DP WORLD

INVESTOR PRESENTATION

OCTOBER 2026

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01

DP WORLD OVERVIEW



OUR VISION AND OUR PURPOSE

TO LEAD THE FUTURE OF WORLD TRADE

By leveraging our portfolio of world-class infrastructure, strengthening global supply chains and generating sustainable economic growth. Creating an integrated global supply chain "...from factory floor to customer door".

WE MAKE TRADE FLOW TO CHANGE WHAT'S POSSIBLE FOR EVERYONE

We're on a mission to reimagine the global supply chain. And make the flow of trade smarter, faster and more sustainable.

By building better ways to bring goods to more people, we can all thrive in ways we never thought possible.

FROM LOCAL PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

1972-1998

LOCAL PORT OPERATOR

1972
Development of Port Rashid

1979
Opening of Jebel Ali Port

1991
Port Rashid and Jebel Ali combine, creating Dubai Ports Authority (DPA)

1999-2004

REGIONAL PORT OPERATOR

1999
Dubai Ports International FZE (DPI) formed

2000
Concession won in Jeddah (KSA)

2002 - 2004
Concessions won in Visakhpatnam (India), Constanta (Romania) and Cochin (India)

2005-2017

GLOBAL PORT OPERATOR

2005-2006
CSX World Terminals and P&O acquired. Global network and market position increased

2013-2014
Opening of London Gateway (UK) deep sea port and logistics park

2015-2017
Acquired Jebel Ali Freezone (JAFZA)

Partnered with CDPQ to create global investment platform

2018-PRESENT

SUPPLY CHAIN SOLUTIONS PROVIDER

Dubai Maritime City and Drydocks World (UAE) acquisitions

Partnered with NIIF to set up investment platform In India

Acquisition of Unifeeder

Acquisition of syncreon and Imperial logistics – Integrated logistics provider

DP WORLD HAS SUCCESSFULLY TRANSFORMED FROM PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

2014 PORT OPERATOR

2025 SUPPLY CHAIN SOLUTIONS PROVIDER

(Ports & terminals, logistics, marine services, technology)



2014		2025
USD 3.4 BN	REVENUE	USD 24.4 BN
USD 1.6 BN	EBITDA	USD 6.4 BN
~80%	CONTAINERISED REVENUE	~30 %
USD 16.4 BN	CAPITAL EMPLOYED	USD 43.6 BN
76 MN TEU	GLOBAL CAPACITY	110 MN TEU

syncreon

UNICO LOGISTICS

LOGISTICA A DP WORLD Company

BOXBAY

EZW ECONOMIC ZONES WORLD

FEEDERTECH

Transworld Feeders

Drydocks World

Imperial logistics

DP WORLD TRADE FINANCE

UNIFEEDER

PROVIDING SOLUTIONS TO CARGO OWNERS

Traditional Container Customers

Shipping Lines

MAERSK · msc · CMA CGM · EVERGREEN · Hapag-Lloyd · OOCL · ONE Ocean Network Express · HMM · ZIM · COSCO SHIPPING · YANG MING · PIL

Beneficial Cargo Owners (BCO)

- Auto
- Perishables
- Tech
- Chemicals
- Industrial
- Health
- Consumer
- Retail

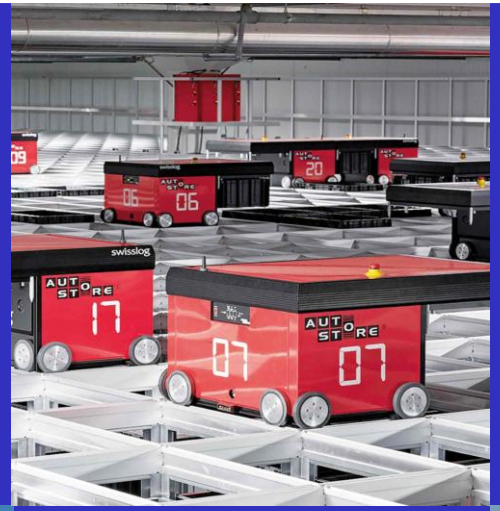
VOLKSWAGEN · SAMSUNG · DAIMLER · KIA · Shell · ExxonMobil · TOTAL · GENERAL MOTORS · CNPC · Sinopec · SAIC Motor · GE · TRAFIGURA · Nestlé · HITACHI Inspire the Next · NISSAN MOTOR CORPORATION · ENGIE · ENEOS · Marubeni · Ford · Reliance · HSBC · Johnson & Johnson · HONDA The Power of Dreams · SIEMENS · Deutsche Post DHL Group · BASF · Unilever · COFCO · Haier · SONY · Mitsubishi Corporation · ArcelorMittal · ADM · LG · GROUPE RENAULT · FedEx · DANONE · ups · DOW · TATA · IndianOil · PEPSICO · Christian Dior · thyssenkrupp · hp · BAYER · SINOPHARM · P&G · bp · Linde · Cargill · IKEA · ITOCHU · Roche · Panasonic · BAOWU · NIPPON STEEL & SUMITOMO METAL · NOVARTIS · DENSO Crafting the Core · sabic · VINCI · Stewart Milne Timber Systems · CNBM · MITSUI & CO. · FUJITSU · SAINT-GOBAIN · SANOFI · ABB · MERCK · Sumitomo Corporation · ORACLE · gsk · CATERPILLAR · ZF see. think. act. · Honeywell The Power of Connected · Midea · TOSHIBA Leading Innovation · Microsoft · Raytheon Technologies · Abbott · VOLVO · BRIDGESTONE Your Journey, Our Passion · RHENUS LOGISTICS · SLE Global Logistics · JFE Holdings, Inc. · Schneider Electric · L'ORÉAL · 3M Science. Applied to Life.™ · Mondelēz International · Schlumberger · NEC · PEMEX · HYUNDAI MOBIS · Johnson Controls · Hewlett Packard Enterprise · CJ · HEINEKEN

OUR ECOSYSTEM

PORTS & TERMINALS

We operate ports and terminals that let the world's trade flow more freely.

Our network spans the globe, seamlessly connecting the supply chain today and innovating to create the sustainable trade infrastructure of tomorrow.



ECONOMIC ZONES

DP World aims to build best-in class logistics hubs in key locations with an ecosystem that allows trade to thrive.

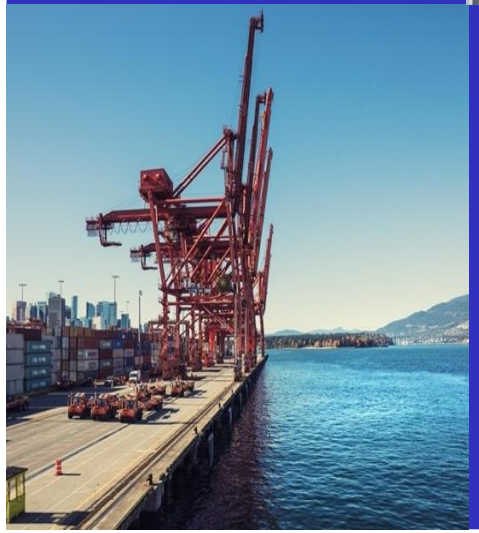
Our Economic Zones provide a steppingstone to provide logistics services to our global customers and market access and trade finance opportunities.



DIGITAL SOLUTIONS

We are transforming the global supply chain, using cutting-edge technology to improve every aspect of trade and logistics.

This covers financing your shipment, to making your supply chain more resilient, expanding into new markets and opportunities for businesses of all sizes.



LOGISTICS

In a world where global supply chains have become increasingly complex and challenging, we bridge the gap from freight forwarding to contract logistics, combining unparalleled expertise with robust infrastructure to simplify and connect your operations.



MARINE SERVICES

Our global, multi-modal network of land and sea transport routes offer flexible, sustainable solutions to the supply challenges of getting goods into local communities both big and small.

