



DP WORLD

SUSTAINABLE DEVELOPMENT IMPACT DISCLOSURE PROGRESS UPDATE

December 2025

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EXECUTIVE SUMMARY

As the first company globally to adopt and disclose our development impact in countries of focus, we continue to report our progress in accordance with the [Impact Disclosure Guidance](#). This Sustainable Development Impact Disclosure (SDID) report utilises impact measurement and monitoring to assess how our investments can aim to contribute to advancing the United Nations Sustainable Development Goals (SDGs) and addressing existing development gaps, in alignment with our broader business strategy.

This year’s SDID report reaffirms our commitment to sustainable development by transparently disclosing our strategic approach, measurable progress, and long-term outcomes in environmental and social impact across key regions of operation.

Building on the inaugural 2024 edition, this update highlights refinements in our evidence-based impact measurement methodologies and aligns with industry standards to ensure accountability. By providing reliable, publicly disclosed information, we aim to empower global capital markets to make informed financing decisions and effectively assess the impact of our investments and business strategy over time.



THIS REPORT PRESENTS AN UPDATE ON OUR SUSTAINABILITY INITIATIVES AND THE RESULTS OF OUR IMPACT ASSESSMENTS ACROSS FIVE KEY COUNTRIES.



Brazil



Somaliland



Senegal



India



South Africa

COUNTRY LEVEL DISCLOSURE

SENEGAL CAPABILITY OVERVIEW



DP WORLD IN DAKAR

WEST AFRICA'S GATEWAY FOR TRADE

PROVIDING CAPACITY, QUALITY AND EFFICIENT SERVICES WHEN AND WHERE CUSTOMERS NEED IT.



We have been enabling trade in Senegal on the West Coast of Africa since 2008 when we were granted a 25-year concession to exclusively manage and operate the Dakar Container Terminal.

The Senegal facility represents our largest port investment commitment in Africa. Since assuming management of the port, we have significantly upgraded and expanded the facility, establishing it as West Africa's highest-performing container terminal.

We signed an agreement with the Senegalese Government to build a new port in Ndayane, 50km from Dakar. The new port will serve as a regional hub to provide competitive quality services, smart and innovative end-to-end logistics and trade solutions.



NEW PORT IN NDAYNE

Budgeted to US\$ 850m



Increased long term commitment to fostering a culture of employee safety



Volume of trade increased by **213%** between **2008 - 2024**



Headcount in 2025 is approximately **720** direct employees.



IMPORT VOLUMES

rose from 120,137 TEU in 2008 to 393,832 TEU in 2024 (+228%)



We invested **\$339.2 m** between **2008** up to **2024**



EXPORT VOLUMES

increased from 26,064 TEU in 2008 to 89,515 TEU in 2024 (+243%)

TERMINAL OVERVIEW



6
Quay cranes



710 m
Quay length



900,000
TEUs Capacity



13 m
Depth alongside (Chart Datum)



