



DP WORLD

IN-FOCUS

DP WORLD UAE NEWSLETTER

1ST EDITION

A LOOK BACK AT 2021



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CEO'S MESSAGE

Abdulla Bin Damithan

CEO & Managing Director
DP World UAE & Jafza

My Dear Colleagues,

Time moves fast, and the year 2021 went by in the blink of an eye. Or so it seemed, until you look back and wonder at all the achievements and milestones recorded by DP World UAE during those 12 months.

It was the Golden Jubilee year of the UAE when we recommitted ourselves to continue building on the founding fathers' visionary ambitions. We are collaborating with key customers towards the goals of the "Projects of the 50" and "Operation 300 Bn" initiatives, which will underpin the UAE's industrial development.

DP World UAE performed commendably during 2021, with robust operational and financial growth. In 2021, our Ports & Terminals division's revenue grew by 9% compared to 2020, with EBITDA rising 15%. PAT (Profit After Tax) soared 23% while volumes posted 2% increase y-o-y, reflecting the global trade headwinds. Looking ahead, we will remain focused on delivering integrated supply chain solutions to cargo owners to drive growth and revenue. DP World Logistics UAE's 26% growth testifies to this. ROCE (Return On Capital Employed) was 16%.

Our major milestones in 2021 include the building of Trade Bridges with India, China and Europe, attracting over 300 new companies to Jafza. New business coming from trade bridges contributed to an additional AED 5.3 Bn in trade value. We're now extending Jafza's trade incubators to our Africa Bridge, following their amazing success with India. Jebel Ali recorded the arrival of 23,000 MT of pulses, valued at AED 44 million (\$12 m), our first from Canada. Jafza saw a 16% rise in new customers. Notable among the industrial newcomers are Avenex Coatings of Canada and Global Stones of India. Petrochem ME brought in AED 296 million (\$80 m) in new investments.

As a premier partner of EXPO 2020 Dubai, DP World unveiled our new global identity and showcased an amazing journey from a small port operator to a global enabler of futuristic smart logistics. We exceeded our business objectives without compromising people's wellbeing, successfully vaccinating our staff.

I want to thank all our customers and partners, the volunteers of the DP World Flow pavilion at EXPO 2020 and our incredible team of professionals driven by integrity, determination and team spirit. As we look back and capture some of the golden moments, let's move forward with a renewed sense of confidence and purpose.

Thank you.

HEALTH, SAFETY & ENVIRONMENT IN 2021



Year 2021 came in with its own challenges but with the organization's commitment to HSE, these challenges were converted into opportunities for continual improvement. We constantly strive for improvement and excellence seeking new and innovative ways to reduce occupational health, safety and environment related incidents through focusing on "leading indicators," proactively avoiding incidences before they happen, rather than measuring performance on "lagging safety indicators." Our environmental sustainability principles are embedded throughout our operating jurisdiction, seeking to maintain and protect existing environmental and social assets, and to achieve sustainability for the betterment of our future generations.

In comparison to 2020, we managed to decrease LITFRs (Loss Time Injury Frequency Rate) to 22% and achieved 21% decrease in RIFRs (Reportable Injury Frequency Rate) with no major environmental spill incidents across the region.

With a strong belief in investing in our people, we train teams to develop excellent leadership qualities. In line with team development, most of our team and other departments are enrolled to the online and face to face leadership (Safe Leader) program. Showcasing excellent commitment, majority of our top management has already attended the on-site / face to face Safe Leader course. The remaining team members are scheduled to attend upcoming batches.

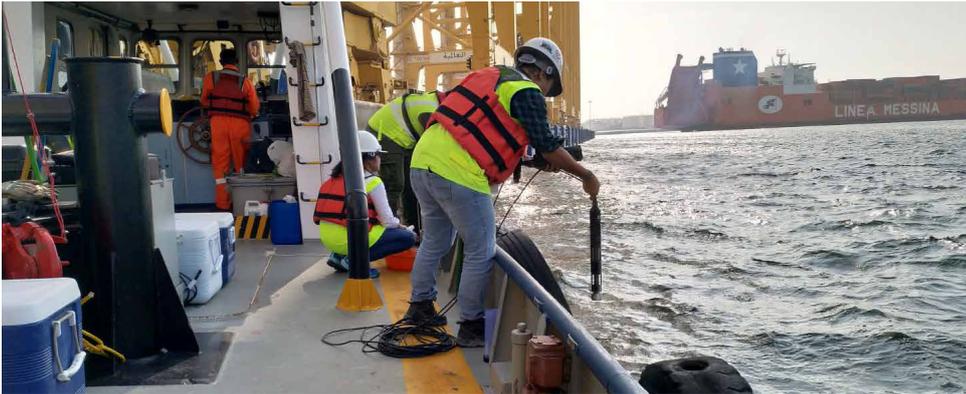
To evaluate our preparedness to timely respond to emergencies, we conducted key emergency response drills across business units. Several HSE campaigns were also held to generate awareness amongst co-workers and to guide and motivate them to work with safety while adopting measures that preserve the environment.

Achievements in regard to certification - DP World UAE Region has been recertified in ISO 45001 and ISO 14001 displaying exceptional management commitment and implementation of the standard and safe practices.

Managing COVID 19 has been our key achievement. The top management and HSE drafted several policies and ensured the prompt implementation of such policies that made sure health & safety of teams are managed, and business continuity is maintained to serve our customers.