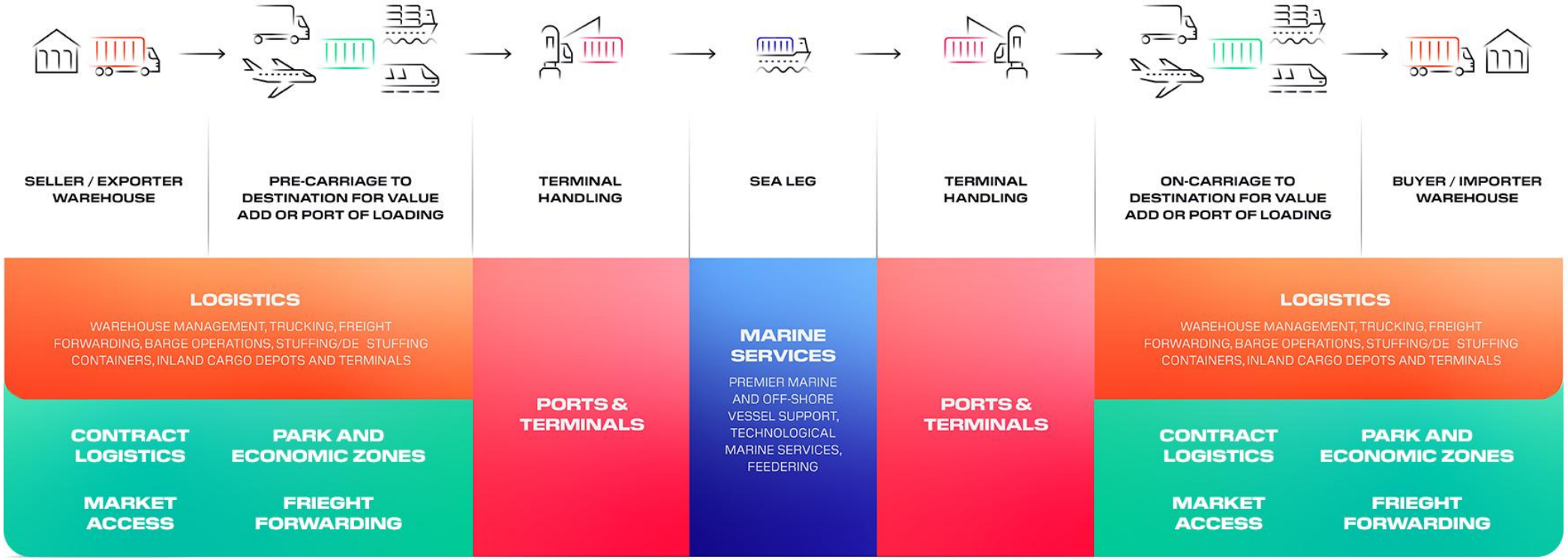
Our wider marine services meet highly specialised customer needs in a range of shortsea, offshore and in-port contexts.



CAPTURING MORE VALUE THROUGH END-TO-END INTEGRATION

INTEGRATION IMPROVES EARNINGS RESILIENCE, CAPITAL EFFICIENCY AND CUSTOMER STICKINESS

End to End Supply Chain



DIGITAL

Visibility and transparency, automated planning digital rates, instant access and control, trade finance and insurance, enterprise IT solutions and systems, B2B e-commerce

DP WORLD AT A GLANCE: GLOBAL SUPPLY CHAIN SOLUTIONS PROVIDER

TRANSFORMED

PORT OPERATOR – SUPPLY CHAIN SOLUTIONS PROVIDER

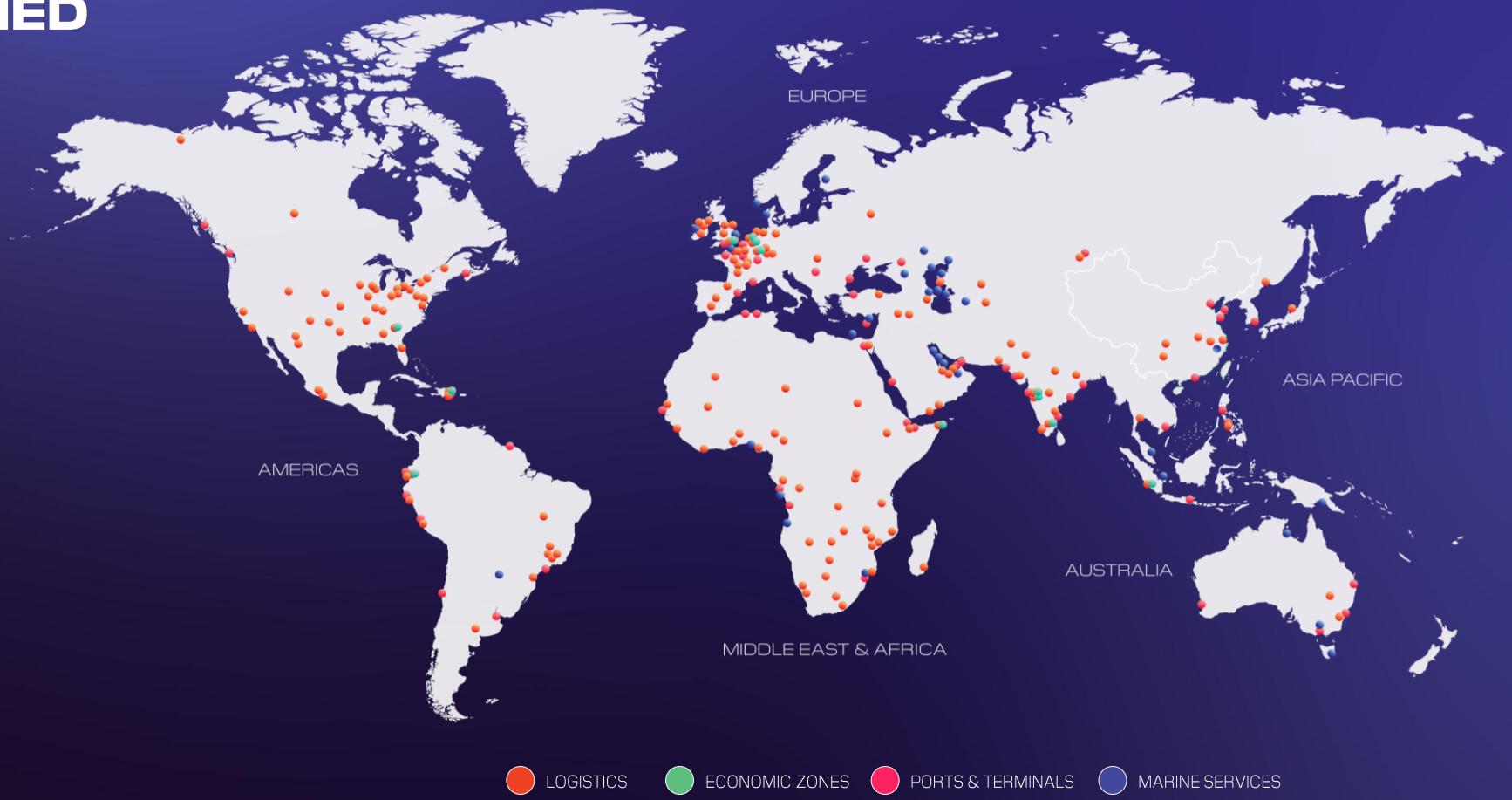
590+ BUSINESS UNITS | **80+** COUNTRIES

120,000+ EMPLOYEES

~10% TOTAL WORLD CONTAINER MARKET SHARE
110 mn TEU CAPACITY

$24.4 bn FY2025 REVENUE

$6.4 bn FY2025 EBITDA



*The map shown is indicative only

CONNECTED DIGITAL ECOSYSTEM



Cyber Security

Cyber Security

CARGOES SUITE OF PRODUCTS

AI Powered

Visibility & Exception Management
(Customer Engagement Portal, Tracking and Control Tower)

CARGOES RUNNER
(Freight Forwarding Operating System)

CARGOES YMS
(Yard Management System)

CARGOES TMS
(Road Transport System)

CARGOES RMS
(Rail Management System)

CARGOES IMS
(Inland Management System)

Cargoes WMS
(Warehouse System)

Cargoes SCS
(Supply Chain System)

Cargoes ZMS
(Free Zone Operating System)

Zodiac TOS
(Ports & Terminals Operating System)

Cargoes Community
(Sea & Land side system)

Cyber Security

Analytics and Automation
(Data Platform, Reporting & AI)

