdam (Netherlands) – 0.8m, QQCT (China) – 1.1m, Yantai (China) – 0.4m, TIS Terminal (Ukraine) – 0.3m

DP WORLD KEY FINANCIAL METRICS

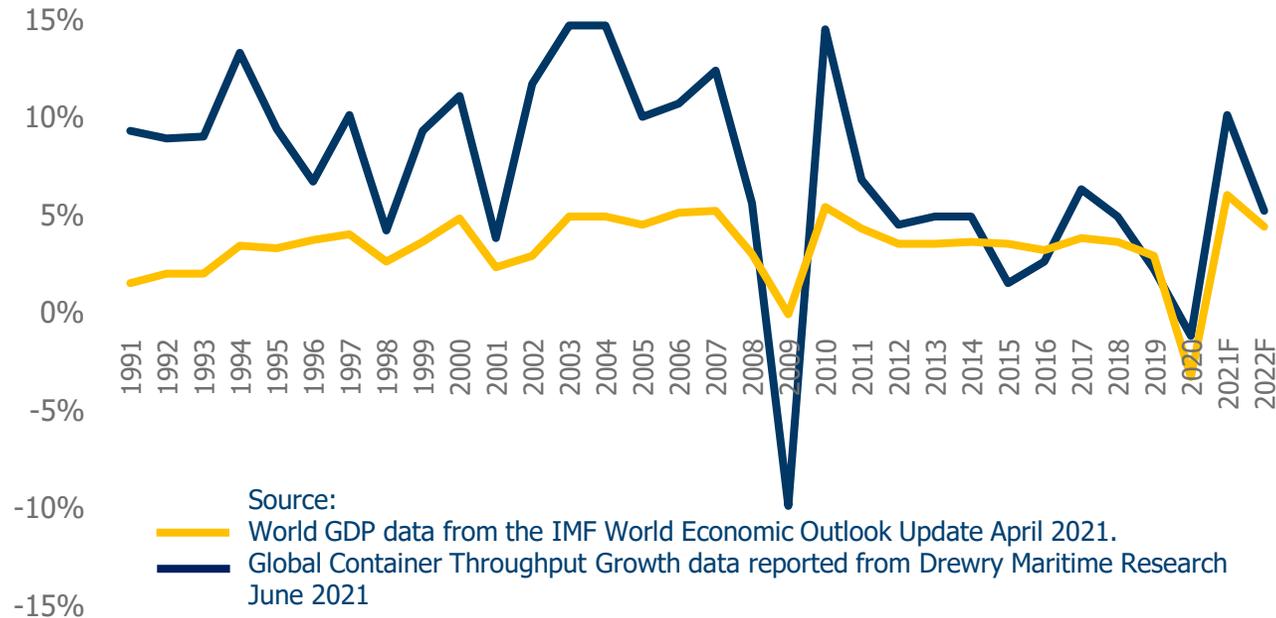


\$ million	2009	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020
Gross Throughput (TEU mn)	43.4	49.6	54.7	56.1	55.0	59.9	61.7	63.7	70.1	71.4	71.2	71.2
Consolidated Throughput (TEU mn)	25.6	27.8	27.5	27.1	26.1	28.3	29.1	29.2	36.4	36.8	39.9	41.7
Revenue	2,821	3,078	2,978	3,121	3,073	3,411	3,968	4,163	4,715	5,646	7,686	8,533
Adjusted EBITDA	1,072	1,240	1,307	1,404	1,414	1,588	1,928	2,263	2,469	2,808	3,306	3,319
EBITDA margin	38.0%	40.3%	43.9%	45.0%	46.0%	46.6%	48.6%	54.4%	52.4%	49.7%	43.0%	38.9%
Leverage (Net Debt/EBITDA Pre IFRS16)	4.7	4.2	2.7	2.0	1.7	1.3	3.2	2.8	2.5	2.8	3.4	3.7
PAT	332.7	450.1	531.7	624.8	674.2	756.7	969.9	1,259.5	1,362.5	1,332.8	1,341.4	979.7
EPS (USD cents)	35.6	45.0	55.3	65.7	72.8	81.4	106.3	135.7	145.6	153.0	160.0	105.9
ROCE %	3.8%	4.4%	6.0%	6.8%	6.7%	7.1%	7.9%	9.5%	8.8%	8.4%	7.5%	6.0%
Interest cover x	3.8	4.4	4.5	4.7	5.0	5.6	5.0	6.7	7.5	6.5	4.6	4.0
Capex	967	1,129	481	685	1,063	807	1,389	1,298	1,090	908	1,146	1,076
Acquisition & Monetisation	142	0	(1,504)	(374)	(637)	83	4,072	174	300	2,320	3,100	600
Consolidated Terminal Capacity (TEU mn)	34.4	35.1	33.6	34.7	35.2	37.9	40.1	42.4	49.7	49.7	54.2	57.9
Gross Capacity (TEU mn)	59.7	64.1	69.4	69.7	70.7	76.1	79.6	84.6	88.2	90.5	91.8	93.3
Gross Capacity Utilisation	72.7%	77.3%	78.8%	80.4%	77.8%	78.7%	77.5%	75.2%	79.5%	78.9%	77.6%	76.3%