Environment Impact Assessments, Studies and Monitoring:

EIAs are being conducted to establish benchmarking and shared with concerned stakeholders. More studies are in pipeline and draft tender requirements have been established to move forward. In-house teams are also actively participating for environment related studies such as Sulphur Cap 2020 and Harbour Quality enhancement studies which were undertaken based on lean six sigma concept. DP World UAE aims to get the best measurement and monitoring protocol at its concession areas and is regularly investing in high tech online tools such as online harbour water monitoring device network (already installed) drones monitoring aerial and underwater arrangements and gas detectors., In addition to this, the purchase of online odour and air monitoring device network is also underway.



Energy Management and Decarbonisation:

DP World has implemented energy efficient strategies and energy audits for its facilities. Millions of dirhams have been invested in recent years with guaranteed returns in way of improving energy efficiency, promoting sustainable energy and reducing CO2 emissions that will eventually result in cost saving. Our programmes are aligned with the Dubai Supreme Energy Council's "Dubai Integrated Energy Strategy 2030", aiming to secure sustainable supply of energy and efficiency. Some of the energy audit and implementation in phases such as JAFZA energy related projects Package 1, 2 and 3 have worked with a replacement and retrofitting concept. Thousands of electrical appliances and accessories were reshuffled during this project. Package 1, 2 and 3A has achieved annual savings of AED 27M. We have already successfully achieved 31% energy reduction ahead of Dubai 2030 target. With a guaranteed overall energy saving of 31%, when comparisons were made with the initially agreed baseline consumption, the venture exceeded target goals by achieving 32.6% energy savings upon completion of one year of the Measurement and Verification period. Our group emission targets and strategy 2030/2050 consist of one overarching plan across all divisions (ports and terminals, logistics and free zones, and maritime services) that perform a diverse range of activities. A series of pledges have to be delivered in accordance to achieve a net zero carbon business. This project contributed to DP World receiving a high Leadership score in recent assessment from Carbon Disclosure Project.



Renewable Energy Management:

DP World UAE actively invests in renewable energy to safeguard future generations and drive sustainable operations with minimal impact on the environment. 158,000 solar panels are being installed across our assets in the region. Once completed, the solar panel projects' energy efficiency will provide the electricity equivalent to the demand of 4,600 homes/year, generating 63 GWh clean power every year. DP World's global headquarters in Jebel Ali is now carbon neutral as the result of solar photovoltaic (PV) panels installed on the building's rooftop and car park. The rooftop solar panel project is targeting to reduce over 48,000 ton CO2 emissions upon its completion, out of which, annually, over 36,000 tons of emission reduction has already been achieved. A 31.8 MWp solar power asset portfolio is already implemented with over 111,000 completed solar panel installation. DP World UAE region has been selected as a winner for its renewable energy enhancement efforts for prestigious Emirates Energy Award 2021. The award ceremony is yet to be held in October 2022.



Waste Management:

DP World operations team is taking utmost care to reduce waste generation by avoiding, reducing, and recycling. The management has invested in an automated state-of-the-art waste recycling plant to support waste minimisation in the region. Waste segregation procedures and auction management are in also place. The implemented waste minimisation strategy helps bring down waste to minimum and helps us be alert with data tracking numbers available for review. Reclaimed waste quantity in year 2021 was over 1610 Ton. DP World UAE runs multiple Clean Up campaigns each year focusing on oceans, waterways and proximity land environments surrounding waterfronts. We also conduct underwater cleaning campaigns through trained teams of divers to reduce the negative impact on ecosystems and marine life. Purpose-built floating harbour waste cleaning vessels (skimmer boats) with designated crew monitor and cleaning the harbour surface on regular basis also aid with safeguarding the environment.



Ocean Protection:

Ocean protection is declared as a sustainability pillar for DP World, globally. DP World UAE constantly monitors the waters in which it operates using the latest available technology. The monitoring is conducted using different methods, including handheld devices, 24/7 online monitoring probes network and regular laboratory testing in compliance with regulatory requirements. Harbour supervision is also conducted through our workforce of competent divers, specialised drone team, CCTV systems and patrolling vessels.

We invest in studies to enhance the environmental performance of the Port Harbour by identifying potential risks and best solutions to be implemented to mitigate them. Many research and development trials are in place such as aeration and harbour quality enhancement compounds.



Awareness Programmes:

Awareness sessions are conducted to build knowledge and understanding in employees, contractors, third parties such as fishermen and schools within our communities. By undertaking these awareness sessions, we aim to equip individuals with the knowledge and ability to keep our waters and shores pollution-free and to inspire them to consciously think about the environment and its well-being. These sessions are conducted by DP Worlds’ “environment ambassadors” who are highly skilled with experience and knowledge in ocean protection. We run awareness campaigns supporting Car Free Day, Beach Clean Up, World Water Day, Earth Hour, and World Environment Day are the few to mention.

We are ready to welcome 2022 with an aim to make our workplace better than yesterday, nourish a positive environment, promote the safety culture, support good health initiatives and practice environment friendly & sustainable business operations to safeguard the future of generations to come.



INFORMATION TECHNOLOGY IN 2021

Information Technology at DP World UAE is undergoing a revolutionary phase. We are implementing a number of IT solutions specific to the UAE Region as well as placed in the group portfolio by Group Technology.

Why?

With continuous investment in digitization for over a decade, our management recognised the importance of IT solutions early on. Whether it was standardising processes, optimizing costs, or creating an even more efficient operation, we have been a frontrunners in introducing innovative solutions in the trade and logistics industry. In collaboration with Group Technology, many IT products were implemented in 2021, and more exciting developments are scheduled for launch in 2022. We have adopted an agile methodology to roll out each solution and achieve desired results quickly. Despite several challenges, the team followed the Founder's Principles of Driving Results to find innovative ways to deliver these solutions to our employees, customers and stakeholders.