Cyber Security

02

PORTS & TERMINALS



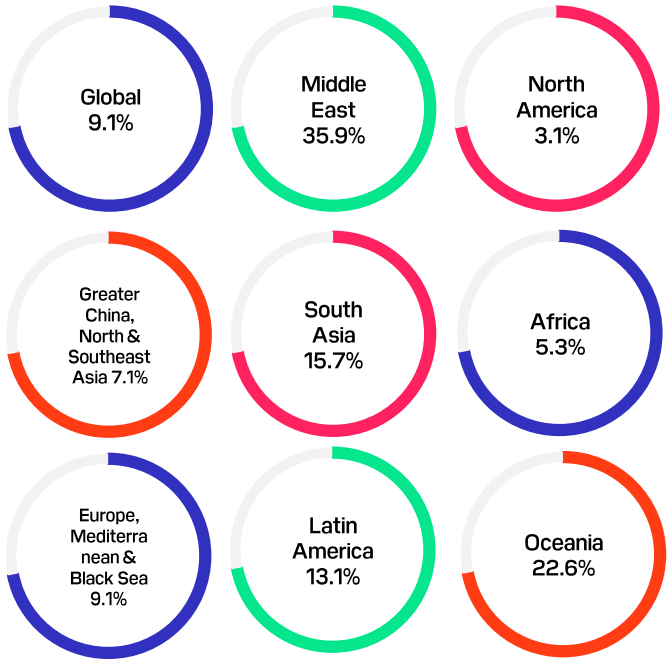
DP WORLD – PORTS & TERMINALS
OUR GLOBAL FOOTPRINT

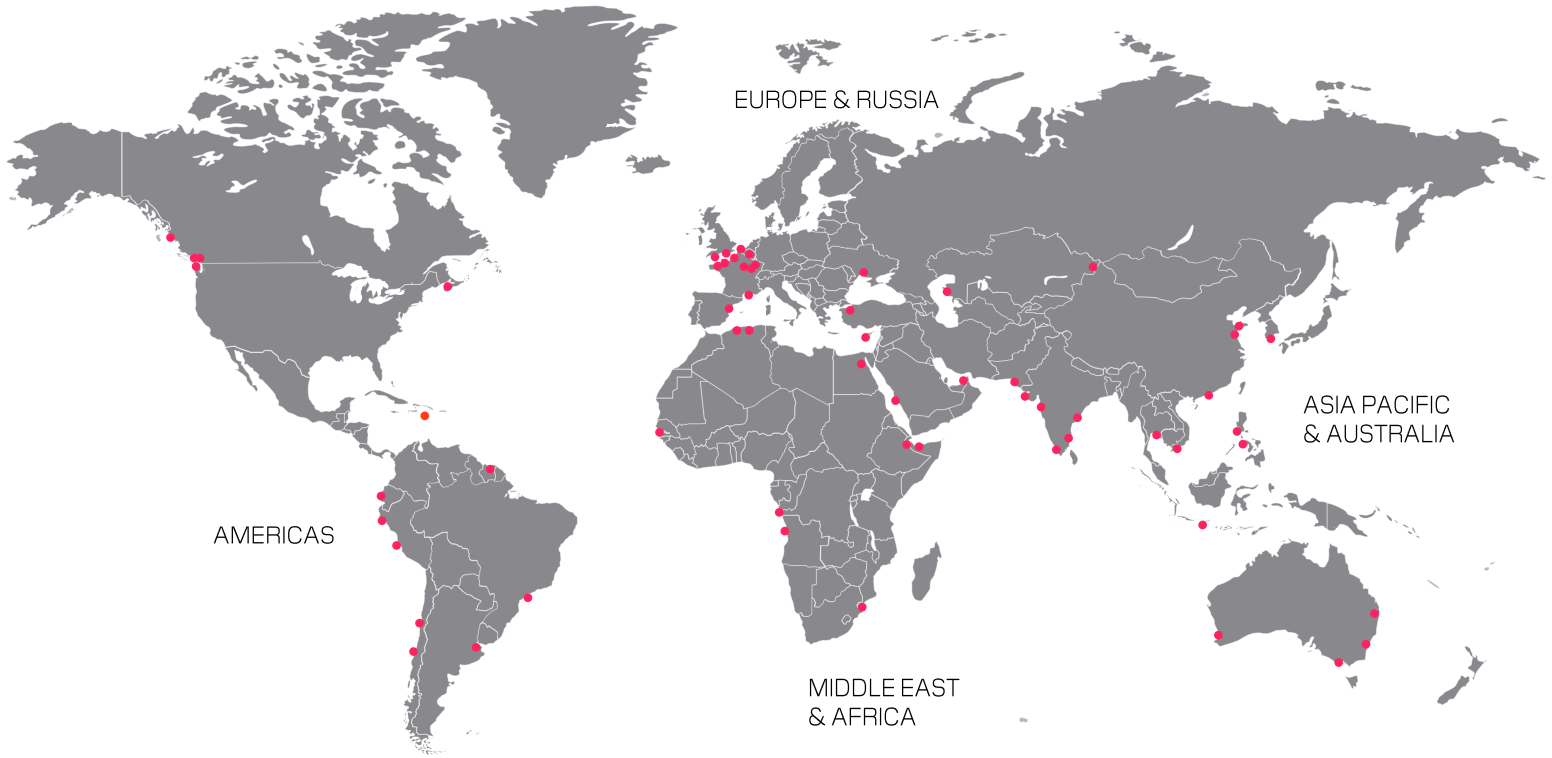
DP World is a global leader in container terminal operations and manages **110 million TEU** of capacity.

DP World's container capacity is focused on faster growing markets and high margin origin & destination cargo.

Average life of port concessions is approximately **32 years**

DP WORLD MARKET SHARE (BY THROUGHPUT)*

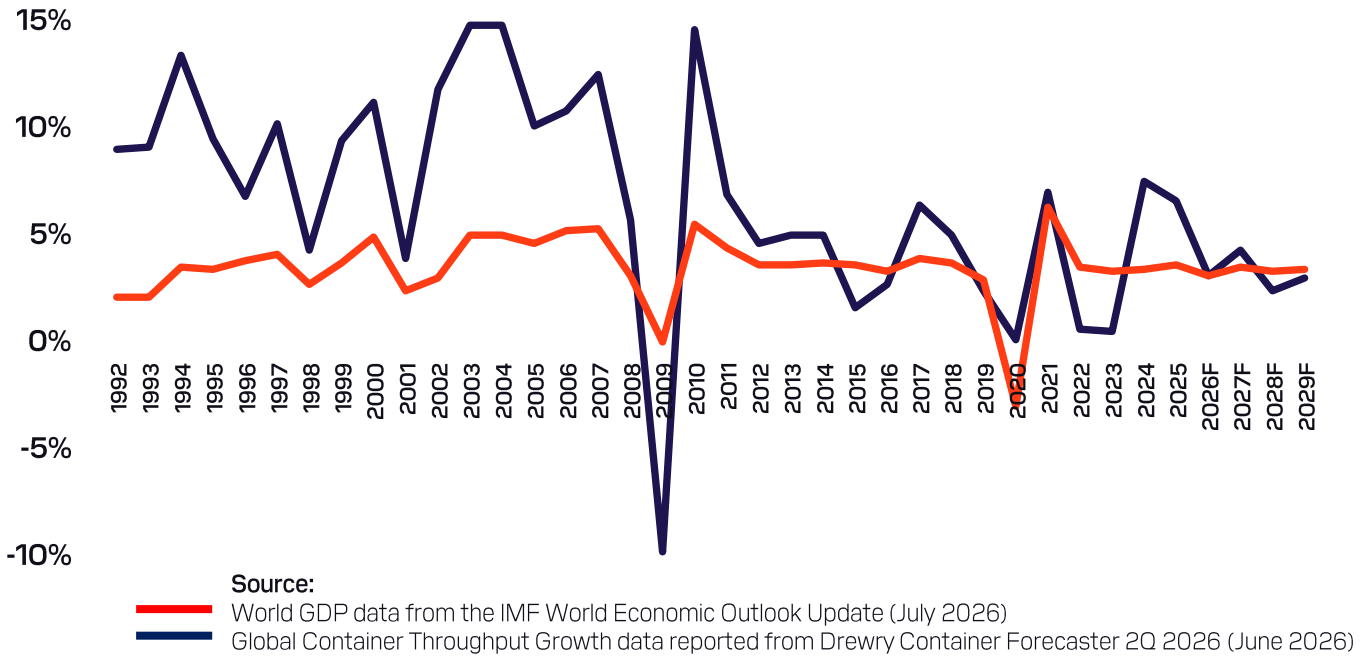




Source: Drewry Global Container Terminal Operators Annual Review and Forecast Annual Report 2026/27

*The map shown is indicative only

GLOBALISATION AND THE GROWTH OF THE CONTAINER



Source:
World GDP data from the IMF World Economic Outlook Update (July 2026)
Global Container Throughput Growth data reported from Drewry Container Forecaster 2Q 2026 (June 2026)