THROUGHPUT OVERVIEW

Gross Volumes '000 TEU	1Q 2021 (YoY)	1Q 2021 Volume	2Q 2021 (YoY)	2Q 2021 Volume	1H 2021 (YoY)	1H 2021 Volume
Asia Pacific & India	+10.6%	8,347	+21.2%	8,756	+15.7%	17,104
Europe, Middle East and Africa*	+7.6%	7,886	+13.8%	8,143	+10.7%	16,029
Americas & Australia	+17.7%	2,710	+18.2%	2,755	+17.9%	5,466
Total Group	+10.2%	18,944	+17.6%	19,654	+13.9%	38,598
Consolidated Volumes '000 TEU	1Q 2021 (YoY)	1Q 2021 Volume	2Q 2021 (YoY)	2Q 2021 Volume	1H 2021 (YoY)	1H 2021 Volume
Asia Pacific & India	+7.1%	2,554	+35.0%	2,565	+19.5%	5,119
Europe, Middle East and Africa*	+4.7%	6,002	+12.4%	6,124	+8.4%	12,126
Americas & Australia	+18.1%	2,630	+18.1%	2,691	+18.1%	5,321
Total Group	+8.2%	11,186	+18.2%	11,380	+13.0%	22,566
*Jebel Ali volumes included in Middle East, Africa and Europe region	+2.6%	3,460	+4.2%	3,440	+3.4%	6,899

GLOBALISATION AND THE GROWTH OF THE CONTAINER



More than **90%** of cargo is transported on Sea



World container traffic vs. World GDP

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.

CONTAINERISATION PENETRATION RATES REMAIN LOW

Region / Country	Port Throughput (mn TEU)	Estimated Population in 2020 (mn People)	Container / Thousand Capita in 2020 (TEU /'000 people)
China	240.1	1,440	167
UK	10.7	67	160
North America	67.4	497	136
Europe	135.5	1,043	130
World	795.0	7,762	104
Latin America	49.1	525	93
Brazil	10.8	213	51
Russia	5.2	146	36
Africa	29.1	1,237	24
India	16.4	1,382	12

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: 2021 Drewry Maritime Research

KEY PORT DEVELOPMENTS

Fraser Surrey (Canada)

FS is a multipurpose terminal which handles containers (650k TEU capacity), steel and agri-bulk.

The acquisition gives DP World the ability to further diversify cargo mix with a focus on non-container cargo

Posorja (Ecuador)

Opened in August 2019 with 0.75m TEU capacity.

Only deep-water port in the fast growing container market of Ecuador

Ndayane Port (Senegal)

DP World Dakar SA, the local JV company between DP World and PAD, will develop, operate the 300ha container terminal. The JV will also finance, design and develop the land and maritime infrastructure of the new 600ha port.