Internal Updates:



Downtime has been drastically reduced in the last 2 years. The planned downtime in 2021 was only 6 percent compared to 12 percent in 2020 while the unplanned downtime was 0.2 percent in 2021 compared to 0.4 percent in 2020.



IT Satisfaction survey conducted for the year reflects 95 percent satisfaction for DP World UAE, Dubai Maritime City and P&O Marinas.



The Critical Call Resolution targets for 2021 were set at 4 hours or less. Throughout the year, the average resolution time was within 1 hour 33 minutes, which is less than half of the targeted resolution time.



Mission critical service availability stood at 99.998 percent efficiency.

Implementation of Big Data Use Cases

- Integration of Alpha liner data to DP World data lake has helped to monitor the GCC Ports Vessel Traffic and Vessel Turn Around Time more efficiently. This also helps estimate the volume being handled at the ports line and vessel service wise.
- The new iCCC Equipment Failure Prediction for quay cranes predicts spreader problems.
- UAE ONE Customer Grouping and Customer 360 degree view helps groups customers and design a dashboard that provides a global view of customers for all business units. This data aims to identify strategic customers and provide valuable inputs for managing customer contracts.
- An algorithm has been developed to identify IMCO Containers which are stacked in yard by violating the IMDG Matrix for all four terminals. An alert is triggered to HSE and business owners to take necessary action. The feature helps containers follow IMDG Standards in Jebel Ali Terminals and also minimize damage in case of container yard explosions. Another initiative in line with this is the Crisis Management Dashboard. The dashboard is maintained for HSE and CC Staff to monitor the containers and take necessary actions during any emergency such as yard explosions.
- For efficient deployment of resources in the yard and gates a prediction mechanism for truck arrivals to be mapped against the planned time slot for Jebel Ali terminals is underway. The first level model has already been released but will undergo changes to reflect more accurate values.



New Technology

- Virtual Reality technology has been introduced for OTC trainings at DP World UAE. The system provides an interactive digital 3D world of key operational areas which offers a near real-world experience to trainees and also helps OTC to better train the staff while maintaining high safety standards defined by DP World. The training focusses on Vessel Supervisors to give them an immersive experience of Vessel Safety Inspection Procedures using VR headsets.

Major Projects and Achievements of 2021



Remote Terminal Management System is a web based application that enables Vessel Supervisors to operate and monitor remotely on their desktops or PDAs. A mobile app has also been introduced to help on-the-go CO acknowledgement which has eliminated the need of physical signatures for approval.



Online services have been introduced for all Dubai Trade customers for lease renewal, proposal management, discount approval and price list management, payment flexibility, facility addition, lease attestation, customer onboarding and many more such services. Immense reduction in manual efforts and ease for customers to manage these services with a few clicks has been observed since its introduction.



Automation of exit/entry certificate for customers has been introduced for improved accuracy and single day refund processing instead of 30 days.



All Physical Auction Activities are converted to digital platforms whether it is Customer Registration or Auction Bidding.



Enterprise Cloud and Budget Planning System (EPBPS) has been implemented for DP World UAE and all business units eliminating the need for Annual Financial Budgeting exercise to be done on excel sheets and has promoted the related teams to execute budgeting activities in a paperless manner with complete automation.



The H2H system enables supplier payments, refunds and internal payments to be authorized without the payment approver logging into different bank portals, under one single portal in an encrypted payment file that is forwarded directly to the bank to release payments.



The Zodiac Terminal Operation System was implemented in T3 Terminal enabling DP World UAE to centralize its TOS system across the region with advanced features that have resulted in automation, cost savings and a major reduction in manual monitoring efforts.



Oracle CX is a major project that was undertaken in 2021. WPS & Inspection Sales, Customer services & KYC, License Module, Registration Module, Admin Module and Leasing Module all have been bought under the Oracle CX umbrella to simplify processes and reduce manual labour.



Centralization of Marines Vessel Tracking System in Jebel Ali, Mina Hamriya and Port Rashid control rooms into one control room for tracking vessels across Dubai has resulted in reduction in operating expenses and manpower requirement.

PEOPLE IN 2021



'10:10 Connecting People & Minds' session

This is an initiative for our employees to meet our CEO and Managing Director, Abdulla Bin Damithan. The objective of this Majlis session is to enhance employee engagement and motivate them to share new ideas for continuous improvement. The session is organised department-wise and in some instances it is planned in line with an upcoming celebration. In 2021 we organised 5 sessions that engaged a total of 50 employees.

Coaching Programme

A one-to-one development initiative with DP World UAE Certified Coach, the Coaching Programme helps to build and enhance employee's leadership competencies and unlock their potential to maximise their performance. We build a pool of Certified Coaches (11 Nos) for building a Coaching Culture in UAE Region. A total of 30 employees completed Coaching Programme in 2021.



Knowledge Transfer, Leadership Skill Building and Business Acumen Virtual Sessions

• VTM PROGRAM

The VTM Program is a newly launched program introduced in 2021 as a sponsorship platform to 5 graduates under the Ta'heel Program. These students initially joined as Tumoohi Trainees, prior to the course. The course took place from September to November 2021. After successfully completing the VTM course at the institute, the students were offered employment with DP World UAE and have officially joined the company in December 2021 as Ruwad Trainees. The full course accommodated a total of 8 students that included 3 internal employees from the Marine Department and 5 external new joiners.