560
Reefer plugs



20
RTGS

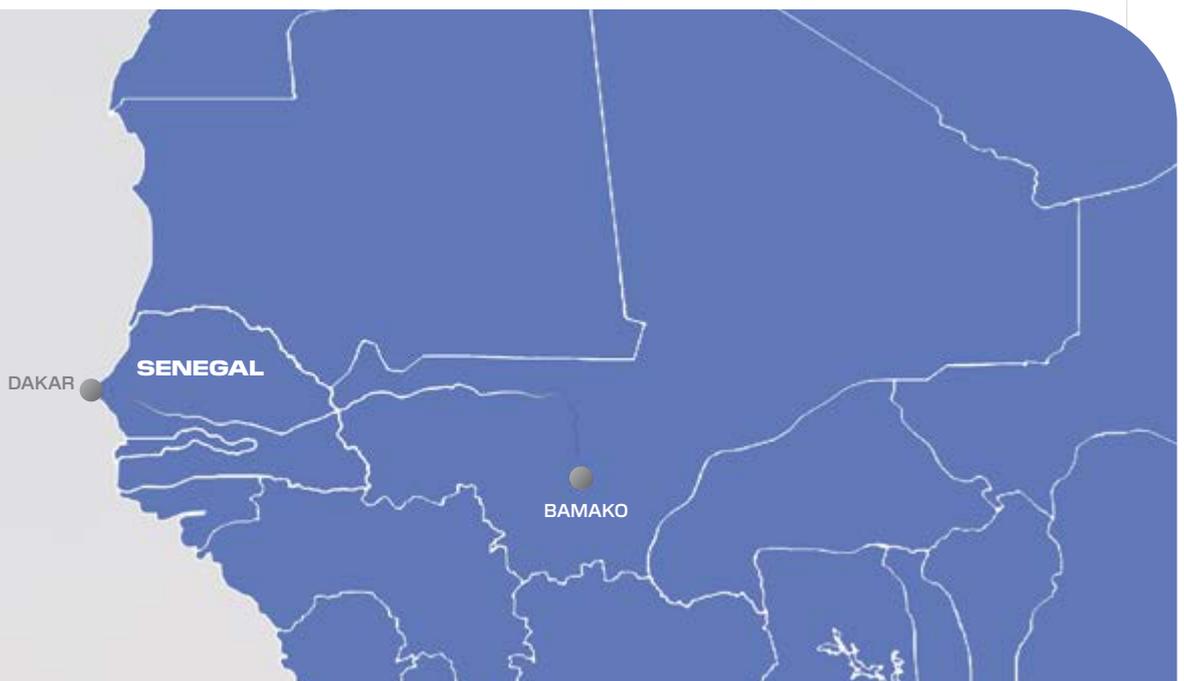


25,000 m²
Yard area

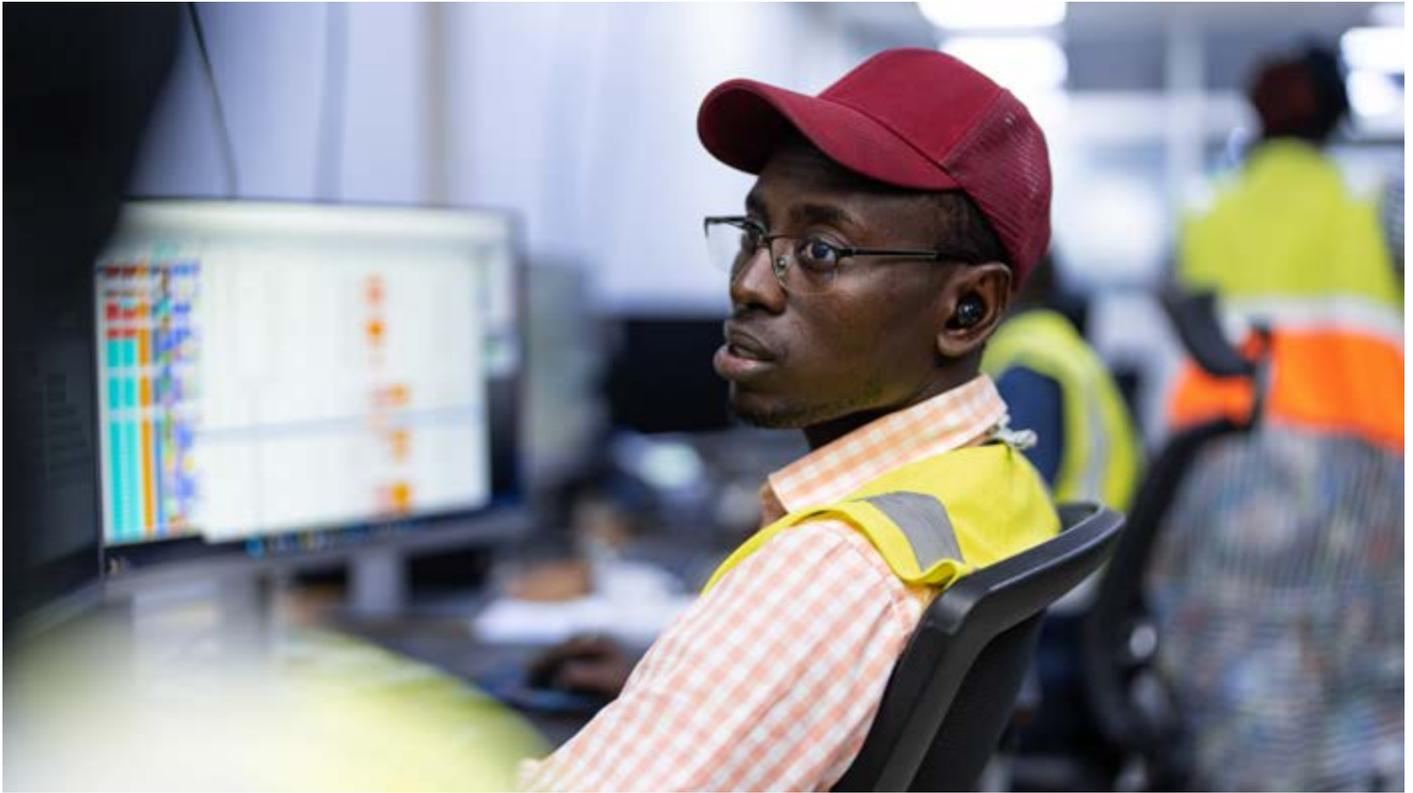


~720
Employees

DAKAR - BAMAKO CORRIDOR



SENEGAL IMPACT STRATEGY



IMPACT INTENTIONS	KEY ACTIONS
 <p>1. Create an integrated multimodal transportation, logistics, and industrial hub</p>	<ul style="list-style-type: none"> • Invest in expansion projects • Improve capacity • Improve operational efficiency • Promote regional trade proliferation • Promote end-to-end logistics services
 <p>2. Provide smart and innovative end-to-end logistics and trade solutions</p>	<ul style="list-style-type: none"> • Improve capacity and enhance operational efficiency • Embed safety culture • Conduct training • Generate local employment opportunities
 <p>3. Enable sustainable economic development opportunities</p>	<ul style="list-style-type: none"> • Deliver strategic community investment • Promote sustainable water use • Protect and promote healthy oceans



SENEGAL PROGRESS UPDATE

INTENDED IMPACT #1: CREATE AN INTEGRATED MULTIMODAL TRANSPORTATION, LOGISTICS AND INDUSTRIAL HUB

METRIC	UNIT	BASELINE		TARGET	
Increase in volume of container throughput/increase in total cargo handled	# TEUs	VALUE	YEAR	VALUE	YEAR
		800,000	2023	875,000	2025
PROGRESS AS OF H1 2025		Volume at H1 is slightly lower than budget, however, on track to meet the full year target.			
COMMENTARY		<ul style="list-style-type: none"> Continued support of shipping lines in driving increased volumes during the second half of the year. 			

METRIC	UNIT	BASELINE		TARGET	
Decrease in port dwell time	#days	VALUE	YEAR	VALUE	YEAR
		11.5	2023	11.4	2025
PROGRESS AS OF H1 2025		9.9			
COMMENTARY		<ul style="list-style-type: none"> Dwell time has decreased to 9.9 days, surpassing the established target. 			

INTENDED IMPACT #2: PROVIDE SMART AND INNOVATIVE END-TO-END LOGISTICS AND TRADE SOLUTIONS

METRIC	UNIT	BASELINE		TARGET	
Increase in crane performance	moves made/hour	VALUE	YEAR	VALUE	YEAR
		21	2023	28	2024
PROGRESS AS OF H1 2025		24.4			
COMMENTARY		<ul style="list-style-type: none"> Focus remains on improving crane performance to meet the target. 			

METRIC	UNIT	BASELINE		TARGET	
Decrease in yard utilisation rate	%	VALUE	YEAR	VALUE	YEAR
		77	2023	75	2024
PROGRESS AS OF H1 2025		69			
COMMENTARY		<ul style="list-style-type: none"> Target met. 			

METRIC	UNIT	BASELINE		TARGET	
Proportion of customers using our digital customer platform	% of digital customer transactions	VALUE	YEAR	VALUE	YEAR
		70	2023	100	2024
PROGRESS AS OF H1 2025		90			
COMMENTARY		<ul style="list-style-type: none"> Steady progress; continue to work with key stakeholders to implement necessary systems. 			



SENEGAL PROGRESS UPDATE

INTENDED IMPACT #2: PROVIDE SMART AND INNOVATIVE END-TO-END LOGISTICS AND TRADE SOLUTIONS

METRIC	UNIT	BASELINE		TARGET	
Decrease in accidents/ fatalities	Reportable Injury Frequency Rate(RIFR)	VALUE	YEAR	VALUE	YEAR
		0	2017	0	2027
PROGRESS AS OF H1 2025		0			
COMMENTARY		<ul style="list-style-type: none"> This outcome demonstrates the terminal's strong safety culture and commitment to employee well-being, with ongoing efforts to maintain and enhance safety standards. 			