TIS Container Terminal (Ukraine)

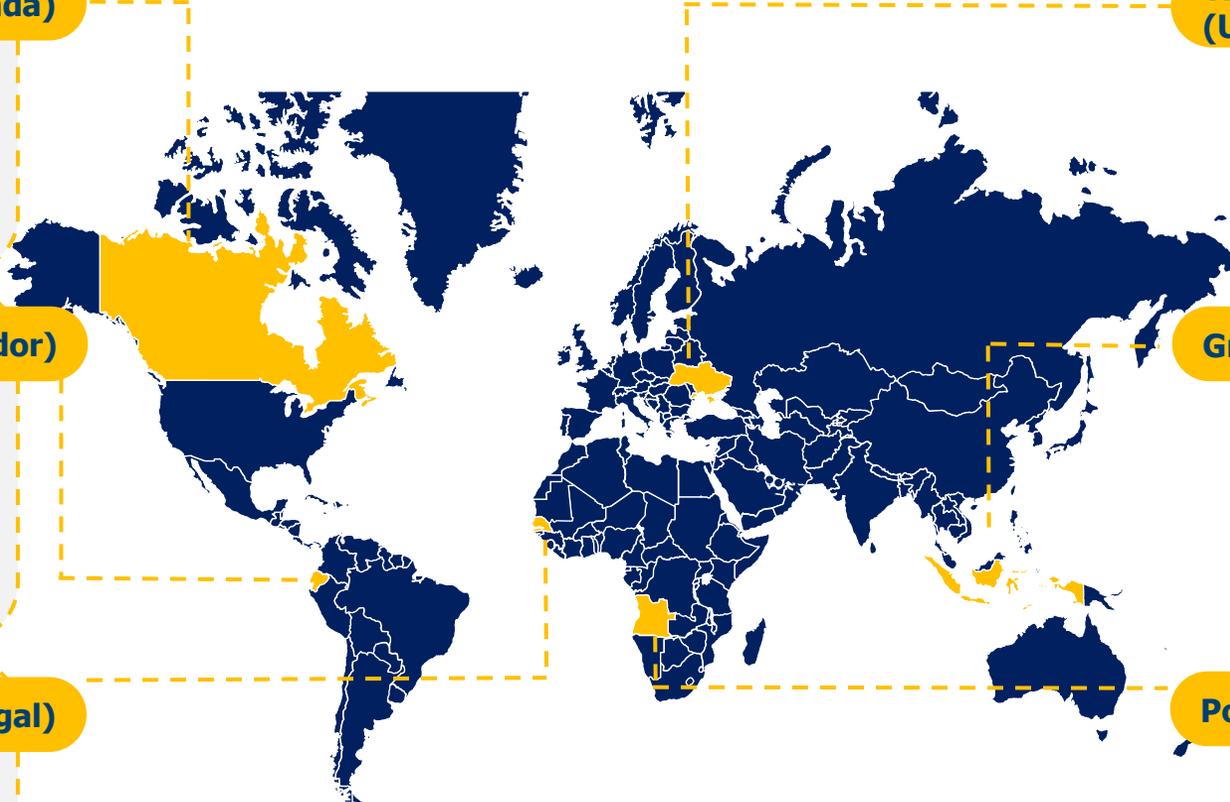
DP World acquired a 51% stake in TIS Container Terminal in the Port of Yuzhny, Ukraine. The port is a deepwater multipurpose terminal ideally located to serve the strong domestic market, Belarus and Eastern Europe.

Gresik, Java (Indonesia)

DP World signed a long-term agreement with Indonesia's leading conglomerate Maspion Group to start the construction of an international container port and industrial logistics park in Gresik. Work on the projects is expected to begin in 3Q 2021, with commercial operations beginning in 2023.

Port of Luanda (Angola)

DP World will invest US\$190 million over the 20-year period of the concession, with plans to bring operations in line with global standards and improve the efficiency, as part of the broader aim of increasing the terminal's annual throughput to approximately 700,000 TEUs per year.



KEY PARKS & ECONOMIC ZONES DEVELOPMENTS



South Carolina Gateway (USA)

This logistics and industrial park development, 100km from Charleston Port, is expected to attract substantial private investment in manufacturing, warehousing and distribution facilities. The planned development is near CSX and Norfolk Southern rail lines.

Posorja Gateway (Ecuador)

Located in Ecuador's largest and main industrial city, Guayaquil, the greenfield development will boast a 1sqkm logistics and industrial park adjacent to the port.

Berbera Special Economic Zone (Somaliland)

DP World is developing a greenfield economic free zone to complement the growth of the Port of Berbera. Target businesses include warehousing, logistics, traders and manufacturers.