• Ruw@d Talk session (Virtual)

Our Senior Leaders connect with Ruwad Trainees and share insights on their career journey, growth and achievements at DP World. The Ruwad Trainees are also enlightened on the business challenges that our leaders had overcome. Through these sessions senior leaders aim to build leadership skills and guide these trainees on a career progression path and explore growth opportunities within DP World. Last year, 4 sessions were conducted by senior leaders at DP World. The seniors involved were Omar Sharif, Jassim Al Serkal, Masoud Al Noori and Esam Khoori.

• Commercial Acumen session (Virtual)

This is an open enrolment virtual session conducted periodically by our Seniors in Commercial department of different BUs. The objective of conducting this session is to enable all employees with commercial knowledge and business acumen that will help them adopt appropriate decision making tactics in their area of work. We conducted a total of 3 sessions in 2021.

• Knowledge Majlis session (Virtual)

This is also an open enrolment virtual session but the speakers here are both internal and external. This initiative aims for employees to be aware of all the functions in DP World UAE and its business units along with raising awareness on the new initiatives taken in our business, the industry and in the UAE. We strongly believe that this session will enhance the awareness of our employees and help provide them with a bigger picture of our business, and help enhance and keep up their knowledge, performance and productivity as per industry standards. In the year of 2021, 4 sessions were organised.

UPDATES ON BUSINESS DEVELOPMENTS



In 2021, the UAE economy started preparing to enter a post-pandemic period. DP World UAE had already put its best foot forward to seamlessly handle the challenges that came with the pandemic and were prepared to enter 2021 on a high note. With the best business strategies, collaborations and a positive outlook for 2021, we achieved one of the best financial results in 2021. This was achieved without compromising on safety, quality, or service levels and due to our teams' commitment and focus on partnerships. Our extensive collaboration with governments, customers, and the private sector led us to offer safe, secure, e-efficient, and reliable services and solutions to grow our economy and community. Our achievements over the past year show why our strategy of building robust partnerships with dedicated teams in all areas of our operation is important, and this will continue to be a central priority for us in 2022.

1. Strategic Partnerships and Alliances - DP World UAE

a. Dubai foundation for Women and Children collaborated with DP World UAE to Launch the Knowledge Port

The agreement was signed with an aim to help development, enhance learning and polish up the skills of women and children residing at the foundation.

b. GEFCO UAE Partners With DP World UAE for Car Solutions at Jebel Ali Port

The formed partnership aims to capitalise on Jebel Ali's comprehensive logistic solution offerings and use DP World UAE's trade and logistics hub to further boost the growth of automotive industry in the GCC.

c. DP World and UNICEF Build ion Partnership With Jebel Ali Port Visit

Ted Chaiban, Regional Director of MENA for UNICEF, met DP World's CEO & Managing Director of UAE Region and Jafza, Abdulla Bin Damithan, to discuss further collaboration in the COVID-19 relief effort and to leverage DP World's facilities, infrastructure, and expertise to deliver critical COVID-19 supplies to countries most in need.

d. DP World UAE And Conares Collaborate To Contribute To UAE's Operation 300 Bn Initiative

The flagship Jebel Ali Port carried out the export of 75,000 metric tonnes of rebar for Conares, the leading steel manufacturer in the Middle East. The export of rebars from Dubai to North America was successfully facilitated for the first time, by utilising DP World's global footprint and integrated product offerings.

e. DP World UAE And Petrochem Middle East Collaborate For Mega Chemical Distribution Terminal Expansion Worth USD 80 Million

A 30-year lease agreement has been signed to develop a chemical terminal on Quay 7, adjacent to the dedicated chemical handling berth within Jebel Ali Port. The 400,000 sq. ft. quayside state-of-the-art chemical distribution terminal is scheduled for completion by Q3 2023.

f. Commercial Bank of Dubai Inks Partnership Agreement with Jafza

Commercial Bank of Dubai (CBD), one of the leading banks in the UAE inked a partnership agreement with Jafza, the leading trade and logistics hub of DP World to boost entrepreneurship and provide banking services to license holders and business owners.

g. Jafza Partners with Arab Bank to Support Freezone Businesses

Jafza, signed a Memorandum of Understanding with Arab Bank for Investment and Foreign Trade (Al Masraf) as part of its continuing support to the business operations of SMEs and other enterprises licensed within Jafza.

h. Jafza and Dubai Courts Launched 1st Virtual Court in the Middle East

As part of its efforts to establish excellence in its integrated business environment and digital ecosystem, Jafza and Dubai Courts, launched the Virtual Court to handle labour litigations involving companies operating from the free zone and its employees.

i. Jafza joins forces with Star-K Kosher to promote the production of Kosher-Certified food in Dubai

Jafza signed a Memorandum of Understanding (MoU) with UAE-based STAR-K Kosher Certification to educate its partners in the food and agricultural commodities sector about kosher certification, aiding them to get certified as kosher.

Other Sections

1. Ports and Terminals

- The overall container throughput at Jebel Ali grew in 2021 to 13.74 Mn TEU, indicating a year-on-year increase of 2 percent.
- Higher Exports resulted in a strong driven OND trade which was up by 7 percent year-on-year.
- Jebel Ali Ports Non-container business produced excellent numbers in all cargo categories, especially RORO. With an exceptional throughput of 100 percent year-on-year, the performance of RORO has prospered back to its historical numbers.
- The traditional gateways of the ports and terminals reported a strong year-on-year performance.
- New F&B Terminal launched in 2021 has given the F&B industry especially the manufacturing companies a much-needed boost to their businesses.