INTENDED IMPACT #3: ENABLE SUSTAINABLE ECONOMIC DEVELOPMENT OPPORTUNITIES

METRIC	UNIT	BASELINE		TARGET	
Increase in the number of women trained per Solar Mama cohort	% increase in cohort size	VALUE	YEAR	VALUE	YEAR
		0	2022	100	2030
PROGRESS AS OF H1 2025		Cumulative total of 19 Solar Mamas trained.			
COMMENTARY		<ul style="list-style-type: none"> Work is ongoing to progress the construction of a Solar Mamas training centre. Three hectares of land have been allocated for this purpose, providing the necessary enabling infrastructure for Barefoot College International to continue its activities sustainably over the medium term. 			

METRIC	UNIT	BASELINE		TARGET	
Increase in permanent jobs sustained	# of jobs sustained	VALUE	YEAR	VALUE	YEAR
		525	2023	787	2027
PROGRESS AS OF H1 2025		720			
COMMENTARY		<ul style="list-style-type: none"> On track to meet the 2027 target. 			

METRIC	UNIT	BASELINE		TARGET	
Increase in the proportion of women in managerial positions	%	VALUE	YEAR	VALUE	YEAR
		15	2019	25	2028
PROGRESS AS OF H1 2025		22			
COMMENTARY		<ul style="list-style-type: none"> On track to meet target. Recruitment remains focused on increasing women in management, supported by targeted leadership development programmes. 			



SENEGAL PROGRESS UPDATE

INTENDED IMPACT #3: ENABLE SUSTAINABLE ECONOMIC DEVELOPMENT OPPORTUNITIES

METRIC	UNIT	BASELINE		TARGET	
Increase in the proportion of women in the workforce	%	VALUE	YEAR	VALUE	YEAR
		8	2024	13	2030

PROGRESS AS OF H1 2025 9

COMMENTARY

- Large-scale recruitment over the past two years increased overall headcount; however, female representation has remained proportionally stable.
- Actions underway include embedding gender targets within recruitment plans, broadening sourcing channels, and promoting inclusive recruitment practices.

METRIC	UNIT	BASELINE		TARGET	
Amount spent on people training and development	% increase in West African CFA franc (XOF) spent	VALUE	YEAR	VALUE	YEAR
		0	2022	75	2027

PROGRESS AS OF H1 2025 82

COMMENTARY

- The training and development target was met ahead of schedule, achieving an 82% increase by the earlier date of 2024.
- Spending reached over XOF 155m in 2024, with investments focused on technical skills, compliance and safety training, and leadership development.

SOUTH AFRICA CAPABILITY OVERVIEW



15,500

Employees

52

Warehouses

~4,250

Fleet

719,250 sqm

Owned/Managed including
1,000 sqm at Komatipoort

~1 million km

Travelled per day

CAPABILITIES

- **Freight Forwarding:** Ocean and air freight, including customs clearance.
- **Road Freight:** Primary and secondary distribution, plus specialised transportation.
- **Bulk & Corridors:** Bulk transport for mining, agriculture, and industry.
- **Contract Logistics:** Warehousing, fulfillment, eCommerce, and value-added services.
- **4PL Solutions:** End-to-end supply chain visibility through a logistics control tower, integrating resources and IT to help customers achieve KPIs.
- **Ports & Terminals:** Dry port at Komatipoort, providing access to India and Asia via the Port of Maputo, with multi-modal transport solutions.

SOUTH AFRICA IMPACT STRATEGY



IMPACT INTENTIONS	KEY ACTIONS
 <p>1. Support Net Zero targets</p>	<ul style="list-style-type: none"> Invest in fleet, warehouses, and depots Adopt digital solutions Provide training and development
 <p>2. Promote gender and racial equality</p>	<ul style="list-style-type: none"> Implement inclusion and diversity programmes Create pathways for female talent Offer mentorship and development opportunities Educate employees on inclusion and diversity
 <p>3. Ensure workforce health and safety</p>	<ul style="list-style-type: none"> Build a strong safety culture Continuously improve through risk reduction
 <p>4. Expand economic opportunities for marginalised groups</p>	<ul style="list-style-type: none"> Meet inclusive procurement requirements Support small businesses (SMMEs) Analyse procurement trends Conduct audits
 <p>5. Improve community healthcare access</p>	<ul style="list-style-type: none"> Fund healthcare initiatives Increase access for under-served communities Create jobs for healthcare professionals Supporting entrepreneurship
 <p>6. Enhance community education</p>	<ul style="list-style-type: none"> Improve access to education and resources Create employment opportunities
 <p>7. Promote road safety in communities</p>	<ul style="list-style-type: none"> Align with global safety standards Run safety campaigns and programmes



SOUTH AFRICA PROGRESS UPDATE

INTENDED IMPACT #1: SUPPORT NET ZERO TARGETS

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in % of renewable electricity contribution toward electricity demand	%	~9	2022	Up to 20	2030

PROGRESS AS OF H1 2025 15

COMMENTARY

- Total renewable electricity increased from 12% in 2024 to 15% year-to-date in 2025.
- Progress was made on solar and grid-access investments, including the Qplas rooftop solar system and Phase 1 of RFDC Boron Road.
- We engaged with solar suppliers to review regulatory developments and constraints around wheeling, and will continue to monitor the regulatory landscape for future opportunities.

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in number of greener vehicles in fleet	# of greener vehicles in fleet	~150	2022	Up to 100	2030

PROGRESS AS OF H1 2025 450

COMMENTARY

- 525 cumulative vehicles, including Euro 5, electric, pure /dual fuel Compressed Natural Gas (CNG), Performance Based Standards trucks, and AxlePower trailers for greener refrigeration through regenerative braking technology.



SOUTH AFRICA PROGRESS UPDATE

INTENDED IMPACT #2: PROMOTE GENDER AND RACIAL EQUALITY

METRIC	UNIT	BASELINE		TARGET	
Increase in women across the workforce in South Africa	%	VALUE	YEAR	VALUE	YEAR
		22	2022	Up to 30	2030
PROGRESS AS OF H1 2025		23.2			
COMMENTARY		<ul style="list-style-type: none"> Female representation increased by 1.4% over the past year. Insights from the Great Place to Work© survey are guiding actions to improve recruitment, development, career growth, and retention of women. 			