More than 80% of cargo is transported on Sea

World container traffic vs. World GDP

CONTAINER PORTS CHARACTERISTICS

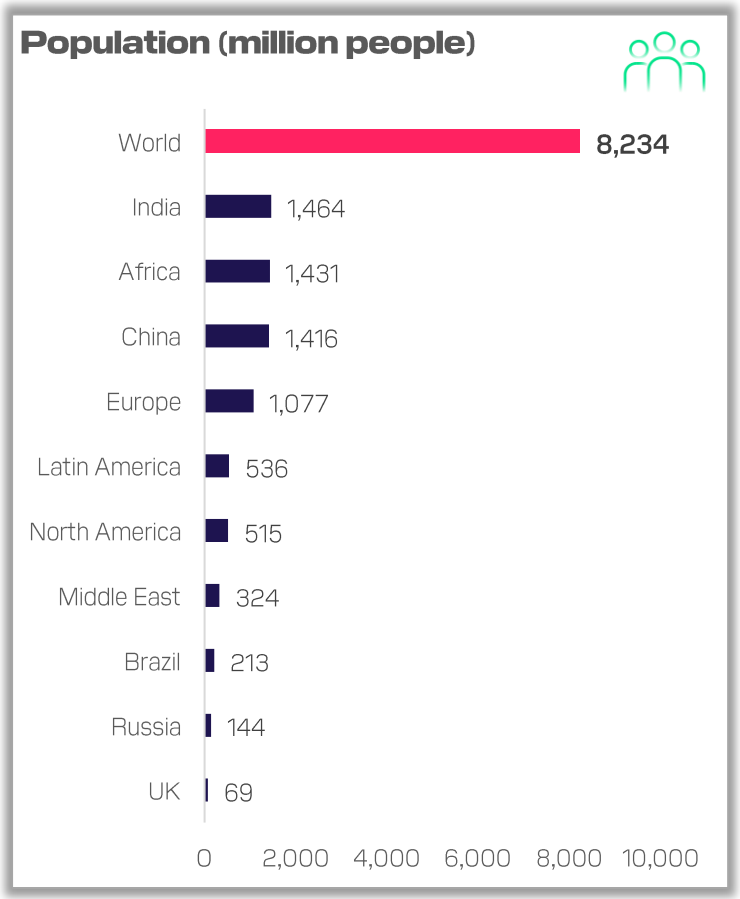
- Resilient volumes, high cash generation, and limited operators.
- Light regulation – cost of container handling is less than 10% of total transport logistics.
- High entry barriers – capital expenditure heavy, strategic assets.

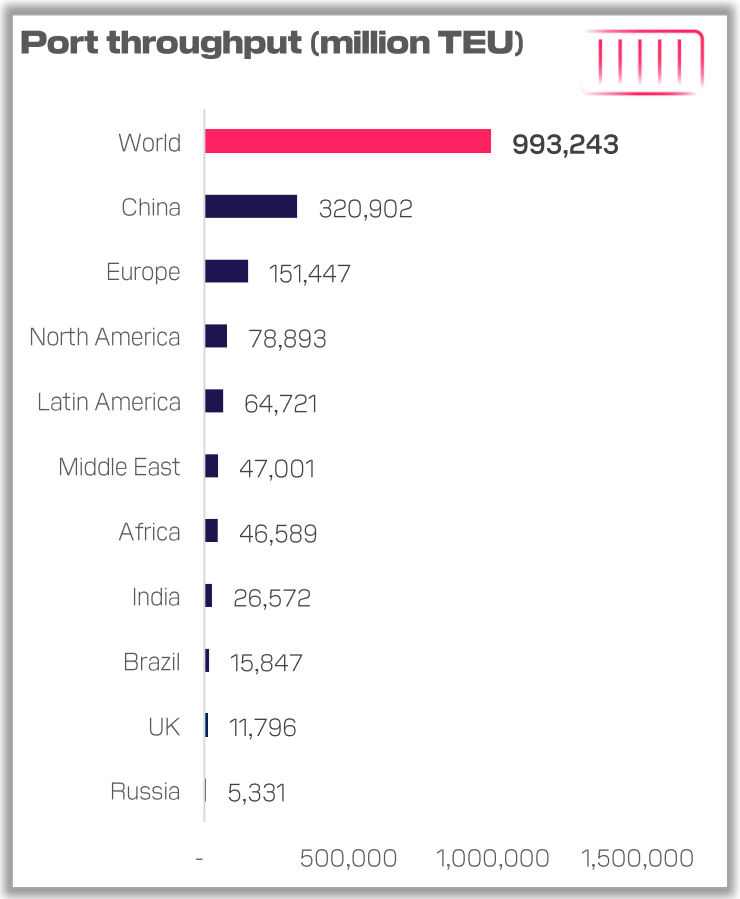
WHY DOES A MULTIPLIER EXIST?

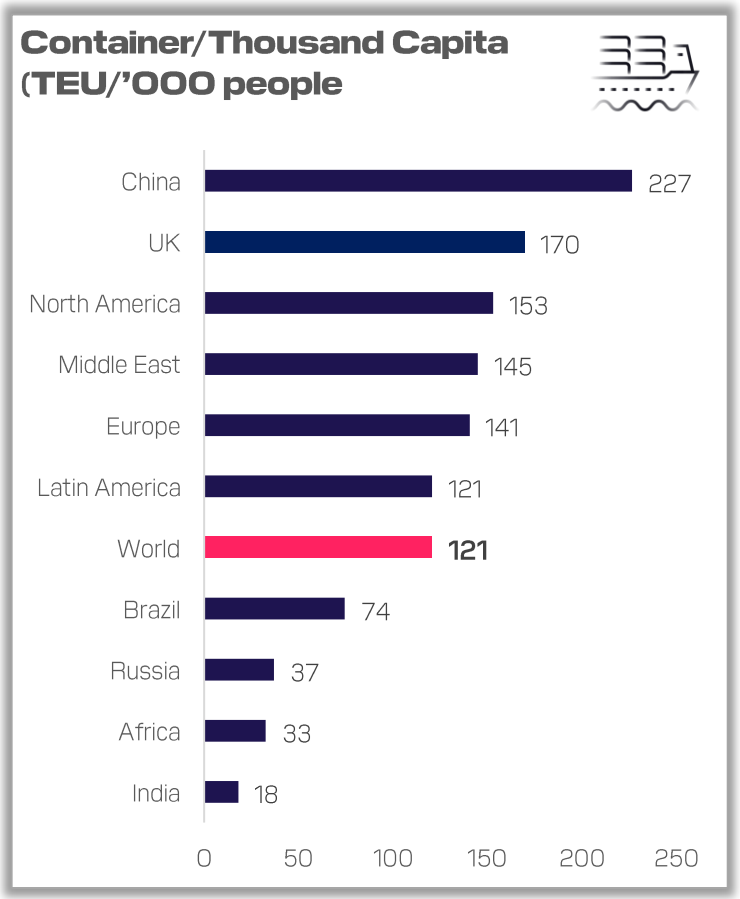
- Distance between manufacturing and consumption location requires transhipment which leads to containers being handled more than once.
- Trade imbalance leads to empty repositioning.
- Low container penetration rates in emerging markets.

GLOBAL CONTAINER MARKET OVERVIEW (2025)

CONTAINERISATION PENETRATION RATES REMAIN LOW







Notes:

- Port throughput figures include gateway and transhipment volumes.
- Significant volumes of unitised traffic also move in ro-ro mode in some countries e.g. UK.