2. Parks and Zones

- Most targets were overachieved for all products in 2021.
- New registrations of customers who established their business in Jafza saw a jump of 40 percent in the first half of 2021 and a 16 percent increase when compared year-on-year.
- Jafza's robust and dynamic e-commerce sector attracted fulfilment and market operators and currently hosts over 1700 ecommerce customers accounting for a trade value of AED 7 Billion.
- Infrastructure at Jafza saw projects worth AED 2.484 Million completed in 2021.
- Jafza witnessed an 11 percent year-on-year increase in its healthcare and pharmaceuticals customer base.

3. New Business

a. Trade Bridges

- Trade Bridges initiated by DP World UAE that comprised of India, China and Europe have now been extended to the American and African regions.
- It has generated approximately 89,000 TEU with an equivalent trade value of AED 8 Billion.
- Since its inception these bridges have led to 300+ new companies being established within Jafza's ecosystem.
- New businesses coming from trade bridges contributed to an additional AED 5.3 Billion in trade value.
- They have resulted in an increased contribution to manufacturing, processing, assembling and overall trading footprint in Dubai.
- The development and launch of the Incubator as a new product offering for the India Bridge has been extremely successful wherein market demand has exceeded our Initial capacity created and we are looking at doubling our capacity this year.
- The Incubator will now be extended as a product offering in the Africa Bridge as well.

b. Pulses

- First bulk shipment of 23000 MT pulses from Canada arrived at Jebel Ali was cleared and delivered successfully, resulting in trade value of USD 12 Million.
- Import market in the region is 3-5 Million MT per annum indicating a high demand for pulses.
- Initiatives such as usage of specialized hoppers for ship discharge to increase productivity, reengineering of supply chain with the Shippers to offer a flat warehouse and bulk storage at Jebel Ali have been taken.
- We have also executed cross stuffing from bulk to containers and logistics solutions that included efficient delivery to factories.
- A new window of business opportunity opens for modal conversion with bulk-in and container-out to regional markets.

c. Arista Construction Systems

- Avenex Coatings with HQ in Canada and distribution centres in India, Vietnam and United States, established themselves in Jafza in 2021.
- A factory has been setup for manufacturing reflective coatings, laminates and packaging material.
- Advantages of setting up in Jafza include faster access and lower logistic costs for their customers in the American and European region.
- Once fully operational, it is estimated to generate approximately 15,000 TEU per annum resulting in an annual trade of 80 Million per annum.

d. Global Surfaces

- One of India's top exporter and processor of granites, marbles, soft quartzites, stones, and other Indian natural stones have started setting up a factory in Jafza to manufacture engineered Quartz Surfaces.
- The factory will cater to markets in USA, EUR, Middle East, and North Africa and is estimated to generate a trade value at USD 70 million per annum resulting in approximately 3500 TEU/annum port volume and generating 100+ jobs within Jafza

INNOVATION AT DP WORLD UAE



At DP World UAE, innovation has been integral to paving its path to growth and success. Our work culture has been adapted around innovation to meet new realities of relevance and profitability in the industry. An innovation in the supply chain industry means an innovation that will affect and change things for many other affiliated industries. Through our initiatives, we encourage our workforce to think creatively and embrace innovation as a part of their job.

- **Fekrati**

Fekrati, an innovation platform that has been introduced solely for our employees to share creative ideas through innovation campaigns conducted in the month of April and October every year. In 2021, the Fekrati initiative conducted five Innovation Campaigns, three Fekrati Award ceremonies Innovation Incubators and Design Thinking & Let's Talk sessions. Along with this, to encourage innovation among departments and teams, we launched the Innovation Hackathon, Innovation Challenges, Unique QR Code for Project Submissions and Fekrati in the Field. These initiatives received an impressive 1,023 in the five innovation campaigns conducted and resulted in saving AED 10.3 Million from 168 approved innovations. We were also able to reach out to 778 employees across the organisation through 123 Innovation sessions conducted in 2021.

- **Achievement of 100% Conversions in Customer Transactions**

By leveraging Emirates NBD's Digital Collection solution, DP World UAE was able to convert 100 per cent of related counter transactions to online collection on its Smart Transactions platform. The Paperless initiative aligns with the UAE Smart Government Goals.

- **For the First Time, Power of Quantum Computing Technology Explored**

DP World UAE through the collaboration of D-Wave and other global leaders in the quantum computing sphere, took a step forward in 2021 to explore Quantum computing for the first time in the trade and logistics industry. Intensive and focused training sessions on Quantum Computing, which included actual exercises and the use of Quantum Computing coding have been conducted and identified industrial logistics, fleet and traffic management are areas where the power of Quantum computing can be applied.

- **Implementation of ZODIAC System and Adoption of ZODIAC Training Program**

The Terminal Operation System (TOS), ZODIAC, completed its implementation at Jebel Ali Port's Container 3 Terminal (CT3) in the beginning of 2021. The fully automated system includes advanced solutions for remote control of the port's facilities. With this achievement, CT3 will be able to integrate with any terminal that uses the same automation system. Thus, enhancing its ability to ensure smooth operations even during crises, providing businesses with complete support to access the global supply chain with high efficiency and capacity. In addition to this, in September 2021, DP World UAE adopted the ZODIAC Training Program, developed by Emirati calibres in The Ports and Terminals Training Centre (P&TTC). The programme accredited by City & Guilds is now a recognised benchmark for effective training programmes to improve supply chain utilisation globally. This program adoption will aid in exclusively training employees on effectively operating the automated system on 16 different areas using 18 internally integrated systems. The programme has successfully trained 3,555 employees in 2021.