INTENDED IMPACT #3: ENSURE WORKFORCE HEALTH AND SAFETY

METRIC	UNIT	BASELINE		TARGET	
Decrease in lost time injury frequency rate in Road Freight division of Logistics SSA business (LTIs per 1 million hours worked)	Number	VALUE	YEAR	VALUE	YEAR
		4.6	2023	Year-on-year improvement in LTIFR	Annual
PROGRESS AS OF H1 2025		1.77			
COMMENTARY		<ul style="list-style-type: none"> The Road Freight division achieved its target, with LTIFR improving year-on-year from 4.6 in 2023 to 2.63 in 2024, and further to 1.77 by mid-2025. Reducing employee injuries remains a priority, supported by behavioural safety initiatives and the Hazard Reporting Application. The annual Global Safety Day, launched in 2024, continues to strengthen the division's safety culture. 			



SOUTH AFRICA PROGRESS UPDATE

INTENDED IMPACT #4: EXPAND ECONOMIC OPPORTUNITIES FOR MARGINALISED GROUPS

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in absolute value of procurement from Black women-owned companies	%	16.1	2022	c.12.0	2025
		(approx. USD 168.3 million or R2.949 billion)			
PROGRESS AS OF H1 2025		20.2			
COMMENTARY		<ul style="list-style-type: none"> • The target is defined based on the target set out in the Amended Generic Codes of Good Practice. • In H1 2025, 20.2% of procurement was spent with Black women-owned businesses, surpassing the 12% target. • Sustaining this performance will remain a priority to support supplier diversity and transformation. • Note that only full-year data is audited. 			

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Percentage and Absolute value of procurement from QSEs and EME companies	%	18.4	2022	c. 15 QSE	2029
		c. 15 EME			
PROGRESS AS OF H1 2025		17.1			
COMMENTARY		<ul style="list-style-type: none"> • The target is defined based on the target set out in the Amended Generic Codes of Good Practice • For H1 of 2025, 17.1% of procurement was spent for QSE and EME combined. • Procurement from EMEs and QSEs remains below the set target; however, current engagement levels provide useful insight into the challenges smaller suppliers face, including limited access to finance, compliance requirements, and capacity constraints. The shortfall is being addressed through the rollout of a strengthened Enterprise and Supplier Development (ESD) programme, which supports supply chain development as well as diversity and inclusion objectives. • Note that only full-year data is audited. 			



SOUTH AFRICA PROGRESS UPDATE

INTENDED IMPACT #5: IMPROVE COMMUNITY HEALTHCARE ACCESS

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in number of patients treated each year in our funded clinics	# patients	361,099	July 2021 – June 2022 (F2022)	Year-on-year increase in number of patients treated	2031
		PROGRESS AS OF H1 2025		232,330	
COMMENTARY		<ul style="list-style-type: none"> At baseline, there were 32 operating clinics funded by us; as at 30 June 2025, this number has increased to 52 clinics, representing 62.5% growth. The reported figure reflects the number of patient consultations as at end-June 2025, which remains on an upward trajectory compared with 2022. 			
METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in the number of nurse-preneurs and staff in our funded clinics	# of nurse-preneurs and staff	461	July 2021 – June 2022 (F2022)	Year-on-year increase in number of nurse-preneurs and staff	2031
		PROGRESS AS OF H1 2025		800	
COMMENTARY		<ul style="list-style-type: none"> The baseline figure reflects nurses and staff across all Unjani Clinics. For consistency, H1 2025 statistics are reported on the same basis. Nurse and staff numbers increased in-line with the expansion of the clinic network and in-line with target. 			



SOUTH AFRICA PROGRESS UPDATE

INTENDED IMPACT #6: ENHANCE COMMUNITY EDUCATION

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in number of libraries opened	# of libraries	65	End 2022	c.100	2025

PROGRESS AS OF H1 2025 90

COMMENTARY • Four new libraries opened in H1 2025.

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in number of learners with access to libraries	# of learners	77,000	End 2022	c.110,000	2025

PROGRESS AS OF H1 2025 c.109,000

COMMENTARY

- Cumulatively, at the end of H1 of 2025, 109,000 learners had access to libraries.
- For the H1 period alone, through opening four new libraries, an additional 7,700 learners gained access.

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in number of jobs created for library assistants	# of jobs created	65	End 2022	c.100	End 2025

PROGRESS AS OF H1 2025 90

COMMENTARY

- Cumulatively, at the end of H1 of 2025, 90 jobs were created.
- - Four new jobs in H1 2025, through the opening of four libraries.



SOUTH AFRICA PROGRESS UPDATE

INTENDED IMPACT #7: PROMOTE ROAD SAFETY IN COMMUNITIES

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in cumulative number of learners reached with road safety awareness through our funded programme	Cumulative number of learners reached	1.5 million	Beginning 2023	c.1.7 million	End 2025
	PROGRESS AS OF H1 2025	1,700,906			
	COMMENTARY	<ul style="list-style-type: none"> In H1 2025, sessions delivered by our implementation partner, Active Education, together with Department of Basic Education Community Safety Officers, reached 56 new schools and 51,515 learners. This brought the cumulative number of learners reached to date, to 1,700,906. 			

SOMALILAND CAPABILITY OVERVIEW



WE ARE THE LEADING PROVIDER OF SMART LOGISTICS SOLUTIONS, WE HELP TRADE FLOW ACROSS THE GLOBE

DP WORLD IN BERBERA A MULTIPURPOSE PORT ENHANCING SOMALILAND LOGISTICS

Our terminal at the Port of Berbera - the only prominent multipurpose port in Somaliland - is the new integrated maritime, logistics and industrial hub in the Horn of Africa. We contribute directly to Somaliland's economy and those of neighbouring countries.