Source: Drewry Maritime Research

MAINTAINING DIFFERENTIATION FROM TERMINAL OPERATING PEERS
TOP 5 GLOBAL PORT OPERATORS

OPERATOR	2025 THROUGHPUT (m TEU)	CAPACITY (m TEU)	2025 MARKET SHARE	2025 EQUITY TEU MARKET SHARE	KEY FOCUS
China Cosco Shipping	116.6	138.7	11.7%	5.9%	• Around 80% of activity generated by emerging markets. • Primarily gateway, limited exposure to transhipment at small number of terminals including Hong • Kong, Piraeus, Port Said and Zeebrugge. • Mainly focused on China, but international terminals steadily increasing share of total throughput. • Consolidation of port and terminal ownership in China. International expansion through acquisitions and greenfield developments aligned with Belt and Road Initiative and to support China Cosco Shipping liner network.
APM Terminals	113.0	133.5	11.4%	6.0%	• Equity TEU split around 70%/30% between emerging and mature markets. • Around 60% gateway traffic, but portfolio includes a number of large transhipment terminals which support Maersk operations. • Global presence - Oceania the only world region where not currently operating. • Investment to expand major hubs and gateways, continued focus on exploiting operational and financial synergies with Maersk.
PSA International	104.0	132.2	10.5%	7.0%	• Around 80% of traffic from emerging markets. Singapore a mature market location but transhipment volume drawn from emerging markets. • Around 35% gateway traffic. Transhipment at Singapore a significant part of total, with other major hubs in Rodman, Sines, Busan and Antwerp. • Global operator, but no presence in Africa or Oceania. Over half of equity volume generated in Southeast Asia. • Major expansion underway in Singapore. Overseas, PSA focus is on expanding current portfolio and developing port-adjacent logistics services.
DP World	**90.5**	**108.5**	**9.1%**	**5.0%**	• **Around 80% of equity-adjusted volumes derived from emerging markets.** • **Primary focus outside of Jebel Ali is on gateway traffic, which accounts for estimated 75% total throughput.** • **Global presence with operations in all ten world regions.** • **Vertical integration with investment in shipping and logistics. Expansion of existing terminals with strategic acquisitions of terminals and greenfield projects in high growth markets.**
Hutchinson Ports	88.3	116.5	8.9%	4.7%	• Around 75% of equity-adjusted volumes generated in emerging markets but also has a significant presence in Western Europe. • Primary focus is gateway (estimated 75% throughput) but operating small number of established transhipment hubs. • Global presence, although significant proportion of volumes generated in Asia, with more limited volumes handled in MESA and Oceania. • CK Hutchison looking to sell international portfolio. Increased willingness to form JV with shipping line partners, especially for greenfield projects.

Source: Drewry Global Container Terminal Operators Annual Review and Forecast Annual Report 2026-2027

03

LOGISTICS



OUR GLOBAL LOGISTICS NETWORK



covering 90%+ of global trade

*The map shown is indicative only

DP WORLD LOGISTICS CAPABILITIES

FREIGHT MANAGEMENT

Strategic process of overseeing and optimizing the transportation of goods to streamline logistics operations and enhance supply chain performance.

Includes - Road Transport Services; Barge, River and Rail transport, including Inland Terminals

FREIGHT FORWARDING

Service that arranges and coordinates the movement of goods on behalf of shippers.

Includes - Air, ocean freight, trucking, customs clearance, and multi-modal transport

CONTRACT LOGISTICS

Outsourcing of supply chain and logistics operations to a third-party provider (3PL) under a long-term agreement.

Includes - warehousing, transportation, distribution, inventory management, order fulfilment

MARKET ACCESS

Strategic and operational support provided to businesses aiming to enter or expand in global markets.

Includes - route-to-market planning, packaging solutions, and comprehensive channel strategies that integrate sourcing, sales, distribution, and marketing

PARKS & ECONOMIC ZONES

Strategically located hubs designed to facilitate the efficient movement, storage, and distribution of goods.

Includes – Logistics Parks; Industrial Parks; Free Zones; Special Economic Zones; Pre-Built Warehouses; Serviced Land Plots; Offices & Business Centres; Build to Suit

DP WORLD LOGISTICS CAPABILITIES

CUSTOMER-CENTRIC SOLUTIONS

8 focused verticals covering ~50% of global GDP and +80% of DP World's logistics revenues (45K+ customers today)

AUTOMOTIVE	CHEMICALS	CONSUMER	HEALTH	INDUSTRIALS	PERISHABLES	RETAIL/ LIFESTYLE	TECHNOLOGY
1,300	**500**	**2,300**	**600**	**1,100**	**300**	**600**	**1,000**
							
• Finished Vehicles • EV Batteries / Aftermarkets • Yellow Goods	• Specialist Chemicals • Agro-Chemicals • Polymers, Plastics, Rubber & Textiles	• Non-Perishable Foods • Personal Care • Beverages	• Branded Pharma • Generics • Humanitarian Aid	• Machinery & Equipment • Renewables • Metals (Incl. mining)	• Fruits & Vegetables • Fish & Seafood	• Fashion / Apparel • Home Goods • Large Retailers	• Consumer Electronics • Data Centres • Robotics

TOOLBOX:
Capabilities spanning the supply chain

FF - Air	FF - Ocean	FF - Intermodal	Customs Brokerage	Ports & Terminals
Contract Logistics	Market Access	Ecommerce Fulfilment	ICDs	PO Management
Rail Transport	Feeder - Unifeeder	Express	Trucking (FTL, LTL)	Trade Financing
Sourcing	Parks & Economic Zones	Control Tower, 4PL/ LLP	Insurance	Reverse Logistics ...

PARKS & ECONOMIC ZONES

12 SITES OPERATIONAL; MULTIPLE IN ACTIVE DEVELOPMENT



2026 FOCUS

Develop integrated "Logistics-as-a-Service" offerings:

Transform from real estate provider to integrated value-chain partner to capture greater value and profitability

Operational Under development

DUBAI'S EXCEPTIONAL MULTIMODAL CONNECTIVITY

One-of-a-kind multimodal environment under a single custom bonded area enabling efficient trade flows

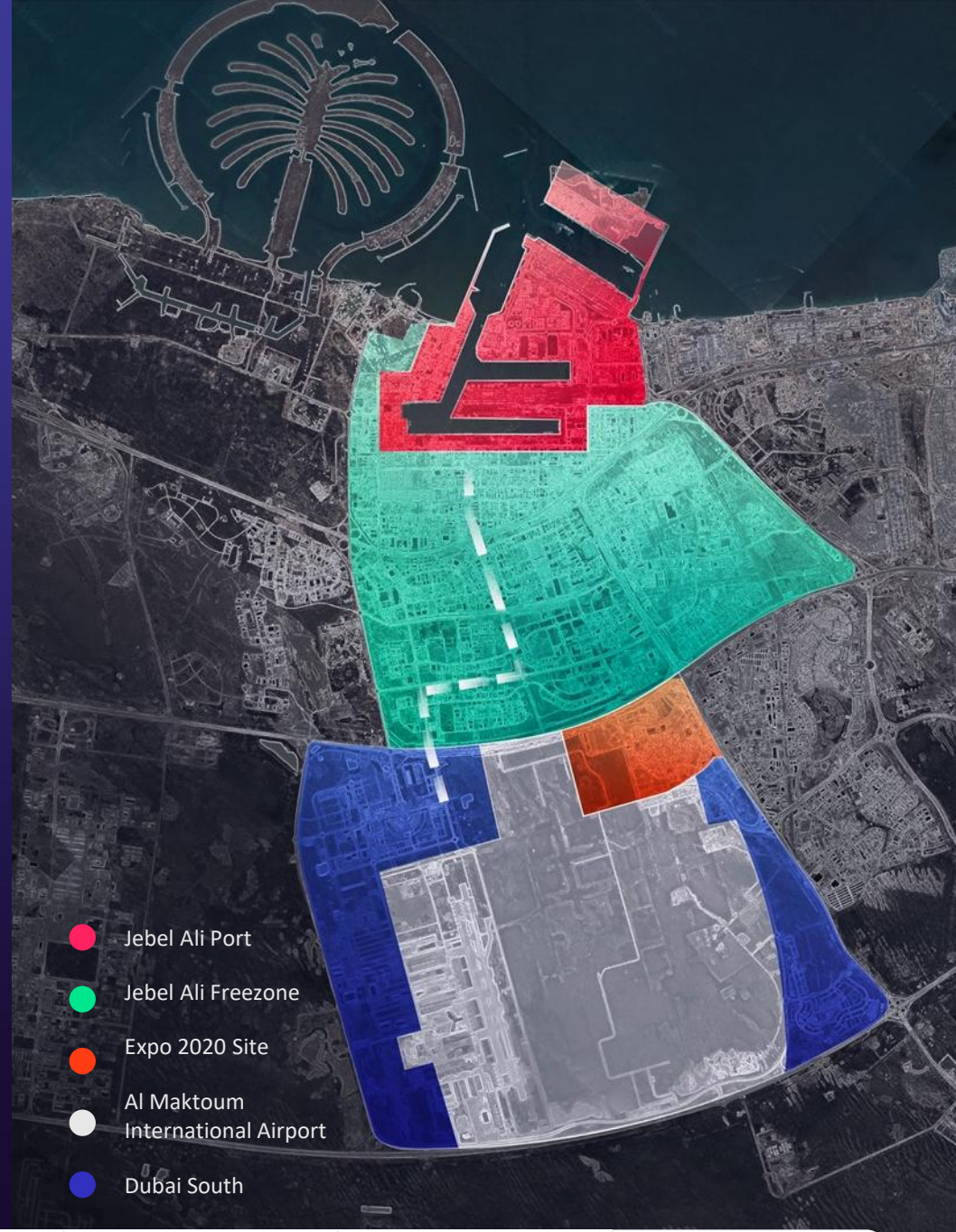
- JAFZA is ideally located alongside regions largest deep seaport of Jebel Ali.
- 40 Kms / 40 Mins from Dubai International Airport and 24 Kms / 30 Mins from Al Maktoum
- International Airport.
- Accessible from all Major Domestic and National Highways e.g. E11, E311, E611 etc. seamlessly connecting JAFZA to other Emirates and neighbors.
- Connected to local transport network of Buses and Dubai Metro Red Line.
- Adjacent to Dubai Expo 2020 site.

