

EUR CONNECTS

NEWS FROM YOUR AREA

SOLUTION
HIGHLIGHT
**CONTRACT
LOGISTICS**



CELEBRATING 30 YEARS WITH DP WORLD

A MESSAGE FROM OUR CEO


2025 marks my 30th year of service with DP World—a milestone in a year of ambition and opportunity. The logistics industry is evolving at an unprecedented rate, and across Europe, we are leading the way with our regional expertise, cutting-edge technology, and sustainable operating practices. From automation in Northern Europe to digital transformation in the West, multimodal connectivity in Central, and infrastructure investments in the East.

Our geographically focused model strengthens our ability to serve customers effectively and efficiently while creating dynamic career opportunities for our people. As I reflect on three decades with DP World, one constant remains—our unwavering commitment to our people’s safety, well-being, and growth.

In this second edition of EUR Connects, we explore how our contract logistics solutions—spanning 103 locations across Europe—enhance customer-centric operations.

Thank you all for your contributions to DP World in Europe.

I hope you enjoy the issue!



RASHID ABDULLA
CEO & MD DP World Europe

**AS I REFLECT ON
THREE DECADES
WITH DP WORLD, ONE
CONSTANT REMAINS—
OUR UNWAVERING
COMMITMENT TO
OUR PEOPLE'S
SAFETY, WELL-
BEING, AND
GROWTH.**

RASHID ABDULLA
CEO DP WORLD EUROPE



CONTENTS



WORKING FOR DP WORLD



CONTRACT LOGISTICS



YOUR WELLBEING

HIGHLIGHT: I WORK FOR DP WORLD	04
SAFETY: STRENGTHENING OUR SAFETY CULTURE	05
SUSTAINABILITY: HELPING OUR CUSTOMERS	06
SOLUTION: CONTRACT LOGISTICS	08
INFOGRAPHIC: OUR GEOGRAPHIES	12
NEWS FROM OUR AREAS	14
EAST	14
CENTRAL	17
NORTH	20
WEST	23
PARTNERSHIP: SAIL GP	26
CAMPAIGN: VOLUNTEERING	27
IN FOCUS: LIVING BETTER, NURTURE YOURSELF	28

COLOPHON

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READ ONLINE



115,000 EMPLOYEES, 115,000 REASONS TO WORK FOR DP WORLD. WHAT'S YOURS?

At DP World, we don't just move cargo - we are helping to lead the future of global trade. With every container and every delivery, we make a real difference to people and businesses across the world – making trade faster, smarter and more sustainable. Every shift, every job, every effort you put in is felt by millions of people around the world.

Today, we are 115,000 people, across 79 countries, speaking countless languages. Here, everyone is welcome. And every day, we all come together to keep the world moving. Whether you're loading containers, driving trucks, or powering our daily operations, the work you do keeps global industries moving and provides the fresh food on our tables, the clothes we wear, the cars we drive and the medicine we need, all around the world. Your work makes a difference.

'We're one team. One DP World.
And together, we keep trade flowing.'

By working at DP World, you're not just doing a job; you're building a better future. A future where trade is faster, smarter, and more sustainable. A future where your hard work helps cut emissions, reduce waste, and strengthen supply chains around the world.

DP World is an undeniably special place to work for thousands of reasons... For some it's the potential to grow in career and lead. For others it's the opportunity to innovate and experiment. For many more, it's a rich fulfilling human experience.

SHARE YOUR STORY

We invite you to share your reason why DP World is a special place to work, and why you come to work every day, and how you help to make a difference for families, businesses and communities around the world.



GROW YOUR CAREER

Looking to grow your career or have a friend who would make a great addition to DP World? Visit our careers page to see the latest vacancies: <https://www.dpworld.com/careers>

STRENGTHENING OUR SAFETY CULTURE

ANDREW RUSHMER, VP OF HSSEQ, EUROPE

I often talk about our collective commitment to safety, health, security, environment, and quality (HSSEQ). Every day, our teams operate in complex and demanding environments, and our responsibility—to ourselves, to each other, and to the communities we serve—has never been greater.

A strong safety culture starts with a solid foundation. We will be enhancing our onboarding and training programs to ensure that every employee understands their role in creating a safe work environment from day one. Compliance isn't just about ticking boxes; it's about fully integrating best practices into our daily operations. Identifying an issue is only the first step; resolving it effectively is what truly makes a difference.

BUILDING A SAFETY CULTURE—TOGETHER

Beyond policies and procedures, safety is a mindset and a shared responsibility. Each of us has a role to play in driving a proactive safety culture—one where we speak up, listen actively, and continuously seek ways to improve. This year, we will be implementing Safety Culture Committees at both site, cluster and regional levels. These committees will be key in fostering dialogue, addressing concerns, and ensuring that safety initiatives are both meaningful and effective.

One approach we are embracing is Appreciative Inquiry—a method that focuses on recognising and building upon our successes, rather than only identifying what went wrong. By celebrating what we do well, we create an environment where people feel valued and empowered to contribute to continuous improvement.

BREAKING DOWN BARRIERS, DRIVING POSITIVE OUTCOMES

A true safety culture thrives when barriers—whether hierarchical, operational, or communication-based—are broken down. Every voice matters, and everyone can influence positive change. We encourage all employees, regardless of role or seniority, to actively participate in safety discussions, share ideas, and challenge the status quo when necessary.

Let's commit to making safety a way of life.

Andrew Rushmer
VP of HSSEQ, Europe



"LET'S COMMIT TO MAKING
SAFETY NOT JUST A PRIORITY
— BUT A WAY OF LIFE."

SIGN UP FOR THE SAFETY CULTURE COMMITTEE

If you are passionate about safety, want to be part of shaping our culture and would like to be considered for a Safety Culture Committee.

Scan the QR code below to express your interest, and let's make this year one of action, collaboration, and continuous improvement.



HELPING OUR CUSTOMERS ACHIEVE SUSTAINABILITY IN LOGISTICS

At DP World, we are committed to helping our clients reduce emissions and achieve their sustainability goals. By testing low-carbon technologies and refining our maintenance practices, we're helping reduce Scope 3 emissions—cutting indirect carbon impact across the entire value chain. The result? A cleaner, more efficient future for both our operations and our customers.

INDIRECT GREEN-HOUSE GASES

Scope 3 emissions come from indirect greenhouse gas emissions across our client's the value chain, including transportation and distribution, purchased goods and services, and operational waste. Generally, these emissions account for the majority of a company's environmental impact. For DP World in Europe, they represent around 80% of its total greenhouse gas emissions. For many of our customers, upstream and downstream logistics consist of between 10% - 30% of their total footprint, and helping them reduce their emissions is a key part of our commitment.