- Most modern container terminal in the Horn of Africa
- Extensive bulk and breakbulk handling facilities
- Liquid cargo handling capability
- Modern special Economic Zone

BECOMING THE PORT OF CHOICE FOR CUSTOMERS IN THE HORN OF AFRICA

 Safe, secure, efficient handling and transport across Somaliland, Ethiopia and the Horn of Africa

 Leveraging digital systems using state-of-the-art technology to heighten efficiency



Since our work began in **2017**, vessel productivity at the Port has increased by **450%**



Container volume increased by **30%** and general cargo by **90%**



With an increased berth of **400M**, the port is ready to serve up to Triple E vessels



Vessels berth on arrival



The number of container vessels received has doubled to **14-16** per month



500 000 TEU capacity annually -increasing to **2 MILLION** by the end of our expansion phase



Thousands of direct and indirect jobs created -with majority local employment among our **1200** employees

Most top liners are present

Capacity to transport up **4 MILLION** heads of livestock annually



TERMINAL OVERVIEW



3
Quay cranes



1,050 m
Quay length



500,000
TEUs Capacity



17 m
Depth alongside (Chart Datum)



336
Reefer plugs



8
RTGS



325,000 m²
Yard area



1,200+
Employees

BERBERA - BAMAKO CORRIDOR



SOMALILAND IMPACT STRATEGY



IMPACT INTENTIONS	KEY ACTIONS
 <p>1. Increase exports and improve overall logistics efficiency</p>	<ul style="list-style-type: none"> • Invest in port and ancillary infrastructure • Provide catalytic investment • Invest in impactful community initiatives
 <p>2. Improve sustainability of operations</p>	<ul style="list-style-type: none"> • Improve operational and process efficiency • Implement action plans, including country-specific decarbonisation • Increase renewable energy supply • Establish a Marine Protected Area (MPA) • Implement progressive labour laws • Educate employees through inclusion and diversity (I&D) initiatives • Implement programmes for female leadership pathways • Provide mentorship, talent development, and succession planning • Validate gender parity commitments with external certification • Provide training and development programmes
 <p>3. Enhance education and administrative capacity at Berbera regional hospital</p>	<ul style="list-style-type: none"> • Provide facilities to treat trauma patients • Employ specialists • Invest in education • Increase retention rate of teachers in rural areas • Improve access to secondary education



SOMALILAND PROGRESS UPDATE

INTENDED IMPACT #1: INCREASE EXPORTS AND IMPROVE OVERALL LOGISTICS EFFICIENCY

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Decrease in days in storage	# days	14	2017	7	2028

PROGRESS AS OF H1 2025 8

COMMENTARY • Good progress. On track to achieve target by 2028.

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Decrease transit time (port-to-port)	Voyage time in weeks	8	2017	3	2027

PROGRESS AS OF H1 2025 3

COMMENTARY • Target met.

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Decrease in truck in and out time (train, barge)	# minutes	45	2017	30	2027

PROGRESS AS OF H1 2025 30

COMMENTARY • Turnaround time has improved from 45 to 30 minutes, achieving the 2027 target ahead of schedule.

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in total number of containers handled	# TEUs	143,256	2023	435,000	2030

PROGRESS AS OF H1 2025 60,400

COMMENTARY • H1 handling volumes continued to be suppressed, at 60,400 TEUs against a baseline of 143,256 TEUs. Continued growth will be required to meet the 2030 target.



SOMALILAND PROGRESS UPDATE

INTENDED IMPACT #2: IMPROVE SUSTAINABILITY OF OPERATIONS

METRIC	UNIT	BASELINE		TARGET	
Coral reef transplanted	% of habitat offset area	VALUE	YEAR	VALUE	YEAR
		75	2023	100	2028
PROGRESS AS OF H1 2025		75			
COMMENTARY		<ul style="list-style-type: none"> The project is 75% complete, with the remaining 25% outstanding. Delay in capital expenditure until external conditions stabilise. 			

METRIC	UNIT	BASELINE		TARGET	
Decrease in GHG Emissions	kgCO ₂ e/Modified TEU	VALUE	YEAR	VALUE	YEAR
		Emission intensity 30.3kg CO ₂ e/Modified TEU	2022	30% reduction against a 2022 baseline: Emission intensity 21.2kg CO ₂ e/Modified TEU	2030
PROGRESS AS OF H1 2025		31.0			
COMMENTARY		<ul style="list-style-type: none"> Emission intensity increased in H1 2025 due to a strategic decision to import and store a large volume of fuel for future use as a risk-mitigation measure. As emissions intensity is calculated on fuel purchased rather than fuel consumed, this resulted in a temporary increase in the reported intensity. 			

METRIC	UNIT	BASELINE		TARGET	
Increase in the proportion of women in managerial positions	%	VALUE	YEAR	VALUE	YEAR
		7.6	2023	20	2030
PROGRESS AS OF H1 2025		10			
COMMENTARY		<ul style="list-style-type: none"> A talent pipeline and targeted training programmes are in place to support the development of women, ensuring progress remains on track with established target. 			

METRIC	UNIT	BASELINE		TARGET	
Increase in individuals trained	US\$ million spent on people training and development	VALUE	YEAR	VALUE	YEAR
		0.02	2017	6	2030
PROGRESS AS OF H1 2025		3			
COMMENTARY		<ul style="list-style-type: none"> Employee training remains an ongoing priority, in line with established targets. 			