Mumbai Free Trade Zone (India)

The facility will be developed across 18 hectares at JNPT's Special Economic Zone. JNPT is a key gateway hub handling approx 5m TEU's per annum which equates to 30 per cent of the India's container traffic.

Chennai Free Trade Zone (India)

Just 25km from DP World's strategically located container terminal and 40km from the international airport, the facility will add vital logistics infrastructure and facilities on India's East coast.

KEY LOGISTICS & MARITIME DEVELOPMENTS

syncreon (US)

Acquisition of syncreon for an enterprise value of US\$1.2 billion. US based global logistics provider that specializes in the design and operation of supply chain solutions for the high growth automotive and technology verticals. The transaction is expected to close in 2H2021.

Unifeeder Group (Denmark)

Unifeeder operates the largest and most densely connected common user container feeder and an important and growing shortsea network in Europe.

Imperial Logistics (South Africa)

Imperial is an integrated logistics and market access solutions provider with a significant footprint in the high growth Africa market. A cash offer was made to shareholders for an equity consideration of c.USD890mn. It is expected to close by 1Q 2022.

KRIBHCO Infrastructure Ltd (INDIA)

KRIL operates three major Inland Container Depots/Private Freight Terminals and has container train operations with a pan India outreach. KRIL has a strong presence in the National Capital Region (NCR), which is India's largest Import/Export market.

Transworld Feeders FZCO & Avana Logistek Limited (India)

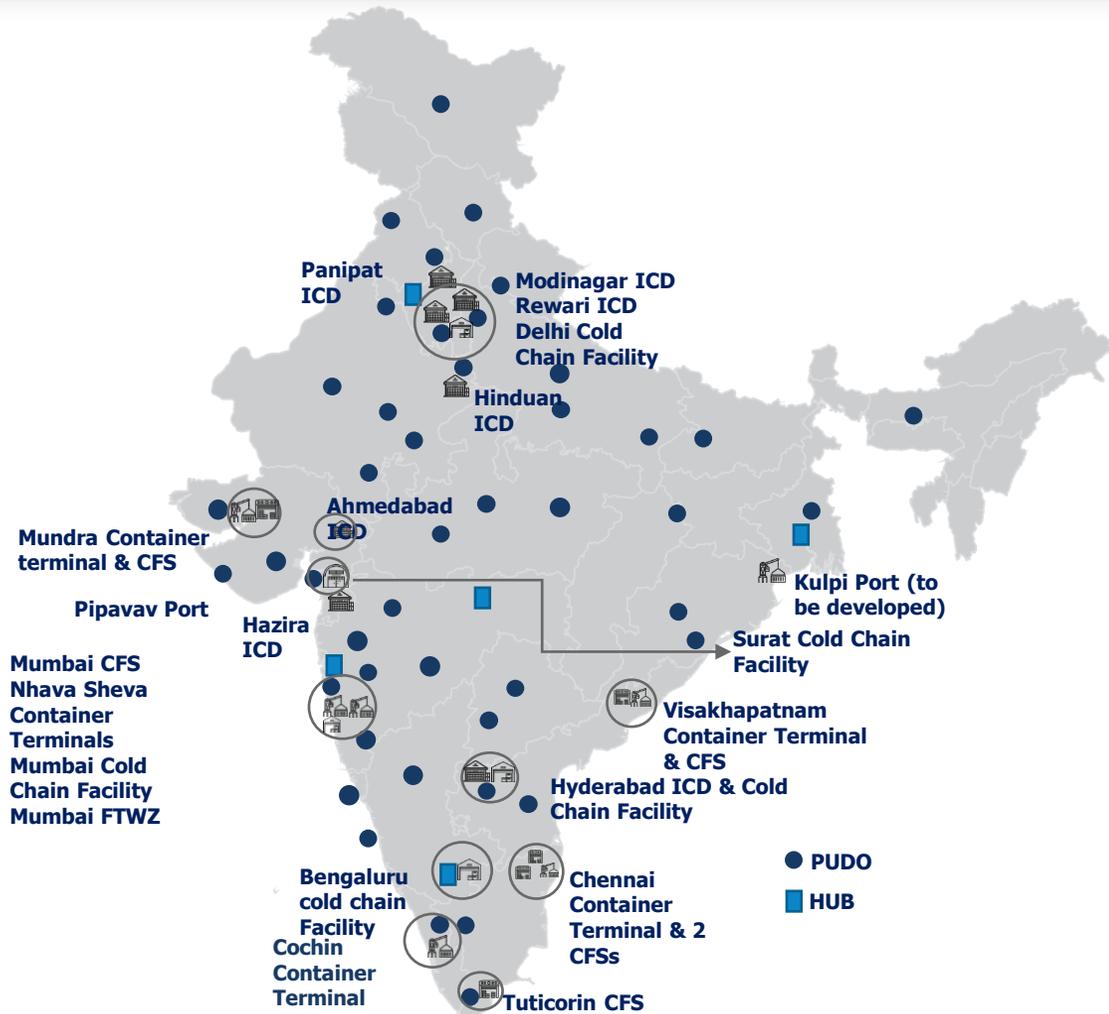
Unifeeder announced the acquisition of the companies which are leading independent feeder and NVOCC operators, offering container feeding services and regional trade solutions connecting ports in the Middle East, the Indian Subcontinent and Far East through their dense network.