TACKLING SUPPLY CHAIN CHALLENGES

Reducing CO₂e for our customers isn't just about meeting our targets. It's about solving problems for our customers in their supply chain. Lower emission modes are quieter, cleaner, and often cheaper. As a supply chain solutions business, we help our customers tackle their supply chain challenges—including guiding them toward sustainable choices that align with their goals.

REPLACING VEHICLES BY 2030

Europe has a target to reduce the emissions of our own operations by 59% in our logistics business by 2030. To do this, DP World in Europe aspires to replace all our light and medium weight vehicles with low carbon alternatives by 2030 and every vehicle in its fleet - including third parties - by 2040.

As early as 2018, we began evaluating battery electric vehicles (BEVs) through practical trials in Hungary and Germany, laying the groundwork for wider adoption. These early pilots led to the successful deployment of BEVs in the UK and Germany, with 15 new additions expected in March, marking a key step toward a broader rollout. At the same time, we are also actively exploring hydrogen truck solutions, further expanding our commitment to sustainable transportation.

OUR TRAILER REFURBISHMENT PROGRAMME

Our European trailer refurbishment programme doubles the lifespan of trailers, avoiding emissions from producing new chassis, tires, and other parts. By delaying the need for new purchases, this approach not only cuts costs but also prevents unnecessary replacements. Each trailer refurbished after 5 years extends its life by another 5 years, reducing manufacturing emissions by up to 20 tCO₂e per asset. We are starting with 9 trailers, and we plan to refurbish 100 more by the end of 2025. With 1500 trailers in Europe, this initiative could save 30,000 tCO₂e of embedded carbon, aligning with our principles of building a better future and delivering growth.



Our European trailer refurbishment programme doubles the lifespan of trailers, avoiding emissions from producing new chassis, tires and other parts.



Our procurement and Road Overland teams (Peter Grohe, Elske Messemaker-Kleijn, Daniel Oechsler and Michael Hohn) initiated the trailer refurbishment programme.

SOLUTIONS FOR EVERY PART OF THE SUPPLY CHAIN

As DP World, we offer a comprehensive range of services from the factory floor right up to the customer's door. For every part of the supply chain, we provide a distinctive solution. Each magazine issue will focus on one of these solutions. This time, the spotlight is on Contract Logistics.

CONTRACT LOGISTICS EUROPE



117 locations
in 10 countries



+18,000 people



BMW, Land Rover, Amazon,
Dell, Google, Bayer...



Automotive, Technology, Engineering
& Manufacturing, Healthcare,
Perishables and Chemicals



Manufacture, assemble, pack, store,
inspect and ship products, components
and materials for customers

SOLUTION HIGHLIGHT

9

CONTRACT LOGISTICS

Contract Logistics covers everything DP World does within the four walls of our warehouses across Europe. This involves storage, of course, but also a highly diverse range of value-added services like assembly and manufacturing, export packing, reverse and repair of goods and eCommerce, sometimes complemented by transportation services to the factory. By fully unburdening our customers, we enable them to focus entirely on their core business.

We serve many different industries, such as Automotive, Technology, Engineering & Manufacturing, Healthcare, Perishables and Chemicals. Our strategically located multi-client sites position us to deliver comprehensive end-to-end solutions to our customers, optimising facility utilization while offering flexible, scalable logistics solutions tailored to a wide range of client needs.

A prime example of the service provision within the Chemicals branch is the logistics of lithium-ion batteries for the automotive industry at warehouses in Rieste and Sarstedt in Central Germany.

OUR BATTERY CONTRACT LOGISTICS DRIVES AUTOMOTIVE SUCCESS

At the heart of the German automotive industry, Rieste (near Osnabrück) and Sarstedt (close to Hannover) are home to four DP World warehouses. Two are fully geared to battery logistics for electric vehicles, while a third combines this with the storage of chemicals, and the fourth is specifically used for airbags. A car battery consists of several modules made up of cells, and all of this can be found at our warehouses. Depending on customer needs, the batteries are stored for delivery to car production plants or for so-called after-sales. As soon as a battery or module in a car requires replacement, DP World is asked by the car manufacturer's central warehouse to supply a new one. From there, the batteries are next sent to the various workshops.

SAFETY AND RELIABILITY FIRST

Highly experienced site manager Rainer Knollmeyer explains that, at 'his' warehouses, everything revolves around safety and reliability, both regarding customers and the authorities. 'The storage of batteries is subject to specific requirements. We have the appropriate permits, which are only granted by the government under very stringent conditions. This makes us an attractive partner for the automotive industry.' Walking through the various warehouses, he points out the numerous measures in place for battery logistics: division into different compartments, automatic fire-resistant doors, advanced sprinkler systems, accurate temperature control, heat and gas detection, leak-proof floors, firewater retention and more.

PEOPLE MAKE THE DIFFERENCE

Ultimately though, Rainer believes that people still make all the difference. He praises his logistics teams and the way in which they manage the day-to-day operations at the four warehouses. 'They are wonderful people who are fully committed to their work.' Each employee completes multiple training courses annually to ensure their knowledge

stays up-to-date. 'In addition to traditional logistics staff, we also employ highly skilled electricians. This has given us a significant competitive advantage.'

This expertise is particularly valuable in battery (re)charging, a specialised service offered at the warehouses at the request of customers. 'As stipulated in the permit, this task may only be performed by professionals. We mainly offer this service for battery modules for the after-sales market. These are often stored for extended periods of time and at some point reach their expiration date. When this happens, we check whether the battery is still sufficiently charged and if not, we recharge them.' It is a prime example of the value-added services offered to customers at the Rieste and Sarstedt warehouses.

NEW MARKETS

Battery logistics is continuously evolving. Knollmeyer: 'A potential new market for us is reverse logistics. Many batteries are already rejected during production. This return flow is very interesting for recyclers - and therefore for us. Since these batteries are full of valuable raw materials, companies are willing to pay a fair price for storage.'

PLEASED WITH RAPID DEVELOPMENT

According to Rainer, having the correct permits, all the product knowledge that is available in Rieste and Sarstedt and continuous innovation are the keys to a successful future. Moreover, he is pleased with how quickly DP World is developing into an end-to-end logistics service provider, with contract logistics playing a key role in this transformation. 'DP World makes this possible by investing in innovation and technology.'



Rainer Knollmeyer, site manager

OUR EMPLOYEES IN CONTRACT LOGISTICS

WITH A TEAM OF OVER 18,000 PROFESSIONALS, OUR CONTRACT LOGISTICS DIVISION SPANS EUROPE, OFFERING A WIDE RANGE OF SERVICES ACROSS DIVERSE INDUSTRIES.