SOMALILAND PROGRESS UPDATE

INTENDED IMPACT #3: ENHANCE EDUCATION AND ADMINISTRATIVE CAPACITY AT BERBERA REGIONAL HOSPITAL

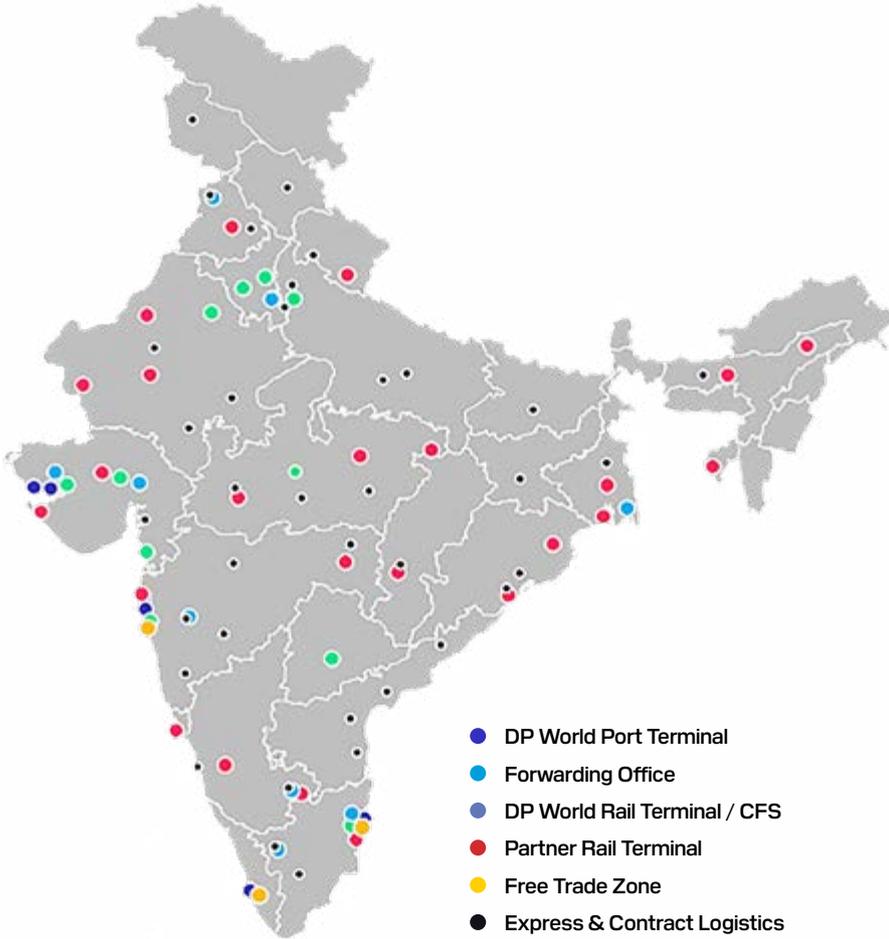
METRIC	UNIT	BASELINE		TARGET	
Increase the proportion of operational costs in the trauma centre that is funded by its own revenue	%	VALUE	YEAR	VALUE	YEAR
		20	2023	100	2030

PROGRESS AS OF H1 2025	50
COMMENTARY	<ul style="list-style-type: none"> Ongoing progress in the trauma centre's financial independence, in line with established target.

METRIC	UNIT	BASELINE		TARGET	
Increase in the number of scholarships provided	# of scholarships provided	VALUE	YEAR	VALUE	YEAR
		0	2017	82	2031

PROGRESS AS OF H1 2025	32
COMMENTARY	<ul style="list-style-type: none"> Continued progress on scholarships remains a priority, in line with the established target.

INDIA CAPABILITY OVERVIEW



HIGHLIGHTS

- The only operator present in three major ports, handling a quarter of India's EXIM cargo.
- Capable of designing and delivering both standard and bespoke multimodal logistics solutions.
- Possesses an unrivalled portfolio of assets and services developed over three decades.

6

Ports & Terminals
(1 under development)

6

Container Freight Stations

8

Inland Rail Terminals

90+

Container & SFTO Rakes

3

Free Trade Zones

200+

Express Cargo Centres

5+

Million sq.ft. warehouse space



Freight Forwarding Services



Trade Finance Solution



NVOCC and feeder services



Digital Logistics Platform
(Logistics.dpworld.com)

INDIA IMPACT STRATEGY



IMPACT INTENTIONS	KEY ACTIONS
 <p>1. Empower manufacturers to reach new markets and expand foothold in conventional markets</p>	<ul style="list-style-type: none"> Enhance operational efficiency Upgrade Cochin Port facilities Develop Logistics Parks and Inland Container Depots (ICDs) Invest in rail logistics Enhance rail logistics with technology
 <p>2. Increase foreign direct investment in India through free trade zones</p>	<ul style="list-style-type: none"> Invest in Free Trade and Warehouse Zones (FTWZs) Enhance connectivity with ports Develop infrastructure and provide incentives Focus on Special Economic Zone (SEZ) development Promote synergies and knowledge transfer
 <p>3. Increase access to global trade for SMEs through the expansion of digital channels</p>	<ul style="list-style-type: none"> Establish technology centres and digital platforms Launch of Trade Finance platform
 <p>4. Improve technical skills in local communities</p>	<ul style="list-style-type: none"> Implement global education and training initiatives Collaborate with TeamLease Education Foundation Engage local communities Monitor and evaluate progress
 <p>5. Reduce CO2 emissions</p>	<ul style="list-style-type: none"> Launch group-wide decarbonisation programme Initiate Mundra-specific initiatives Invest in Cochin sustainability projects Develop Chennai Free Trade Warehousing Zone (FTWZ) with green focus Advance Nhava Sheva Business Park sustainability
 <p>6. Increase the share of renewable energy</p>	<ul style="list-style-type: none"> Source green power Procure renewable energy Install solar power systems
 <p>7. Promote gender-equality</p>	<ul style="list-style-type: none"> Implement UDAAN and Nayi Disha Upskilling Programmes Enforce gender diversity policies Support employee resource groups



INDIA PROGRESS UPDATE

INTENDED IMPACT #1: EMPOWER MANUFACTURERS TO REACH NEW MARKETS AND EXPAND FOOTHOLD IN CONVENTIONAL MARKETS

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Road to Rail conversion (Increase in container volume carried by Rail)	TEUs / P.A.	100	2023	12,000	2028
PROGRESS AS OF H1 2025		21,000			
COMMENTARY		<ul style="list-style-type: none"> The target was achieved ahead of schedule. DP World's rail service in Morbi and Nathdwara, two of western India's largest marble and granite hubs, successfully shifted a significant portion of cargo from road to rail. This transition delivers estimated annual CO₂ savings of 4,000 -6,000 tonnes, while enabling greener, safer, and more efficient logistics. 			

INTENTION #2: INCREASE FDI IN INDIA THROUGH FREE TRADE ZONES

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in the number of international customers using FTWZ in India	# of customers	25	2023	50	2028
PROGRESS AS OF H1 2025		119			
COMMENTARY		<ul style="list-style-type: none"> The target was achieved ahead of schedule. 			

INTENDED IMPACT #3: INCREASE ACCESS TO GLOBAL TRADE FOR SMES THROUGH THE EXPANSION OF DIGITAL CHANNELS

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in the number of SMEs served directly	# of SMEs	1,500	2022	5,000	2027
PROGRESS AS OF H1 2025		2,113			
COMMENTARY		<ul style="list-style-type: none"> This is a provisional figure, representing the total of strategic, growth, and non-BCO customers for opportunities won or scheduled to start business in 2025. 			