Feedertech (Singapore)

Unifeeder, acquired a 77% stake in Feedertech Group. Feedertech operates two businesses, Feedertech, an independent feeding service and Perma, a regional short-sea network.



DP WORLD INDIA OVERVIEW



DP World has the largest logistics network in India

- We provide the fastest and reliable access to major markets through our logistics network in India.
- We provide seamless movement of goods through all modes of transportation.
- We offer efficient movement of all types of cargo.

	6 Port Terminals (+Kulpi concession)		7 Inland Rail Terminals
	6 Container Freight Stations		2 Free Trade & Warehousing Zone (underdevelopment)
	2 CTO Licenses		6 Cold Chain Facilities
	2 Mn sq feet of warehouse space under Contract Logistics		92 Cities with Express Logistics Centres
	30 Container Trains		

DP WORLD RESPONSE TO COVID-19



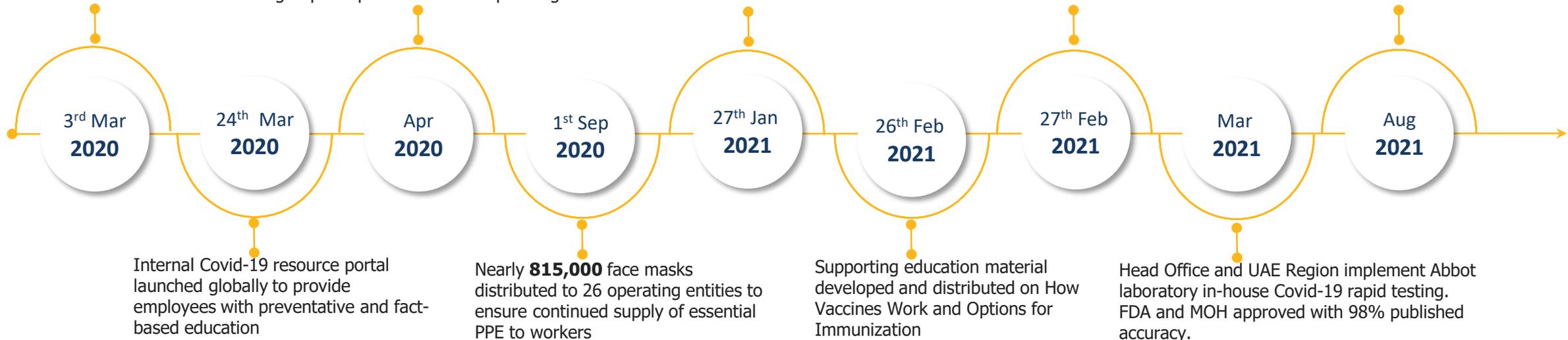
Covid-19 Response and Prevention Plan published for implementation across all Group entities

Group DP World crisis committee with **65+** meetings to monitor operational impacts and make strategic decisions on response and prevention measures. Replicated at regions, group companies and local operating entities

DP World and **UNICEF** announce global partnership to support Covid-19 vaccination supply chain

Vaccination centre opened for UAE employees and families.

Over 24,400 employees vaccinated from P&T, POML, Dry Docks and HO operations.



DP World ports and terminals & logistic facilities deemed as essential services in most countries, remote work was implemented where feasible.

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THANK YOU