CENTRAL EUROPE

ÖMER KURUTLU,
INDUSTRIAL & ENGINEERING
GERMANY

One of the industries we are active in is Engineering and Manufacturing. In Bochum, Germany, we operate a 22,000 m² finished goods warehouse for ThyssenKrupp.

Ömer Kurutlu, Site Manager at DP World's Steel Logistics Centre: 'We transport steel coils with DP World's shuttles and heavy-duty pallets from production to our warehouse. From here, the material is dispatched by truck or rail to end customers or intermediate warehouses. Our location serves as the final quality checkpoint before delivery, ensuring proper loading and secure cargo. Our site features automatic humidity control and magnetic loading, enhancing speed and preventing material damage.'



Customers – including the automotive, machinery, and household appliances sectors – highly value DP World for our quality, flexibility, speed, and loyal staff. 'We've been together for nearly 25 years, a testament to our strong team spirit and customer satisfaction. We are committed to sustainability, having switched to LED lighting and exploring photovoltaic installations and hydrogen-based humidity control. Innovation is key, with investments in new scanner technology and magnetic systems. I'm proud of our team's dedication and our long-standing partnership with ThyssenKrupp.'



WESTERN EUROPE

MIMA LECIC,
HEALTHCARE
NETHERLANDS

At Imres, a DP World company, we help NGOs, UN organizations, and Ministries of Health access essential, affordable medical products and services. We offer a wide range of pharmaceuticals, consumables, and medical kits, ensuring timely delivery through our facilities in the Netherlands and Dubai.

Mima Lecic has been with Imres for 2.5 years. 'With over a decade of experience in the pharmaceutical industry, I transitioned into quality control. My role involves ensuring everything meets the highest standards. I'm also involved in ESG developments, which I find very rewarding. By providing essential products to those less fortunate, I feel we're contributing to something truly meaningful. This sense of purpose drives me every day.'

'Our product portfolio includes over 30,000 products, with 4,000 in stock at our facilities, allowing us to shorten lead times and reduce environmental impact. We also assemble medical kits for emergency relief to address urgent health needs.' With a 24-hour emergency response capability, Imres ensures efficient delivery of humanitarian aid and disaster relief, contributing significantly to global health and humanitarian aid.

QUOTES

NORTHERN EUROPE

NEIL LANDER,
TECHNOLOGY
UK

To identify and secure new business opportunities and contracts, we rely on a dedicated team with extensive industry expertise. Neil Lander, Business Development Director at DP World, has played a key role in the acquisition of Utopia Music, the UK's largest distribution warehouse for physical music and video. This 25,000 m² facility handles 70% of physical music and 35% of home entertainment products sold in the UK each year.

'I'm now actively involved in integrating their services and teams into the DP World family. This acquisition presents exciting opportunities. The UK physical entertainment market is growing again, and DP World's involvement helps to develop new products like premium vinyl and direct-to-consumer dropshipping solutions. We've expanded our services to include order processing and retailer credit management, which we didn't offer before in the UK. Partnering directly with big industry giants like Sony Music and Universal Music lets us work closely and create custom supply chain solutions that add a lot of value to their businesses.'

'We're also looking at expanding these services to new international markets, which could change global supply chains. Bicester is a great place to be with new business opportunities for existing clients, new UK customers, and even global players.'



EASTERN EUROPE

ARZU DEMIR OKUMUŞ,
CONTRACT LOGISTICS
TÜRKİYE

Arzu Demir Okumuş, Senior Business Development Manager at DP World Logistics, focuses on customer acquisition and operational excellence in Türkiye. 'We aim to be a comprehensive logistics partner in Türkiye, expanding warehouse capacity and investing in different regions. We started our CL activities in Türkiye with our 12,000 m² warehouse in Gebze in 2024 and plan to leverage Türkiye's strategic location to provide end-to-end integrated logistics solutions.'



DP World's strategic location in Türkiye offers significant potential. Our extensive service portfolio includes terminal services, sea, air, land, and intermodal transport, warehousing, storage, and distribution. 'Our future plans include increasing our warehouse capacity, making investments in different regions, and becoming a strong player in contract logistics in Türkiye. We aim to offer more comprehensive solutions by integrating into DP World's global logistics network.' DP World's global network enables to offer integrated logistics solutions worldwide, making customers' business processes more efficient and competitive.

Arzu values DP World's innovative and growth-oriented environment. 'DP World's appetite for growth and the freedom it gives to its employees support my professional development, which enable me to contribute to DP World's vision. Working here offers the opportunity to shape the company's success and the industry's future.'

OUR GEOGRAPHIES

SINCE THE BEGINNING OF THE YEAR, OUR GEOGRAPHICAL MODEL HAS BEEN FULLY IMPLEMENTED, GIVING US A STRONG COMPETITIVE EDGE IN THE MARKET

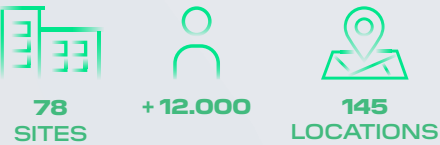
PRIORITISE
CUSTOMERS

BUILD
CONSISTENCY

CREATE
OPPORTUNITIES

ACCELERATE
GROWTH

CENTRAL EUROPE



- 8 Ports & Terminals Locations
- 121 Logistics Locations
- 16 Marine Services Locations
- Germany, Poland, and Hungary are our contract logistics powerhouse
- We serve major OEM clients like Volkswagen, Audi, BMW, Porsche, and key tech clients like Canon, Lexmark
- We operate a vast inland network with terminals in Germany (Germersheim, Mannheim, Stuttgart, Fürth) and Switzerland (Birsfelden, Frenkendorf, Kleinhüningen, Niederglatt, Liestal)
- The majority of our European workforce works in Central Europe

WESTERN EUROPE



- 6 Ports & Terminals Locations
- 36 Logistics Locations
- 32 Marine Services Locations
- We are present in Rotterdam and Antwerp, Europe's biggest ports, and in Marseille near the Mediterranean Sea.
- We offer extensive tech and chemicals contract logistics in the Netherlands, serving major clients like Dell, Apple, and Google
- We handle 1 in 4 smartphones in Europe
- We operate well-connected inland terminals in Alsace (France) and Liège (Belgium)