- **Automation of Exit/Entry Certificates**

Dubai Customs joined hands with DP World UAE to enhance the export of cargo load process from Jebel Ali Port with the launch of Automation of Exit/Entry Certificates. On an average, 700 documents are stamped daily at the Customer Service Centre which sums up to approximately over 250,000 documents annually. The automation eliminates the physical citations of these documents, enhancing operational efficiency and supporting Smart Dubai's Paperless Strategy.



A DAY IN THE LIFE OF HENADI ABEDIN

- **I start my day with**

My usual day starts with a cup of coffee, before the bustle of sending off my daughters to school, touching base with my son in university, and finally beginning my workday at 7:30am.

- **I am responsible for**

I manage Treasury and Revenue Assurance in the Finance Department at DP World UAE. As a Senior Manager, I am responsible for ensuring all Treasury related functions are handled in a timely manner for Business Units within the UAE Region and reviewing the customer payment methodology within these entities to ensure efficiency. I also manage the Receivables function for Ports & Terminals and Parks & Free Zones and the Revenue Assurance aspect related to it.

- **I got my job**

After obtaining my undergraduate degree in the USA, I returned to the UAE, and immediately started to work in the Oil and Gas Industry. I built my foundation as a professional and gained experience that opened the door to an opportunity at Dubai World. During my early years in Dubai World, I was fortunate enough to experience multiple business environments and key projects that act as the foundation of our Organization today. My experience has been predominantly in Finance, but various projects and roles undertaken for Dubai World, Jafza and eventually DP World UAE, gave me a macro and micro view of the Organisation's various departments and functions; parallely helping me expand my perception and executing my job in a better and more efficient way.

- **My typical day**

My daily activities revolve around my children and my office work. After work, I normally pick up my children from their extracurricular activities at school. Once I am at work, my focus is entirely on executing my daily tasks and on-going projects. I dedicate my time to ensure I am updated on all progress made and on any setbacks that we are facing so that they can be promptly resolved to avoid any delays. Like my kids, I am also involved in quite a few extracurricular activities at my workplace that are a part of my daily task list. Currently, I am part of the global program called 'Evolve' as well as a part of the initiative called 'Women Onboard Program' at DP World. Additionally, for the last three years, I have also been selected to mentor young graduate Ruwad trainees joining DP World in order to guide them and ease them into their job profiles to not just make them 'job ready', but also improve their emotional intelligence to work in a corporate environment.

- **My most memorable work moment**

Having worked for so many years under the DP World banner, I have had many memorable moments as I achieved several milestones of my career with the company. However, if I had to mention any recent ones, it would be when COVID hit in 2020; the global pandemic threw a lot of challenges at us, but our spirits remained high. A few of our projects were launched just before the pandemic and proved to be a blessing in disguise. Many pipeline projects were also near completion and were fast tracked when COVID cases were on the rise. For Ports and Terminals, Smart payment solutions in association with ENBD was launched just before COVID. Through ENBD's vast network of kiosks, a customer could seamlessly deposit their cash or cheque in a few simple steps. For Parks & Zones, an online platform was launched instead of physical desks to provide information remotely on requirements, forms, reports, or any other support documents needed, thus minimizing exposure to customers. This mechanism was adopted with internal document processing as well where refunds was also streamlined and shared electronically. Another mechanism that was created during this period was for returning customers cheques through a secured courier service which resulted in less footfall and saving the customers' time to visit our offices. The teamwork was fantastic during this period. Efficient coordination and communication gave us great results and makes me proud of the people I work with; a memory I'll always hold dear to me.

- **The challenging part of my job**

The most challenging part of my job is the curve balls thrown from time to time. Sometimes things can get overwhelming; there can be uncalculated delays in projects or payments, or it can simply be a miscommunication. Handling these situations on a day-to-day basis can be time-consuming yet educational as they birth new processes to address similar issues in the future. I always approach these situations like another opportunity to prove myself and reiterate the various facts in my conscience of why I am where I am.

- **The best part of my job**

Working in the Finance Department at DP World UAE has given me exposure not only to the corporate culture but also helped me understand things that go on at the ground level. Every day, I feel grateful for getting such opportunities where I can alleviate my knowledge to the next level. If I need to put it in one statement, the best part about my job would be always expecting the unexpected to come my way and always striving to achieve more with our initiatives, projects, and process improvement mechanisms.

- **After work**

I have always believed in keeping a work life balance. My family is an important part of my work equilibrium. My hours after work are usually spent with them. When I am at work, I give it my all. The drive back home is a rare opportunity for me to gather my thoughts and re-charge my senses for the rest of the evening ahead with my family. I also like to focus on reading, playing the piano as these activities help me recalibrate after a long day at work.

- **My major motivation in life from day one...**

I have always wanted to be an approachable person. It is in my nature to be the calm and diplomatic one. I have always wanted to be a good role model. I am an Emirati woman, a mother, a daughter, a sister, and a leader in my workplace. Starting off by inspiring my own children, I now strive towards becoming a role model for every young Emirati youth who aim to balance their duties and aspirations to build a career. This is evident in my workplace where being a mentor for the youth and the new trainees gives me the motivation and satisfaction of helping gear today's young generation to be tomorrow's leaders through dedicating my time and sharing personal experiences. Another major motivation for me are the people I work with. I admire the trust and investments DP World makes in their employees and has made in me. I have resonated my work ethic beliefs with the people of this Organisation, whether it is transparency and honesty or teamwork and coordination. The people working at DP World UAE are cooperative and at the top of their game. This has kept me motivated as I can move forward with the trust that they will do their part while I do mine.