INDIA PROGRESS UPDATE

INTENDED IMPACT #4: IMPROVE TECHNICAL SKILLS IN LOCAL COMMUNITIES

METRIC	UNIT	BASELINE		TARGET	
Number of students trained	Total number of students / undergraduates trained	VALUE	YEAR	VALUE	YEAR
		5,000	2023	8,000	2027
PROGRESS AS OF H1 2025		6,307			
COMMENTARY		<ul style="list-style-type: none"> Progress is on track with the established target. DP World in India provides digital literacy, numeracy, and cyber-safety training to disadvantaged primary and middle school students, youth, and teachers through the Kal Ki Kaksha initiative. Community engagement is further strengthened via Digital Melas and awareness sessions. 			

INTENDED IMPACT #5: REDUCE CO2 EMISSIONS

METRIC	UNIT	BASELINE		TARGET	
CO2 equivalent emissions	Absolute KT CO2 emissions	VALUE	YEAR	VALUE	YEAR
		94	2022	Scope 1: 42% reduction Scope 2: 62% reduction	2030
PROGRESS AS OF H1 2025		43.1			
COMMENTARY		<ul style="list-style-type: none"> Electrification of LMVs has been completed. Open-access electricity agreements are progressing at various stages of implementation, and partial procurement of I-RECs has been completed for the first half of CY2025. 			

INTENDED IMPACT #6: INCREASE THE SHARE OF RENEWABLE ENERGY

METRIC	UNIT	BASELINE		TARGET	
Share of renewable energy sourced at our facilities	% of total power consumed	VALUE	YEAR	VALUE	YEAR
		2.17	2019	60	2030
PROGRESS AS OF H1 2025		51.9 (Port & Terminals) 61.5 (Logistics)			
COMMENTARY		<ul style="list-style-type: none"> Open-access electricity agreements are progressing at various stages of implementation, helping keep us on track with the target. Partial procurement of I-RECs has been completed for the first half of CY2025. 			



INDIA PROGRESS UPDATE

INTENDED IMPACT #7: PROMOTE GENDER-EQUALITY

METRIC	UNIT	BASELINE		TARGET	
Women in the organisation	% of women in total workforce	VALUE	YEAR	VALUE	YEAR
		3	2020	15	2028

PROGRESS AS OF H1 2025	9.2 (On-Roll) 12.1 (Third Party)
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COMMENTARY	<ul style="list-style-type: none"> On track with established target, a focused hiring drive for Persons with Disabilities (PWD) is underway, supporting broader workforce diversity and inclusion objectives.
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METRIC	UNIT	BASELINE		TARGET	
Women Workforce	# of jobs created	VALUE	YEAR	VALUE	YEAR
		126	2020	2,400	2028

PROGRESS AS OF H1 2025	323 (Total Number of on-roll female employees) 1,386 (Total number of off-roll female employees)
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COMMENTARY	<ul style="list-style-type: none"> A role-based hiring approach is being adopted to support diversity objectives by aligning talent requirements with inclusive workforce needs across functions, keeping us on track with the established target.
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BRAZIL CAPABILITY OVERVIEW



DP WORLD IN SANTOS

Our global network of ports and terminals offer state-of-the-art infrastructure and equipment. We ensure seamless and secure movement of goods through our world-class operations.

- Source green power
- Procure renewable energy
- Install solar power systems



PORTS & TERMINALS



848,500 M2 AREA



2,300+ TEAM MEMBERS



1,100 M BERTH LENGTH



+1,400 DIRECT AND
+5,000 INDIRECT JOBS



1.4 M TEUS ANNUAL
HANDLING CAPACITY



4,480 M RAIL LANE



1,120 PLUGS FOR REFRIGERATED
CONTAINERS



IMPACT INTENTIONS	KEY ACTIONS
 <p>1. Increase exports and improve overall logistics efficiency in Santos</p>	<ul style="list-style-type: none"> • Continue funding for terminal expansion • Develop new facilities • Strengthen rail connectivity • Enhance terminal and rail operations
 <p>2. Improve the agricultural sector in the country by boosting exports and imports</p>	<ul style="list-style-type: none"> • Implement the Seeds Project • Expand the Pulp Project to phase 2 • Construct new agricultural terminals
 <p>3. Provide social services to local communities</p>	<ul style="list-style-type: none"> • Enhance access to educational resources • Collaborate with Teach For All
 <p>4. Improve the sustainability of operations</p>	<ul style="list-style-type: none"> • Invest in water management • Launch waste management initiatives • Commit to carbon reduction • Support restoration and conservation
 <p>5. Improve employment generation</p>	<ul style="list-style-type: none"> • Forge new partnerships and contracts • Expand container terminal capacity and invest in infrastructure modernisation • Develop new grain and fertiliser terminal
 <p>6. Reduce CO2 emissions and intensity</p>	<ul style="list-style-type: none"> • Investment in electrification • Transition to electric power for RTGs
 <p>7. Increase the share of renewable energy</p>	<ul style="list-style-type: none"> • Evaluate self-generation opportunities
 <p>8. Promote gender-equality</p>	<ul style="list-style-type: none"> • Expand gender equality programmes • Implement training and development initiatives



BRAZIL PROGRESS UPDATE

INTENDED IMPACT #1: INCREASE EXPORTS AND IMPROVE OVERALL LOGISTICS EFFICIENCY IN SANTOS

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Decrease in storage time at port terminals	hour	8	2024	7	2029

PROGRESS AS OF H1 2025	7.3
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COMMENTARY	<ul style="list-style-type: none"> On track with established target.
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METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in freight volume carried by rail	TEUs /P.A.	20,827	2023	37,008	2028

PROGRESS AS OF H1 2025	10,529
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COMMENTARY	<ul style="list-style-type: none"> Rail freight volumes reached 10,529 TEUs in H1 2025. We will continue working with external partners to invest in infrastructure to support expected demand growth as TEU volumes increase.
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METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Decrease in truck in and out time (train, barge)	# hours	0.69	2024	0.7	2029

PROGRESS AS OF H1 2025	0.71
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COMMENTARY	<ul style="list-style-type: none"> Performance is marginally above target with continued refinements expected to support alignment with 2029 objective.
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METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in total number of containers handled	# TEUs	1,091,526	2023	1,719,175	2029