NORTHERN EUROPE

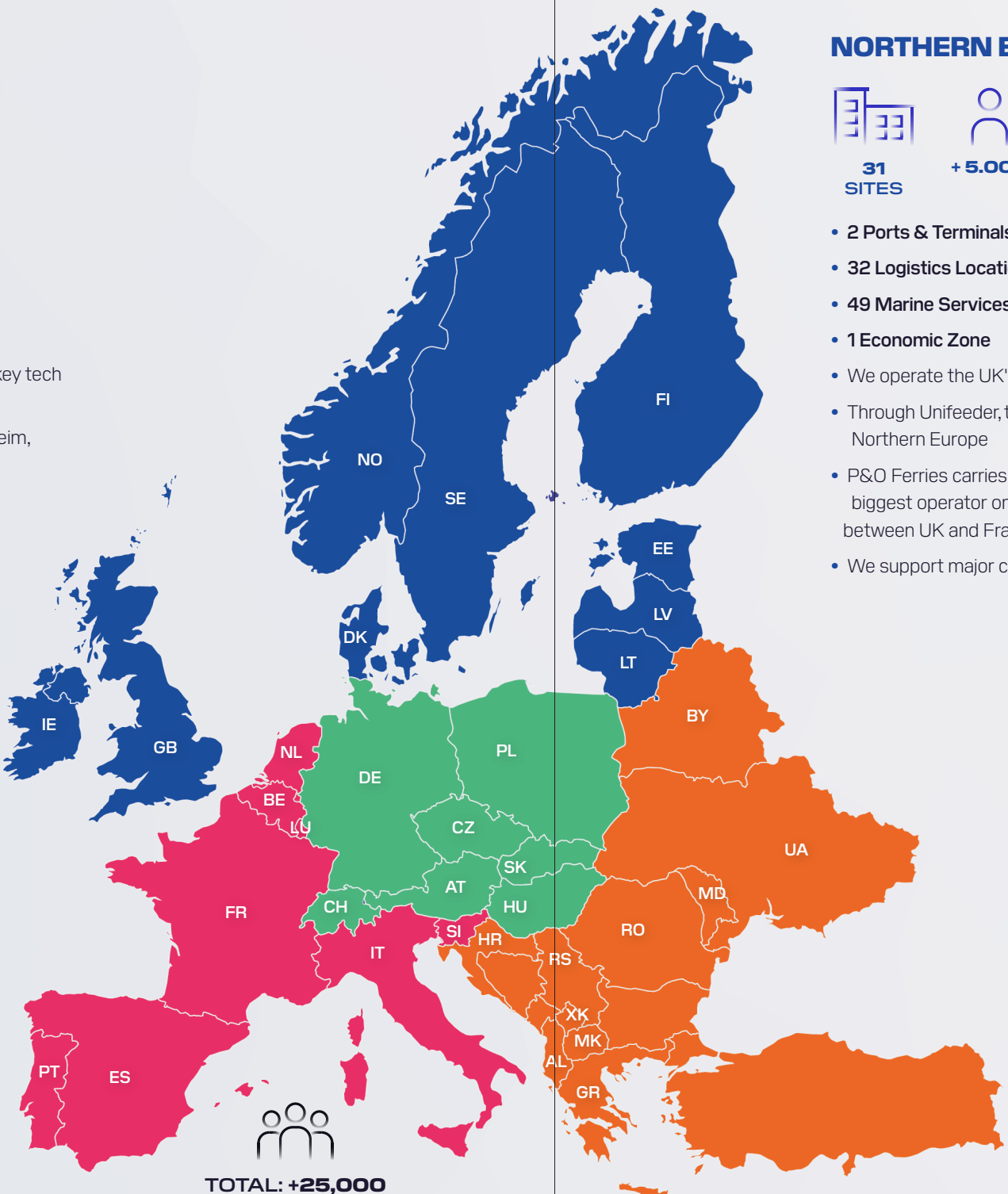


- 2 Ports & Terminals Locations
- 32 Logistics Locations
- 49 Marine Services Locations
- 1 Economic Zone
- We operate the UK's most advanced and largest terminals at London Gateway and Southampton
- Through Unifeeder, the largest short sea operator based in Denmark, we connect numerous destinations in Northern Europe
- P&O Ferries carries 20% of all goods traded between the UK and continental Europe. We're also the biggest operator on the Dover-Calais route, with two advanced hybrid ferries serving the key connection between UK and France
- We support major clients with contract logistics like Amazon, Universal and Sony music

EASTERN EUROPE



- 7 Ports & Terminals Locations
- 15 Logistics Locations
- 30 Marine Services Locations
- DP World Evyap is Türkiye's second largest container port. With 1.120.000 tonnes of liquid cargo handling capacity, we are the leader in the Eastern Marmara Region
- DP World Port of Novi Sad receives 35% of grain exports from Serbia
- We manage 85% of Cyprus' cruise operations and are serving more than 70% of its maritime calls. We have 95% market share in Cyprus' offshore energy sector



*Headcount does not include subcontractors

NEWS FROM EASTERN EUROPE

WHAT WINNING LOOKS LIKE

Eastern Europe is the largest area, spanning 15 countries with a rich diversity of cultures. This area includes successful Ports & Terminals, alongside developing Freight Forwarding and warehousing networks. We have rolled out country structures and small-scale end-to-end solutions in Romania and Türkiye, providing an excellent foundation. As a key player in major logistics hubs and global trading routes, Eastern Europe has a strong presence in complex supply chain solutions across multiple sectors. Our future vision builds on this foundation, aiming for a fully integrated and expansive service offering.

We will focus on expanding our Ports & Terminals capabilities, as well as exploring opportunities in the Mediterranean Sea region. We will integrate Contract Logistics, Freight, intermodal, chemicals, and market access into complete end-to-end solutions, and build mature and profitable freight operations in core markets and new regions, including the Balkans, Moldova, and the Adriatic. We'll focus our CL operations on promising verticals like automotive, e-commerce, textiles, and chemicals. Finally, we'll headquarter our work in Istanbul and unify our Türkiye logistics operations in one office.

I believe in the power of teamwork and am confident that together we can achieve great success. I look forward to meeting more of you soon and finding ways to better deliver customer success and create new opportunities to win.

Let's continue on this exciting journey together.

Best regards,

Kris Adams
Executive Vice President East Europe

Kris has been with DP World for 23 years, holding various roles in Antwerp, New York, and Istanbul. A Belgian citizen, his home for the past 8,5 years has been Istanbul, where he lives with his wife and 2 children.