Sea Connectivity:
90+ Weekly services
150+ Direct ports of call
180+ Shipping lines

A dedicated sea-air customs bonded corridor, connecting a sea-air box within 45 minutes of discharge

Connected to the main UAE/GCC Road network - 2 to 3 days road Transit to anywhere in the GCC.

Etihad Rail will have a depot within Jebel Ali facility, connecting UAE to GCC



24/7 undisrupted trade connectivity to all major world destinations

04

MARINE SERVICES



OUR SOLUTIONS

Our marine services business utilizes a multimodal network of rail, road, river and sea transport. Ensuring our customers have access to the solutions and capabilities they need, when they need them.

MARITIME SOLUTIONS

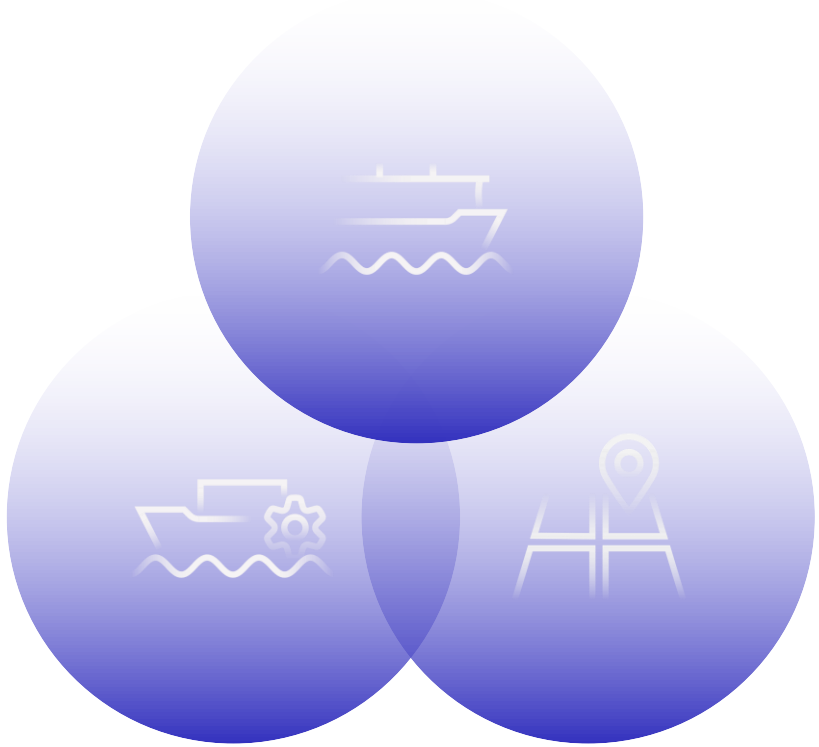
Manages a global fleet including specialised Multi-Purpose Cargo Vessels (MCVs) for complex project cargo operations in both shallow-draft and sea-river environments. Also proficient in providing Pilotage and Towage services.

SHIPPING SOLUTIONS

The business connects ports using road, rail and river transportation and provides adjacent services like control tower and customs clearance to build the most efficient connections.

MULTIMODAL SOLUTIONS

The business operates inland terminals, and provides specialised services for general, perishable, and high-value cargo, encompassing dedicated industrial corridors across road, rail, and sea for key clients.



MARINE SERVICES BUSINESS FUNCTION

FIXED ASSETS P&T	MOVEABLE ASSETS MARINE SERVICES	LOGISTICS

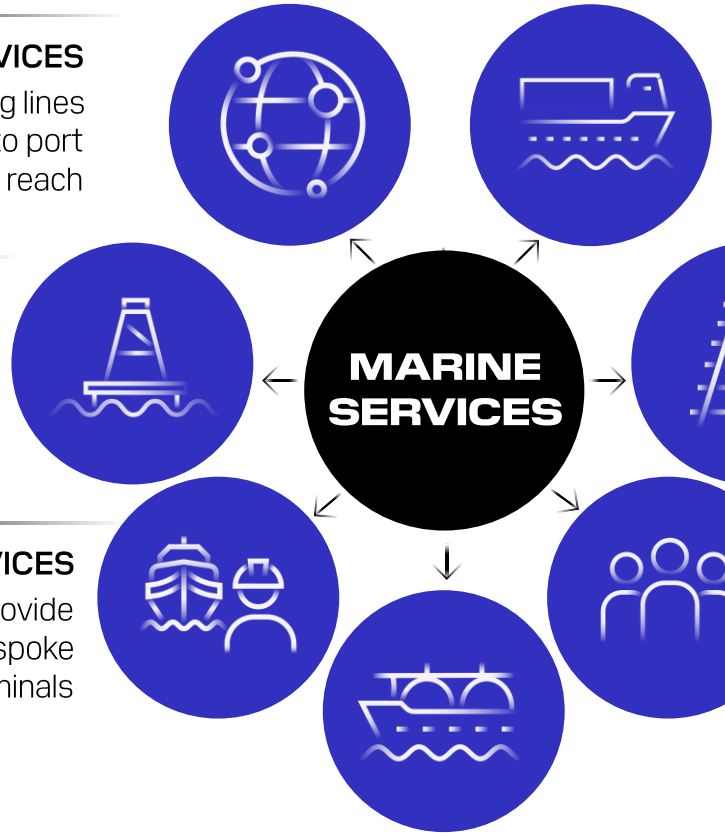
SURFACE TRANSPORT

Building an integrated global network of supply chain solutions

We enable business growth by connecting trade routes and delivering services that unlock customer opportunities.



MARINE SERVICES



FEEDERING SERVICES
Providing international shipping lines with feeder connections to port beyond their reach

SHORTSEA SHIPPING
Cargo transport across shorter sea distances and through inland waterways

OFFSHORE & ENERGY SOLUTIONS
Advanced marine solutions that power the global energy transition enabling critical offshore energy and infrastructure projects worldwide

INLAND CONNECTIVITY
Connect ports using road, rail and river transportation and provides adjacent services like control tower and customs clearance