PROGRESS AS OF H1 2025	615,932
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COMMENTARY	<ul style="list-style-type: none"> Throughput continues to grow steadily, with 615,932 TEUs handled in H1 2025, and performance on track to exceed the FY2025 target. Current performance remains aligned with the trajectory required to meet the 2029 target, supported by ongoing operational efficiency improvements and capacity enhancements.
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BRAZIL PROGRESS UPDATE

INTENDED IMPACT #2: IMPROVE THE AGRICULTURAL SECTOR IN THE COUNTRY BY BOOSTING EXPORTS AND IMPORTS

METRIC	UNIT	BASELINE		TARGET	
Increase in the number of exports of pulp	Million tonnes per annum	VALUE	YEAR	VALUE	YEAR
		3.5	2024	5	2029
PROGRESS AS OF H1 2025			2.4		
COMMENTARY			<ul style="list-style-type: none"> Export volumes of pulp reached 2.41 million tonnes per annum as at H1 2025 with performance on track to exceed the FY2025 target, reflecting steady progress toward the 2029 target of 5 MTPA. Continued market demand and operational efficiencies are expected to support sustained growth over the coming years. 		

INTENDED IMPACT #3: PROVIDE SOCIAL SERVICES TO LOCAL COMMUNITIES

METRIC	UNIT	BASELINE		TARGET	
Increase number of students trained	Total number of students / undergraduates trained	VALUE	YEAR	VALUE	YEAR
		60	2023	120	2030
PROGRESS AS OF H1 2025			255		
COMMENTARY			<ul style="list-style-type: none"> Target met ahead of schedule, driven by a local redesign that integrates technical high-school courses, subject-aligned port tours, and in-school engagement sessions --strengthening programme uptake and relevance. 		



BRAZIL PROGRESS UPDATE

INTENDED IMPACT #4: IMPROVE THE SUSTAINABILITY OF ITS OPERATIONS

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in water savings from improved irrigation, stormwater and rainwater capture, groundwater recharge and/or the reuse of highly treated wastewater	m ³ /year	561	2023	617	2024
	Kg/ModTEU				

PROGRESS AS OF H1 2025 1,250

COMMENTARY

- Reused water volumes have been reported, with a significant increase resulting from system performance improvements implemented by the HSE team, contributing to meeting the target ahead of schedule.

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Decrease in volume of non-recyclable waste reduced.	Kg/ModTEU	0.34	2023	0.32	2024

PROGRESS AS OF H1 2025 0.30

COMMENTARY

- Santos diverts all applicable waste from landfill to energy recovery, with only a very small portion of residual waste that cannot be processed for energy generation.

INTENDED IMPACT #5: IMPROVE EMPLOYMENT GENERATION

METRIC	UNIT	BASELINE		TARGET	
		VALUE	YEAR	VALUE	YEAR
Increase in employment generation	# of jobs created	1,748	2024	5,000	2030

PROGRESS AS OF H1 2025 1,958

COMMENTARY

- Employment generation targets are progressing as planned, supported by sustained business growth.



BRAZIL PROGRESS UPDATE

INTENDED IMPACT #6: REDUCE CO2 EMISSIONS AND INTENSITY

METRIC	UNIT	BASELINE		TARGET	
Decrease in CO2 equivalent emissions	Tonnes CO2	VALUE	YEAR	VALUE	YEAR
		Scope 1&2: 13,930	2023	Scope 1&2: 7,718.84 Scope 3: 1,575.33	2027
PROGRESS AS OF H1 2025			Scope 1 & 2: 6,991.93 Scope 3: 2,250.48		
COMMENTARY			<ul style="list-style-type: none"> • RTG electrification has been the primary driver of emissions reductions in Santos. The results reflect strong collaboration between Operations, Engineering and Sustainability teams, with full electrification enabled by operator engagement, reliable supporting infrastructure, and robust performance measurement and reporting. • Scope 3 emissions have increased due to an enhancement of the calculation methodology, aligned with the GHG Protocol and now linked to SBTi targets. Increased terminal activity and higher TEU volumes have also contributed to the rise in Scope 3 emissions. 		

METRIC	UNIT	BASELINE		TARGET	
CO2 emissions intensity reduction	KgCO2/ ModTEU	VALUE	YEAR	VALUE	YEAR
		Absolute: 13,65 Scope 1 & 2: 10,686 Scope 3: 2,189	2023	Absolute: 7,91 Scope 1 & 2: 6,198 Scope 3: 1,27	2027
PROGRESS AS OF H1 2025			Absolute: 11,72 Scope 1 & 2: 8,869 Scope 3: 2,854		
COMMENTARY			<ul style="list-style-type: none"> • The reduction in diesel consumption, alongside increased operational activity, has contributed to a decrease in emissions intensity. • Scope 3 emissions in Santos are primarily associated with road and rail transportation. These are being addressed through modal-shift initiatives aimed at reducing upstream and downstream transport emissions, supported by the development of the Rail Freight product. • The Scope 3 target was established prior to the publication of the SBTi target and will be revised to align with the SBTi framework and the Group's current strategy. 		



BRAZIL PROGRESS UPDATE

INTENDED IMPACT #7: INCREASE THE SHARE OF RENEWABLE ENERGY

METRIC	UNIT	BASELINE		TARGET	
Share of renewable energy sourced at our facilities	% of total power consumed	VALUE	YEAR	VALUE	YEAR
		100	2023	100	2030
PROGRESS AS OF H1 2025		100			
COMMENTARY		<ul style="list-style-type: none"> All energy consumed by the Santos BU is currently sourced from renewable electricity, verified through I-RECs. 			

METRIC	UNIT	BASELINE		TARGET	
Increase in the female participation in the MentorHer programme	# of women trained in Brazil	VALUE	YEAR	VALUE	YEAR
		7	2024	12	2030
PROGRESS AS OF H1 2025		N/A			
COMMENTARY		<ul style="list-style-type: none"> In 2025, the MentorHer programme was paused while improvements were made to strengthen the programme and drive higher participation. 			

METRIC	UNIT	BASELINE		TARGET	
Increase in % of women in the organisation	% of women in total workforce	VALUE	YEAR	VALUE	YEAR
		16	2024	20 (minimum) up to 50	2030
PROGRESS AS OF H1 2025		20.8			
COMMENTARY		<ul style="list-style-type: none"> Through collaboration between HR and Sustainability, the 2025 target has been achieved. Programmes such as Elas na Operação are being implemented to support the continued development of women within the company. 			

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