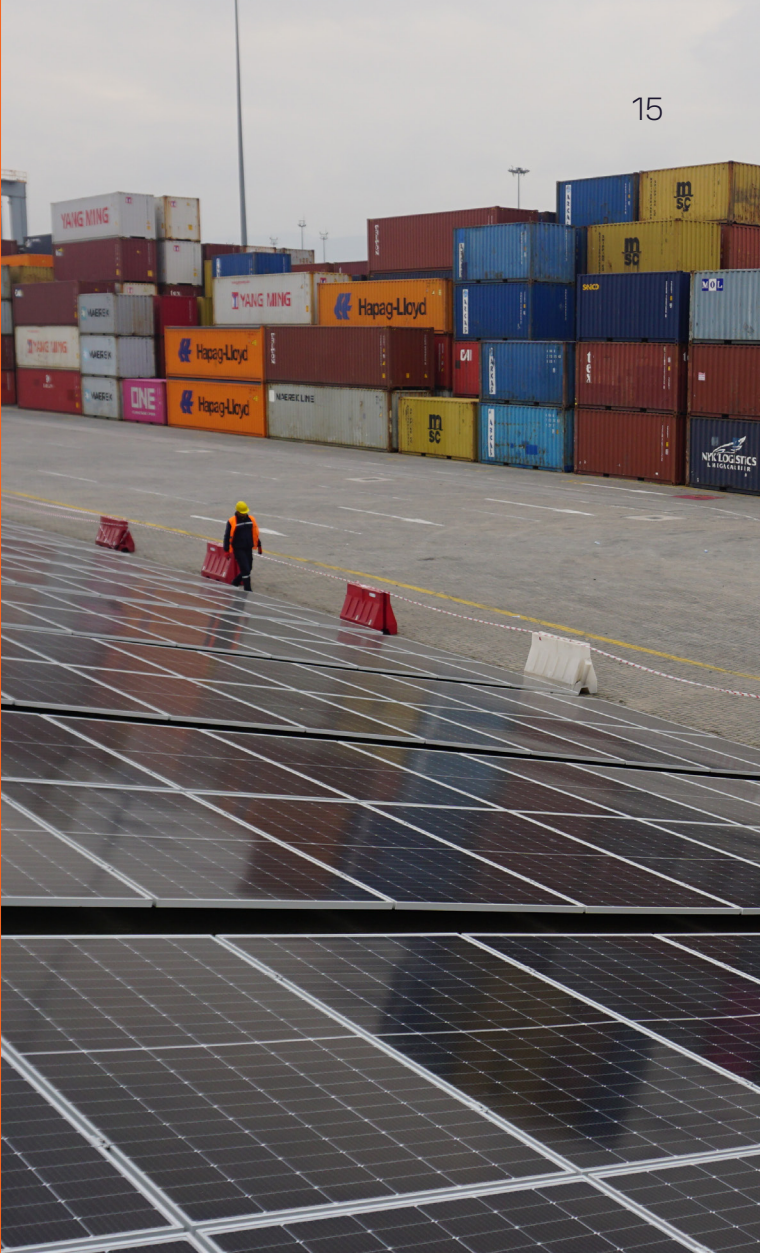


NEW BUSINESS NEW TYPE A WAREHOUSE TURKIYE

In Türkiye, we've launched a state-of-the-art Type A warehouse in Gebze, with a capacity of 24,000 pallets over 12,000 square meters. This strategic facility enhances operational efficiency by leveraging high-tech infrastructure and innovative solutions, supporting multiple industries and optimising logistics processes for speed, safety, and cost-effectiveness. It strengthens DP World Logistics Türkiye's operations and provides top-tier service standards. With this investment we strengthen our logistics infrastructure boosting regional and national supply chain capabilities while reinforcing our competitive edge for future growth.

SUSTAINABILITY NEW SOLAR PANELS IN EVYAP YARIMCA TERMINAL TURKIYE

Our Evyap Yarimca terminal has taken a major step forward in sustainability efforts by installing 1,314 new solar panels, increasing its total capacity to 1,085 kWe. This clean energy initiative will prevent 451 tonnes of CO2 emissions in 2024, with an expected increase to 950 tonnes this year. The solar panels now provide 10% of the terminal's electricity, significantly reducing its environmental footprint while supporting global sustainability goals. DP World Evyap Yarimca's commitment to renewable energy sets a strong example in the sector, highlighting its role in building a greener future.



NUMBER

11,000

TONNES AIR CARGO

In 2024, we transported a record of 11,000 tonnes of Turkish perishables through air cargo, including cherries, figs, fresh vegetables, and fish, to markets like Dubai, Almaty, and New York—equivalent to the weight of 1,500 elephants! Türkiye's strategic location between Asia, Europe, and the Middle East makes it a vital hub for air cargo. We handle a significant portion of Türkiye's air cargo, which totals 22,000 tonnes each month. Apart from perishables, we also facilitate the transportation of medical and biological shipments, such as blood samples and industrial cargo. This remarkable achievement highlights our contribution to the country's logistics sector and our pivotal role in shaping the future of global trade.

INNOVATION
FIRST DRIVE-THROUGH SCANNER
ROMANIA

We have introduced Central and Eastern Europe's first drive-through scanner at the Port of Constanta, Romania—a game-changing innovation that cuts down truck inspection times from 5-7 hours to just 2 minutes, enhancing trade security and efficiency. Using x-ray technology, this scanner inspects all import and transit containers from March 2025, addressing bottlenecks caused by manual inspections. As part of a €130 million investment in Romania, including new facilities in Constanta and Aiud, this development positions Romania as a critical logistics hub, improving trade security, supply chain efficiency, and regional connectivity.



COMMUNITY
EXPANDING MINDING MY WASTE
SERBIA

‘Giving children environmental awareness at an early age contributes to shaping not only the present but also the future. Helping our children grow up as environmentally conscious individuals will add long-term value to our society.’— HSSE Director Radmila Ferlan Vasić in Türkiye. We expanded our Minding My Waste project in Türkiye to Novi Sad, Serbia, in collaboration with the Mind Your Waste Foundation. The initiative aims to foster environmental awareness among children and promote sustainability. With 297 children aged 5-7 participating in hands-on ecological workshops—guided by 22 dedicated educators and volunteers—this initiative empowers young minds to take an active role in preserving nature and shaping a cleaner future.



NEWS FROM CENTRAL EUROPE

SHAPING THE FUTURE OF OUR CENTRAL EUROPE BUSINESS TOGETHER

Our Central Europe business is central not just in name, but in its importance to our overall success in Europe. We stand out because of our diversity, expertise, and adaptability. These qualities help us meet the evolving needs of our customers and achieve success together. With 78 sites across Austria, the Czech Republic, Germany, Hungary, Poland, Slovakia, and Switzerland, and almost 15,000 employees, we have an incredible opportunity to lead the way in innovation, sustainability, and customer focus.

Our goal for the next three years is to make Central Europe a leading logistics hub. We'll focus on seamless end-to-end solutions, embracing technology, improving efficiency, and minimising our environmental impact. We're shifting from individual sites and functions to a fully integrated team - stronger, more connected, and working as one.