EXPO 2020 HIGHLIGHTS



1. Oct 1st, 2021 – Launch of DP World Flow Pavilion at Expo 2020 Dubai.



3. Oct 5th 2021 - Participating at Expo 2020 Dubai, Abdulla Bin Damithan, CEO & Managing Director, DP World UAE & Jafza, met Mmusi Kgafela, Minister of Investment, Trade and Industry, Terence Dambe, Chairman of BITC Board, Keletsositse Olebile Chief Executive officer of the BITC & Botswana Commissioner general for Expo 2020 Dubai and Gemma Mbegabolawe, Director of BITC of the Botswana Delegation and discussed investment opportunities and explored areas of strategic mutual interest and benefit at Flow Pavilion.



2. Oct 4th, 2021 - Participating at the Climate & Biodiversity Week at Expo 2020 Dubai, DP World partners with UPS and Arrival UK in launching UPS' regional electric vehicle fleet, to deliver the world's most sustainable Expo. HE Reem Al Hashimy, UAE Minister of State for International Cooperation & Director General of Expo 2020 Dubai, Sultan Ahmed Bin Sulayem, Group Chairman and CEO - DP World, Mohammed Al Muallem, Executive Vice President, DP World, Abdulla Bin Damithan, CEO & Managing Director, DP World - UAE Region & Jafza, Scott Price, President - UPS international, Avinash Rugoobur, President - Arrival and Denis Sverdllov, Chief Executive - Arrival attended the launch to discuss this transition in clean energy using cutting edge technology.



4. Oct 6th, 2021 - Participating at the World Majlis as a panellist of the Climate and Biodiversity week, Abdulla Bin Damithan, CEO & Managing Director, DP World UAE & Jafza joins the open discussion and answers live at Expo 2020 Dubai.

EXPO 2020 HIGHLIGHTS



5. Oct 7th, 2021 - Gold sponsor at the #WETEX and Dubai Solar Show 2021, Dubai Exhibition Centre during #Expo2020. DP World gave a keynote presentation by Kyle Bennie, Head - Health, Safety and Environment, DP World UAE and Piotr Konopka, Senior Manager - Group HSE, DP World, to highlight our decarbonization strategy towards achieving a sustainable future.



7. Oct 10th, 2021 – Announcement of a pioneering and strategic partnership with Dubai Culture & Arts Authority to enhance the cultural and creative economy of Dubai. Her Highness Sheikha Latifa bint Mohammed bin Rashid Al Maktoum, Chairperson of the Dubai Culture & Arts Authority was welcomed at DP World's Flow Pavilion by DP World UAE's Chairman and CEO Sultan Ahmed bin Sulayem and thanked her for her patronage of this initiative which consolidates the role of culture. During her visit, she also explored the four floors of interactive galleries that show the fascinating evolution of Dubai as a hub for global trade and how the connectivity and movement of cargo around the world impacts us all.



6. Oct 7th, 2021 – Signing of the pledge committing to zero tolerance for illegal wildlife trafficking during our Flow Pavilion's Conservation for Hope event. Abdullah Bin Damithan, CEO & Managing Director, DP World UAE & Jafza presented the oath, signed by Sultan Ahmed Bin Sulayem, Group Chairman and Chief Executive Officer, DP World.



8. Oct 13th, 2021 - Meeting with DP World's Youth during his visit to Expo 2020 Dubai, His Excellency Saeed Al Nazari, Director General of the Federal Youth Authority commended the efforts of DP World, thanks to the Emirati youth's contribution that sets them as inspirational leaders for other young Emiratis. His Excellency also expressed his admiration of the Flow Pavilion which reflects the views of our wise leadership in the #UAE and the role of its youth in all fields.

EXPO 2020 HIGHLIGHTS



9. Oct 18th, 2021 - Week two at Expo 2020 Dubai was action-packed. Amongst others, we had the privilege of hosting Macky Sall, President of Senegal, committed to long-term investment in Africa with CDC Group, and moved closer to a carbon-neutral future with MAN Energy Solutions.



10. Oct 19th, 2021 - Abdulla Bin Damithan, CEO & Managing Director, DP World UAE & Jafza gives keynote speech at Future Food Forum 2021.



11. Oct 24th, 2021 – Third week at Expo 2020 Dubai, DP World hosted government delegations from no less than eight countries, welcomed students from across the UAE to the DP World Flow Pavilion, and even had world-famous artist Akon join us for a tour.



12. Oct 31st, 2021 – Fourth week at Expo 2020, DP World Flow Pavilion welcomed visitors from Dubai Police HQ, as well as government delegations from Egypt to the Maldives.



13. Nov 2nd, 2021 - DP World's Flow Pavilion featured as a masterpiece in the front page of the Expo 2020 Dubai article published by Albaya News.



14. Nov 3rd, 2021 – Special ceremony organised at the DP World Flow Pavilion to celebrate UAE Flag Day with visitors.

EXPO 2020 HIGHLIGHTS



15. Nov 7th, 2021 - His Highness Sheikh Ahmed bin Saeed Al Maktoum, President, Dubai Civil Aviation Authority, Chairman and Chief Executive of Emirates Airline and Group, and Chairman of the Expo 2020 Dubai Higher Committee attended the HyperMotionDXB inaugural event where Mohammed Al Muallem, Executive Vice President - DP World, had the privilege of giving a keynote speech at the event discussing the future of logistics and mobility. Abdulla Bin Damithan, CEO & Managing Director, DP World UAE & Jafza, also participated in a panel discussion on "Dubai's Emergence as The Fastest Growing Global Trade, Logistics and Tourism Hub" and led fellow panellists on a tour of DP World's Flow pavilion at Expo 2020 Dubai.