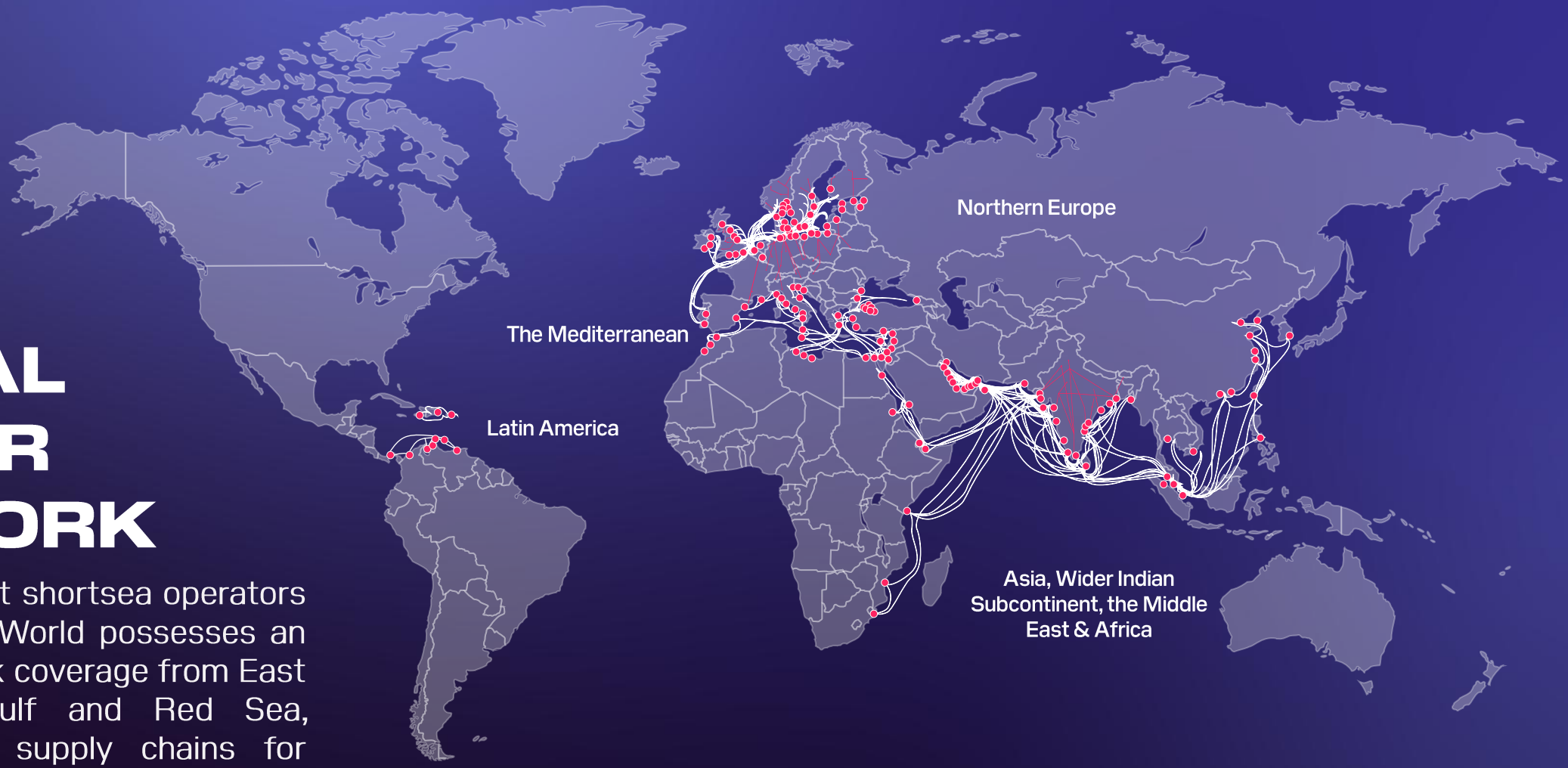
PORT SERVICES
Modern fleet of vessels at ports provide a range of services, including for bespoke projects and LNG terminals

PASSENGER TRANSPORT
Provide passengers with a reliable ferry journey

SPECIALISED CARGO SHIPPING
Multi-Carrying Vessels (MCVs) transport general and oversized project cargo

GLOBAL FEEDER NETWORK

One of the largest shortsea operators in the world, DP World possesses an extended network coverage from East Asia to the Gulf and Red Sea, facilitating agile supply chains for regional and global trade.



*The map shown is indicative only

DRYDOCKS WORLD

One Stop solution for Repair and Maintenance for all types of vessels, Engineering Procurement and Construction for Oil & Gas, Renewables, New build vessels.








SHIP REPAIR & MAINTENANCE

DRILLING RIG JACK-UP REPAIR & RLE

CONVERSION REFURBISHMENT & LIFE EXT.

OFFSHORE FABRICATION & NEWBUILDING

ENGINEERING PROCUREMENT & CONSTRUCTION (EPC)

GLOBAL OFFSHORE SERVICES (GOS)

World's leading shipyard offering turnkey solutions to maritime industry

Over 300+ complex projects delivered annually with proven safety and quality standards to global clients

A 20,000-strong multinational workforce, unified by unique know-how, skill sets and safety-driven culture

Zero fatality, no serious injury and no environmental damages and security breaches for the last 140-million-man hours (includes 44 million manhours of 2025)

DRYDOCKS WORLD

- The largest ship repair facility in the Middle East, capable of accommodating up to 10 ULCC vessels simultaneously, including the world's largest ships.
- On-site labor accommodation for up to 9,500 people, featuring multiple mess halls, sports facilities, and other amenities.
- Over 40 years of proven performance, currently holding approximately 50% market share in regional ship repair.

NEW BUILD

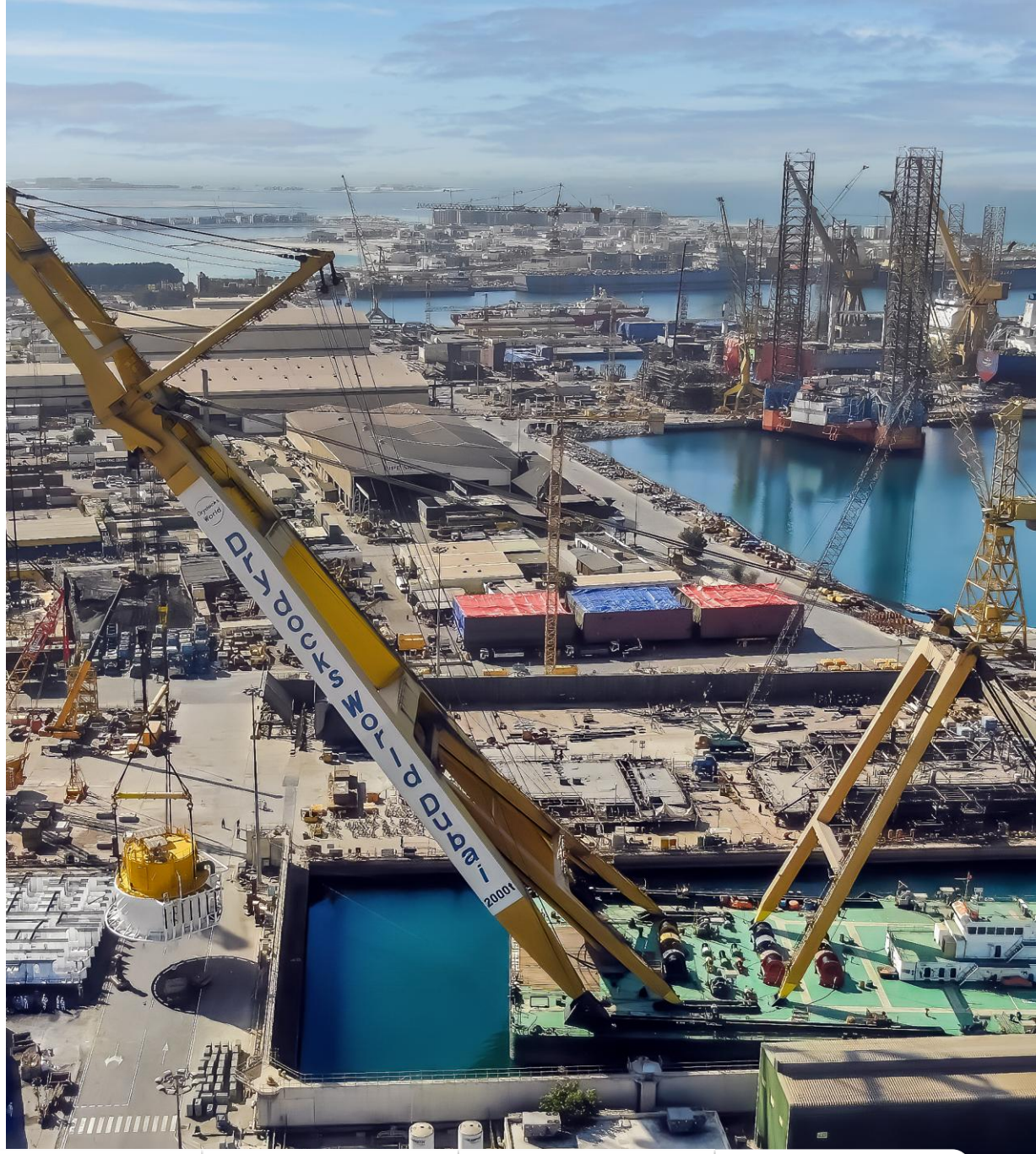
Drydocks World specializes in advanced newbuilding solutions tailored for the marine and offshore industries.

SHIP & RIG REPAIR

Drydocks World specializes in the maintenance, repair, upgrades, and modifications of all types and sizes of marine and offshore vessels.

CONVERSION

Drydocks World is a globally recognized leader in vessel conversions and upgrades. The company has successfully completed and fast-tracked numerous FPSO, FSO, and FSRU conversions, as well as life extension and refurbishment projects.