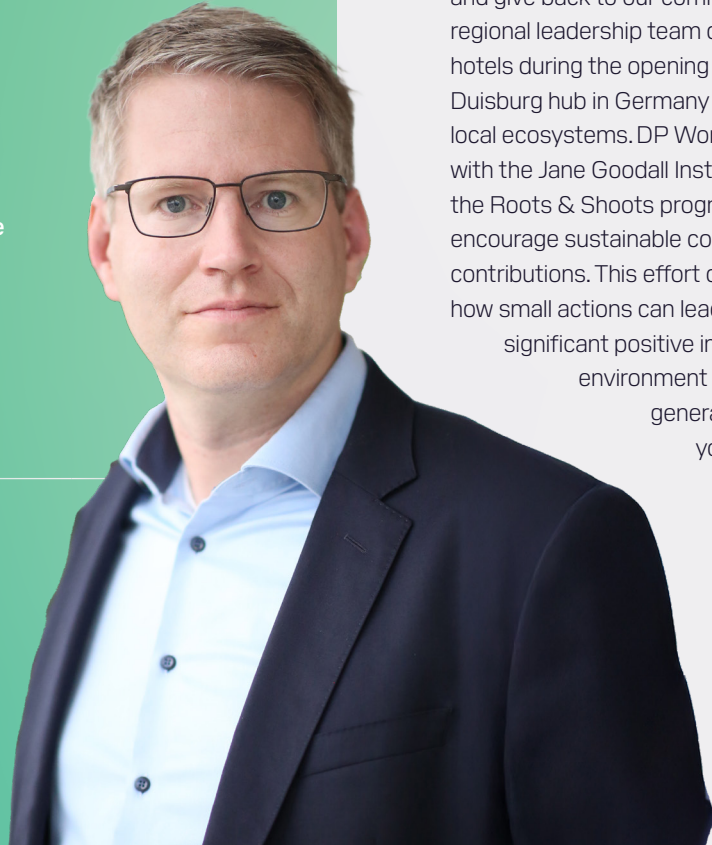
To grow, we'll expand our reach, drive innovation, and diversify our portfolio, all while tackling key challenges: safety, sustainability, and collaboration. Success means zero fatalities, hitting our financial targets, and strengthening our capabilities.

I'm genuinely excited about the road ahead. With nearly 15,000 talented people working together, there's very little we can't achieve. Thank you for your hard work, ideas, and commitment. I'm looking forward to what we can accomplish together.

Best regards,

Dries van Hoeymissen
Executive Vice President Central Europe

Dries lives in the Netherlands with his wife and two children. He's been part of the logistics industry for 25 years, working in different roles and regions.



COMMUNITY
BEE HOTELS IN DUISBURG
GERMANY

To kick off the volunteer campaign and give back to our community, our regional leadership team created bee hotels during the opening of our new Duisburg hub in Germany to support local ecosystems. DP World partnered with the Jane Goodall Institute through the Roots & Shoots program to encourage sustainable community contributions. This effort demonstrates how small actions can lead to

significant positive impacts for the environment and future generations. Do you also want to become a volunteer for DP World? Find out more on p. 27!

NEW BUSINESS

NEW DELL TECHNOLOGIES LOGISTICS HUB

POLAND

We're building a 41,535m2 logistics hub in Łódź, Poland, designed to enhance Dell Technologies' European supply chain. This state-of-the-art facility will offer warehousing, multi-channel fulfilment, configuration services, and shelf integration. The site is one of the greenest facilities of its kind, incorporating features like roof skylights, modern thermal insulation, and solar panel-ready roofs to minimise environmental impact. Strategically located near Łódź city centre, the A1 motorway, and the Stryków interchange, it will optimise logistics processes and costs, while strengthening logistics connections across Europe, including Germany, Türkiye, and the Baltics. The investment creates 150 new jobs, bringing our Poland workforce to over 1,200, fueling both economic growth and a greater future for the community.



NEW BUSINESS

NEW GLOBAL PARTS CENTRE FOR DAIMLER TRUCK

GERMANY

As of May 2025, DP World will be running Daimler Truck's Global Parts Centre in Halberstadt Germany. We will be processing all incoming and outgoing goods, storage and dispatch as well as operating their parts warehouse, while Daimler Truck will manage coordination, transportation, and packaging planning. Our expertise in truck and bus logistics is expanding, backed by high automation and a new warehouse management system provided by Daimler and operated by DP World. The new building has a gross built-up area of around 270,000m² and will serve around 20 regional logistics centers worldwide in a three-stage logistics process - for example in various European countries, Turkey, the United Arab Emirates, Brazil and China. These in turn will supply the regional dealers with the parts. Halberstadt thus becomes the heart of the global spare parts supply for Mercedes-Benz trucks. The new logistics site has been planned for CO₂-neutral operation from the outset; the energy concept completely dispenses with fossil fuels. It has one of the largest rooftop photovoltaic systems in Europe. The Global Parts Centre in Halberstadt will create up to 500 jobs in the medium term and up to 600 in the final stage, 350 logistics jobs of which will be DP World employees. With Halberstadt as the global aftermarket hub for Daimler Truck, we're building connections, creating possibilities, and developing the future of logistics.

NUMBER

2

GIGAWATT OFFSHORE WIND GRID

Our colleagues from Drydocks World, a DP World company, in collaboration with GE Vernova, has been awarded the Ostwind 4 project in Germany to construct a 2-gigawatt offshore wind grid connection, supplying nearly two million households with renewable energy. The project, awarded by 50Hertz, will connect Baltic Sea wind farms to the national grid using High-Voltage Direct Current (HVDC) technology, marking Germany's first deployment of a 525 kilovolts HVDC system in the Baltic. Located 30 kilometres northeast of Rügen Island, it includes offshore and onshore converter stations and a 110-kilometer DC cable system. Drydocks World will handle the Engineering, Procurement, Construction, and Installation (EPCI) of the wind energy converter stations, with topsides fabricated in Dubai and installed in German waters, demonstrating our commitment to innovation and sustainability in renewable energy projects.



SUSTAINABILITY

NEW TRAIN CONNECTION

GERMANY

To drive down emissions at our intermodal inland ports, we established a new train connection between the Port of Hamburg and the Stuttgart metropolitan region three times a week. It makes a valuable contribution to reducing fossil fuel use, as well as demonstrating the climate value of rail transport across the EU and beyond. A new milestone for intermodal transport!



NEWS FROM NORTHERN EUROPE

EMBRACING NEW IDEAS. BUILDING BETTER FUTURES.

Within Northern Europe, the UK plays a central role in connecting us to other countries. As we grow, we will strengthen our position and become an even more influential player in the industry. We aim to expand our presence in the Baltics and Scandinavia by demonstrating the value of our commitment, investment, and expertise.