16. Nov 7th, 2021 – DP World UAE was honoured by the visit of His Highness Sheikh Mohammed bin Rashid Al Maktoum, Vice-President and Prime Minister of the UAE and Ruler of Dubai to DP World's Flow Pavilion, as Sultan Ahmed Bin Sulayem, Group Chairman and CEO, DP World, and Abdulla Bin Damithan, CEO & Managing Director, DP World UAE & Jafza had the privilege to accompany His Highness on a tour of the facility that will become a permanent feature of District 2020, and play a major role in creating the next generation of trade innovators and enforce Dubai's reputation as a knowledge-based economy.



17. Nov 14th, 2021 – Professor Klaus Schwab, Founder and Executive Chairman of the World Economic Forum, was welcomed to the DP World Flow Pavilion for a Business Dinner. Hosted by our CEO and Chairman Sultan Ahmed bin Sulayem, it celebrated our ongoing partnership with the WEF and brought together business and industry leaders from across the Middle East, to spark solutions-focused discussions about the future of our society.



18. Week 6 at Expo 2020 Dubai - Ground-breaking partnership announced signalling a new era of Golf with the DP World Tour and explored the future of digital technology and smart trade with CARGOES.

EXPO 2020 HIGHLIGHTS



19. Nov 29th, 2021 - In our efforts to encourage a healthy and balanced lifestyle, DP World hosted the Sports & Wellbeing event at the Flow Pavilion at EXPO. Ahmad Al Haddad, Chief Operating Officer - Parks and Zones, DP World UAE recognised our team for their commitment and achievement. During the event, our athletic and talented employees participated in a panel discussion to talk about their journeys in sports, and colleagues engaged in various health and fitness activities like cycling, cardio, and sunset yoga.



20. 9th Week at Expo - Remembering our heroes and honouring their sacrifices, Sultan Ahmed Bin Sulayem, Group Chairman and CEO, DP World, Mohammed Al Muallem, Executive Vice President, DP World, and Abdulla Bin Damithan, CEO & Managing Director, DP World UAE & Jafza, attended the UAE Commemoration Day ceremony held at the Flow Pavilion along with participation of "Safety Ambassadors" from Dubai Police. The 50th UAE National Day was also celebrated with special events and ceremony that highlighted the way forward for our nation through the flow of sustainable trade and logistics.



21. Always working towards making our customers happy, DP World UAE is honoured to announce the win of the 1st Cycle of the Mohammed Bin Rashid Al Maktoum Customer Excellence Award. Receiving the award were Sultan Ahmed bin Sulayem, Chairman and CEO of DP World and Abdulla Bin Damithan, CEO & Managing Director, DP World UAE and Jafza at Expo2020 Dubai



22. Dec 19th, 2021 – Celebrating the World Arabic Language Day in participation with Mohammed bin Rashid Al Maktoum Knowledge Foundation, DP World UAE proudly hosted a special event held at our Flow Pavilion as young children gathered to join the storytelling of "DP World Success Story" book followed by a quiz and guided tour of the pavilion

EXPO 2020 HIGHLIGHTS



23. Week 11 – Hosted the Global Business Coalition for Education at the RewirED Summit 2021. Our Chairman and CEO also welcomed Dr Mansukh Mandaviya, the Minister of Health and Family Welfare, Chemicals and Fertilisers, India.



24. Dec 23rd, 2021 - Discussing bilateral relations between the #UAE and #Egypt, Abdulla Bin Damithan, CEO & Managing Director, DP World UAE & Jafza met H.E Mariam Khalifa Al Kaabi, the Ambassador-Designate of the United Arab Emirates to the Arab Republic of Egypt at the Flow Pavilion. The visit included welcome notes, a presentation and concluded with a tour of the pavilion.



25. Week 16 at Expo 2020 - Viable alternatives to expand trade between Asia and Europe were discussed. The all-new unmissable waterfall show was revealed at the Pavillion. The Flow Pavilion hosted His Excellency, Dr Hussein Ali Mwinyi, President of Zanzibar.



26. January 28th, 2022 – DP World is honoured by HH Sheikh Hamdan bin Mohammed bin Rashid Al Maktoum, Crown Prince of Dubai and Chairman of the Executive Council of Dubai visit to the Flow pavilion at @Expo2020Dubai. Welcoming His Highness was Sultan Ahmed Bin Sulayem, Group Chairman and CEO, DP World, and Abdulla Bin Damithan, CEO & Managing Director, DP World UAE and Jafza. During the visit, His Highness was introduced to DP world's flow concept and the innovative technology of supply chains that reinforces #Dubai and the #UAE's position as a trade hub building towards the future.

EXPO 2020 HIGHLIGHTS



27. Week 18 – DP World welcomed the Commissioner General of Canada to our Flow Pavilion.



28. Feb 10th, 2022 - Established to increase awareness of the role the financial industry has in combatting the illegal wildlife trade, we launched United For Wildlife's MENA Chapter our Flow Pavilion at Expo2020 Dubai to play our part to end wildlife trafficking once and for all. Prince William joined us for the launch of this initiative. Two Earth Shot Prize finalists won £500K funding at our Innovation Showcase. Conservation took centre stage at DP World's evening with Tusk Trust.



29. Feb 22nd, 2022 – Hosted the Global Tourism Resilience Forum with Tourism Resilience, on enabling the recovery of the global tourism Industry and sustainability



30. March 15th 2022 – DP World's Group Chairman and CEO Sultan Ahmed Bin Sulayem was named a HeForShe Champion by UN Women.



31. March 15th, 2022 - The Digital Freight Alliance held its first-ever in-person conference at DP World's Flow Pavilion



DP WORLD

THANK YOU