In the next three years, there will be a continued focus on Ports & Terminals, leveraging our \$1 billion investment in the UK at London Gateway. The recent acquisition of Edge provides the missing link in Freight Forwarding and supports our growth in Freight in Northern Europe. We will welcome new expertise and open more opportunities in Contract Logistics.

To achieve our vision, we need to be fearless, innovative and customer-focused, while inspiring our people, and making safety a top priority. We will win through teamwork, confidence, and commitment to excellence. I continue to be inspired by our ability to achieve great things. When DP World faces a challenge, we don't shy away. Let's embrace new ideas, become inspired by fresh thinking and enthusiasm, and provide opportunities for growth and young leadership.

Thanks for your ongoing contributions and support.

Mark Rosenberg • Interim EVP Northern Europe

Mark is Chief Commercial Officer Ports and Terminals & Executive Vice President Northern Europe. Mark joined the commercial department of DP World in 2020 and brings over two decades of experience in senior leadership roles at Maersk. He was born in Denmark and lives in the UK with his family.



SUSTAINABILITY MODAL SHIFT AND CARBON INSET PROGRAMMES

UK

We've achieved a significant milestone by moving our 100,000th container by rail from the Southampton logistics hub as part of its Modal Shift Programme. This initiative has increased the share of rail freight for containers arriving by sea from 21% to over 30%, removing more than 25,000 tonnes of CO₂e from supply chains and reducing road congestion by shifting approximately 8 million road miles to rail. The programme offers financial incentives for each container moved by rail and has established four new daily rail services.

We aim to increase rail freight share to 40% by 2026. Additionally, our Carbon Inset Programme - a world first at a container port launched in January - has registered over 100,000 TEUs in its first two months, rewarding importers with carbon inset credits for every loaded import container they move through DP World's London Gateway and Southampton terminals.



AWARD BEST OPERATOR – P&O FERRIES

We are delighted to announce that P&O Ferries won Best Operator for Short Sea/Mini Cruises at the prestigious British Travel Awards. We also were proud to receive the bronze accreditation for Best Ferry Operator for Routes from/to UK Ports. The awards are entirely consumer-voted, reflecting the trust and confidence our valued customers have in us. A huge congratulations to all our colleagues who worked so hard to earn this accolade. P&O Ferries is a ferry operator that provides passenger and freight transportation services across the English Channel, North Sea, and Irish Sea.



NUMBER

30000

MEALS UK

DP World's logistics hubs at Southampton and London Gateway donated 3,000 meals to local food charities, supporting households across Essex, Hampshire, the Isle of Wight, Dorset, and Wiltshire during Christmas. The donations were made to FareShare in Southampton and Thurrock Foodbank in Essex, benefiting over 200 local charities. DP World employees and their families contributed the food parcels during the Winter Wonderland celebrations and our company also donated £5,000 to The Big Difference charity.



NEW BUSINESS WELCOME, EDGE! UK

We acquired Edge Worldwide Logistics (EWL), a UK-based freight forwarder specialising in temperature-controlled logistics for the Food & Beverage sector. Founded in 1989, EWL has five UK offices and three overseas locations in Thailand, Vietnam, and the Netherlands. This acquisition enhances DP World's logistics capabilities across Europe and connectivity to Asia, with EWL's expertise being integrated into DP World's UK freight forwarding operations. Welcome to the team!



INVESTMENT
EXPANSION OF LONDON GATEWAY
UK

DP World announced a £1 billion expansion of London Gateway to make it the UK's largest container port within five years. The expansion includes two new shipping berths and a second rail terminal, increasing capacity to handle the world's largest container ships. The project will create 400 new jobs, adding to the 1,200 current employees. By the end of the decade, the port will have six berths and Europe's tallest quay cranes. The total investment at London Gateway will exceed £3 billion, transforming it into a major logistics hub. DP World aims to enhance trade flow, supply chain resilience, and economic regeneration in South Essex, with the site handling nearly 2 million TEU annually. Rafael Arroita, Port Civil Engineering Manager, shared: 'As the Site Project Manager for Berth 4, I am proud to announce the completion of London Gateway Berth 4, the world's first all-electric berth. This milestone, achieved by our dedicated team, marks a significant step towards DP World's carbon net zero goal by 2050. The berth, equipped with electric straddle carriers and automated stacking cranes, welcomed its first vessel on 1 November 2024, reinforcing London Gateway's status as the UK's largest container terminal and our commitment to sustainable operations.'



**NEWS FROM
WESTERN
EUROPE**

**EMBRACING A BOLD
FUTURE TOGETHER**

The Western European region provides us with significant competitive advantages, serving established logistics hubs and major trading routes. It offers an advanced logistics structure including three strategic ports in Antwerp, Rotterdam and Marseille, and a dominant CL presence in complex solutions for the high-tech and chemicals sectors. Our entrepreneurial spirit and willingness to find new solutions are what sets us apart.

Over the next three years we will expand our CL footprint into new areas, including France, Italy, and Spain, and pursue FF acquisitions to build scale and drive more customer value. By integrating our portfolio in innovative ways, we will achieve end-to-end logistics solutions that set us apart as supply chain leaders. This is an opportunity to drive meaningful change in the highly traditional logistics sector.

Let's start by focusing on teamwork, building each other's confidence that 'We can do this!', and knowing that, together, we can shape a rewarding future.

Tony Hotine
Executive Vice President
Western Europe

Tony joined DP World Europe in early 2024, bringing over 20 years of experience in logistics, having held leadership roles at industry giants like DHL and Maersk. He's originally from the UK and also hold a Swedish passport, he's married with three children and lives in the Netherlands.



INVESTMENT
**EUROFOS
CONCESSION
EXTENSION**
FRANCE

Eurofos, our terminal in the south of France, has extended its concession agreement with the Grand Port Maritime Marseille (GPM) until 2046, reaffirming our strategic position at a crucial crossroads for Mediterranean and Western European markets. This allows our terminal to handle RoRo ships in addition to containers and solidifies Eurofos as a key logistics hub for the Mediterranean and Western European markets. Eurofos, a joint venture of DP World and Terminal Link, operates the largest commercial terminal in France and manages various types of cargo. The extension supports significant investment plans to enhance operational capacity, infrastructure, and sustainability. Eurofos also announced a new agreement with a local logistics operator for RoRo services, boosting its competitiveness and service portfolio in the region.

7,000

VEHICLES BELGIUM

We opened a Finished Vehicle Hub in Zeebrugge, Belgium, to boost efficiency, connectivity, and flexibility in Europe's automotive sector. The facility, located within Zeebrugge Port's RoRo Hub, can accommodate 7,000 vehicles and offers multimodal solutions for finished vehicle logistics. It can provide services such as short-term storage, customs clearance, and end-to-end logistics, with intermodal connections including barge transport to the Rhine and daily RoRo sea connections to various European ports. Additionally, there are daily rail links to Italy, Spain, Romania, and Hungary. The hub, awarded to DP World in 2024, includes a Container Freight Station, ISPS security, 24/7 access, charging stations, and a CMS digital platform. The hub reduces congestion and enhances hinterland connectivity, showcasing DP World's commitment to innovation and efficiency. This is the latest development in the expansion of our fulfilment solutions in automotive, aligning with evolving market demands and driving continuous growth.



NEW BUSINESS

FULL CAPACITY REACHED AT OUR MULTICLIENT SITE IN VENRAY

NETHERLANDS

Our facility in Venray, built in 2023, has reached full capacity with the addition of PetSafe, a pet accessory company. The multi-year contract provides local fulfillment and pan-European distribution of tech devices to keep pets safe, healthy and happy. In Venray, we also extended our partnership with Hikvision, a global Chinese Internet of Things manufacturer active in the growing market of security cameras. This achievement makes Venray the second Technology multi-client site in the Netherlands that we successfully filled to capacity, demonstrating our growing market strength. Our strategically located multi-client sites allow us to offer comprehensive end-to-end solutions to small and medium-sized customers, optimising facility utilization while providing flexible, scalable logistics solutions.



AWARD

GROUNDBREAKING LASHING TOOL

BELGIUM

Our Antwerp Gateway terminal received the HSE Risk Reduction and Improvement Award in the Health category for their contributions in the development of a Container Lashing Tool. This initiative, in collaboration with the University of Antwerp and CEPA (i.e. employers' association of the Port of Antwerp), aimed to enhance the safety and efficiency of securing cargo containers on ships. The innovative tool improves ergonomics and workflow, reducing bodily strain with its reliable grip and unique failsafe features. Feedback from the Antwerp team was instrumental in refining the tool. This project highlights DP World's dedication to continuous improvement and innovative solutions, earning them a HSE group award.

ENTERING INTO NEW WATERS WITH SAILGP

We're thrilled to share more about our partnership with SailGP, the prestigious international racing championship. This collaboration showcases our industry-leading expertise and global network as we oversee the transport and delivery of SailGP's annual calendar of events across five continents, spanning some of the world's most iconic destinations.

SailGP is the latest high profile and logistically demanding sports competition to be supported by DP World's operations. The SailGP partnership presents unique logistical challenges, including the transportation of the teams' F50 catamarans. The catamarans will be disassembled into custom containers for sea freight and reassembled at each race location. By consolidating the entire logistics chain into a single integrated platform—from container pickup and clearance to bespoke chartered vessel operations—we have created a seamless, end-to-end solution that ensures the timely and efficient delivery of all critical cargo.

"SAILGP REPRESENTS ANOTHER MILESTONE IN OUR JOURNEY TO PROVIDE WORLD-CLASS LOGISTICS FOR GLOBAL SPORTS EVENTS."

Beyond the F50s, our logistics operations will ensure the timely delivery of essential supplies such as team boats, broadcast equipment, and racecourse infrastructure. Our approach not only addresses the global scale and time-sensitive nature of the Sail GP races but also highlights the power of bespoke logistics in enabling world-class sporting events.

Aligned with DP World's sustainability goals, we are supporting SailGP in achieving its carbon-neutral ambitions by prioritising low-carbon transport options and providing race-by-race carbon tracking. This partnership underscores our commitment to delivering sustainable solutions across all aspects of logistics.

At DP World, we believe empowering women is essential to unlocking potential and creating a lasting impact. In partnership with SailGP we launched the Women's Performance Camp, a milestone event and the league's largest female athlete development programme to date, facilitating the equivalent of two seasons' worth of on-water training across just two days. Through our support, the camp brought together 18 female athletes for intensive training on three F50 catamarans. The camp included position-specific coaching, three bespoke practice races, and collaborative skill development with male athletes.

DP World and SailGP share the vision of building a more inclusive future. This transformative initiative was designed to break barriers for female athletes in sailing by providing training, visibility, and opportunities to compete at the highest level. This programme aligns closely with DP World's commitment to fostering diversity and inclusion, both within our workforce and through its sports partnerships.

VOLUNTEER WITH US

Many of you are passionate about supporting communities, and some of you already volunteer in your own time. We offer a unique chance to volunteer and support these efforts, enabling employees to give back and connect with colleagues as part of a unified DP World experience. Therefore, we've set up a volunteering initiative to support your efforts.

BECOME A DP WORLD VOLUNTEER

- Employees are encouraged to take up to 2 days (16 hours) of volunteering leave
- Volunteering is open to all permanent, part-time, and interim employees, subject to their manager approval
- For more information on activities and the program, scan the QR code
- If you have any questions, contact EURsustainability@dpworld.com

GET INSPIRED CLEANUP

We celebrated World Cleanup Day with impactful cleanup activities across multiple locations, including Romania, Germany, France, Belgium and Cyprus, bringing together volunteers and local partners. These efforts highlight our commitment to environmental stewardship and community involvement.

SMALL ACTIONS CAN MAKE A BIG DIFFERENCE!

IN 2024:



41,331
volunteers have collectively contributed



174,801
hours in work time to various community causes around the world.



82%
of DP World employees reported that volunteering has boosted their awareness of social issues.

DO YOU ALSO WANT TO VOLUNTEER FOR DP WORLD? SIGN UP NOW!



LIVING BETTER NURTURE YOURSELF

Your well-being is essential to leading a healthy and fulfilling life. Balancing work and personal life can sometimes be challenging, and having the right support can make all the difference. As we are committed to fostering a healthy, supportive, and productive workplace for all employees, we signed up to Workplace Options, a tool designed to support your well-being and provide help whenever you need it. Take advantage of this valuable resource and prioritize your well-being. Whether you're seeking advice, experiencing challenges, or simply want to enhance your wellbeing, Workplace Options is here to help.

TALK TO AN EXPERT ABOUT

- Improving relationships
- Managing life changes
- Improving self-esteem and confidence
- Achieving work-life harmony

REQUEST INFORMATION ABOUT

- Childcare needs
- Caring for an elder
- School success
- Finding a gym

And many other topics. Just reach out. We can help!

HOW TO ACCESS WORKPLACE OPTIONS

Support is available 24 hours a day, 7 days a week.
Access is easy, free and confidential.



<https://global.helpwhereyouare.com>
(Code: dp world)



Balancy on the App Store
and Google Playstore