05

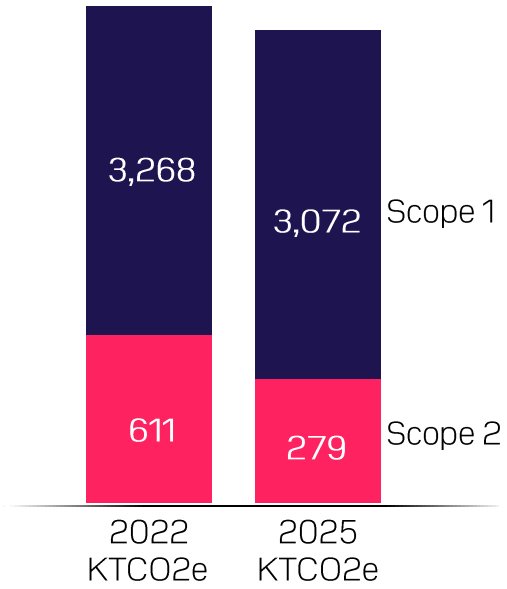
ESG



CLIMATE CHANGE

Delivered a 14% reduction in combined Scope 1 and Scope 2 emissions in 2025 versus 2022 baseline

- In 2025, reduced Scope 1 emissions by 6% and Scope 2 by 54% against the 2022 baseline
- Operational emissions (Scope 1 and 2) reduced by 14% in 2025 against the baseline
- Marine Services contributed 67% of Scope 1 emissions, while Ports & Terminals contributed 81% of Scope 2 emissions



CDP — 2025 CDP B rating reflected strengthened governance, target setting and disclosure

ecovadis — Ranked in the top 1% of companies in sector for environmental performance

SCIENCE BASED TARGETS — DRIVING AMBITIOUS CORPORATE CLIMATE ACTION

Received SBTi validation on targets in 2024; first logistics company in the Middle East

Scope 1 – 3,072 KTCO2e (6% reduction against baseline)

- 54% from low-sulphur fuel oil (Marine Services)
  - 77% Shipping solutions, 21% P&O Ferries, 2% P&O Maritime Logistics
- 32% from diesel (logistics trucks and port vehicles)
- 12% from marine fuel oil and marine gas oil (berthing operations)
- 2% from gasoline, LNG, LPG & Natural Gas across all business pillars

Scope 2 (Market-based) – 279 KTCO2e (54% reduction against baseline)

- 81% from grid electricity at port terminals (cranes, vehicles, buildings)
- 18% from logistics warehouses and offices
- 1% from Marine Services building
- Heating: negligible (0.2%)

Industry engagement

ZEPA — Zero Emission Port Alliance: Continued advancing battery-electric container handling equipment

Mærsk Mc-Kinney Møller Center for Zero Carbon Shipping: Continued supporting fuel pathway research and decarbonisation

First Movers Coalition: Sourced 2% of marine power from hybrid engines and zero-emission fuels

DP WORLD SUSTAINABLE FINANCING

DP WORLD GREEN SUKUK

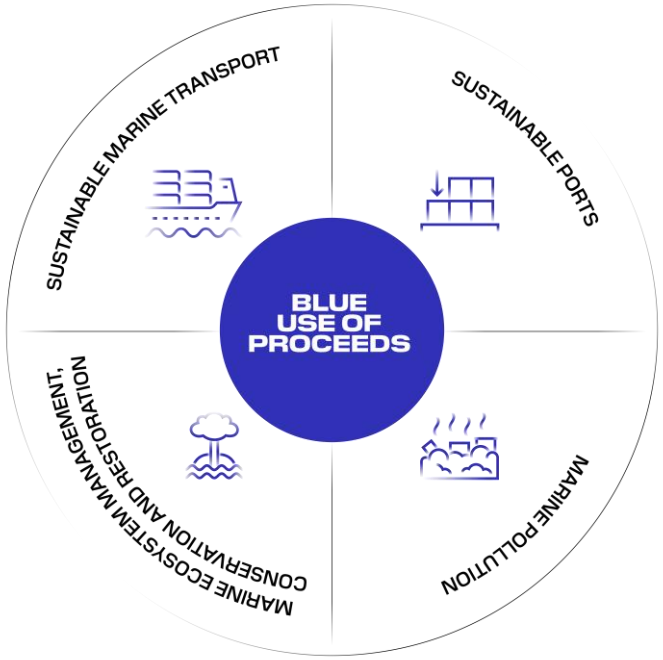
DP World reaffirmed its commitment to sustainable operations by raising USD 1.5 billion through a Green Sukuk to support the company's global decarbonisation efforts. Current projects cut across clean transportation, green buildings, renewable energy and energy efficiency.



DP WORLD BLUE NOTES

DP World is contributing to closing the significant funding gap for UN SDG 14 (Life below water) and SDG 6 (Clean water and sanitation), as well as increasing transparency to meet investors' growing interest in blue assets.

This is the first Blue Bond issuance from a company in the Middle East and North Africa, reflecting the company's aim of leading the logistics sector and region toward a more resilient future.



H1 2026 SUSTAINABILITY STRATEGY UPDATE

PLANET

19% (FY 25: 14%) Reduction in **operational emissions**[1] against 2022 base year
Target: Net Zero by 2025

66% (FY 25: 67%) Electricity from **renewable energy**
Target: 100% renewable energy by 2040

Achieved **operational net zero** in Jafza

PEOPLE

339k (H1 25: 336k) **Training hours**[2] as at H1 2026
Target: 10% annual increase in training hours per employee

9.08 (H1 25: 8.88) **Total injury frequency rate** (TIFR) as at H1 2026
Target: Achieve an annual improvement in TIFR

Enhanced **wellbeing support** for **all employees** with psychology, nutritionist and personal trainer services in **37 languages**

COMMUNITY

20 (FY 25: 0) High-risk locations identified, with site assessments in progress at **four locations**
Target: Develop community response plans for all high-risk locations

Launched programmes in **Senegal** and **Tanzania** to support small-scale fisheries

Launched a **health and wellbeing programme** in **India** for **1m truckers** & their **families**

CONDUCT

63% (FY 25: N/A) **Compliance and ethics training** completion rate as at H1 2026
Target: Annual increase in the completion rate of compliance and ethics training for eligible employees

Reaffirmed '**Compliance is everyone's responsibility**' during Compliance Week

Launched **Data Protection and Privacy training** as part of the Essential Learning programme

Governance and risk management

Won "**Issuer Impact Report of the Year**" at the Environmental Finance **Middle East Transition Finance Awards**

Improved **Sustainalytics ESG Risk Rating** to 8.0; 1st percentile in Marine Ports sub-industry

Following the 2025 assessment of the **top 500 suppliers, all high-risk suppliers** (30%) were engaged

Innovation and opportunities

Launched **EcoRoute**, a suite of **low-carbon supply chain solutions** for customers



Expanded customer carbon insetting by funding **Hapag-Lloyd's Ship Green biofuel initiative** and launching our **Insetify trial** across Europe

Invested in **Maithri Aquatech** to scale **atmospheric water generation** across global operations

1 As at May 2026
2 Training hours per employee to be disclosed by year end

06

FINANCIALS



OVERVIEW OF 2026 INTERIM FINANCIAL RESULTS

Results before separately disclosed items[1] unless otherwise stated (US$ million)	1H 2026	1H 2025	As reported % change	Like-for-like % change[2]
Gross throughput ('000 TEU)	42,826	45,438	(5.7%)	(4.9%)
Gross throughput excluding Jebel Ali Port ('000 TEU)[3]	39,681	37,664	5.4%	6.5%
Revenue	12,715	11,244	13.1%	4.1%
Share of profit from equity-accounted investees (net of tax)	109	117	(6.6%)	(16.6%)
Adjusted EBITDA[4]	2,863	3,033	(5.6%)	(8.3%)
Adjusted EBITDA margin	22.5%	27.0%	(4.5%)	23.9%[5]
EBIT	1,589	1,902	(16.5%)	(17.6%)
Profit for the period	585	960	(39.1%)	(37.8%)

[1]Results before separately disclosed items (BSDI). DP World reported separately disclosed items of a $151 million gain (1H 2025: $22 million loss) for the period.
[2]Like-for-like at constant currency has been adjusted to exclude the impact of acquisitions and new operations (Unique Logistics Group, Silk Logistics, Herport Group, Famous Logistics, Tartus, DP World Japan and other new Logistics operations), divestments (TIS Terminal, POMS Ukraine, Yantai), changes in the consolidation of Swiss Terminal Port, IFRIC 12 revenue and foreign exchange gains/losses and exchange rate impacts.
[3]An additional "excluding Jebel Ali Port" metric has been added to illustrate the underlying performance of the broader portfolio, following the temporary disruption to Jebel Ali Port operations resulting from the closure of the Strait of Hormuz during the period.
[4]Adjusted EBITDA is earnings before interest, tax, depreciation and amortisation, including share of profit from equity-accounted investees, net of tax, before separately disclosed items.
[5]Like-for-like adjusted EBITDA margin.

EBITDA BREAKDOWN

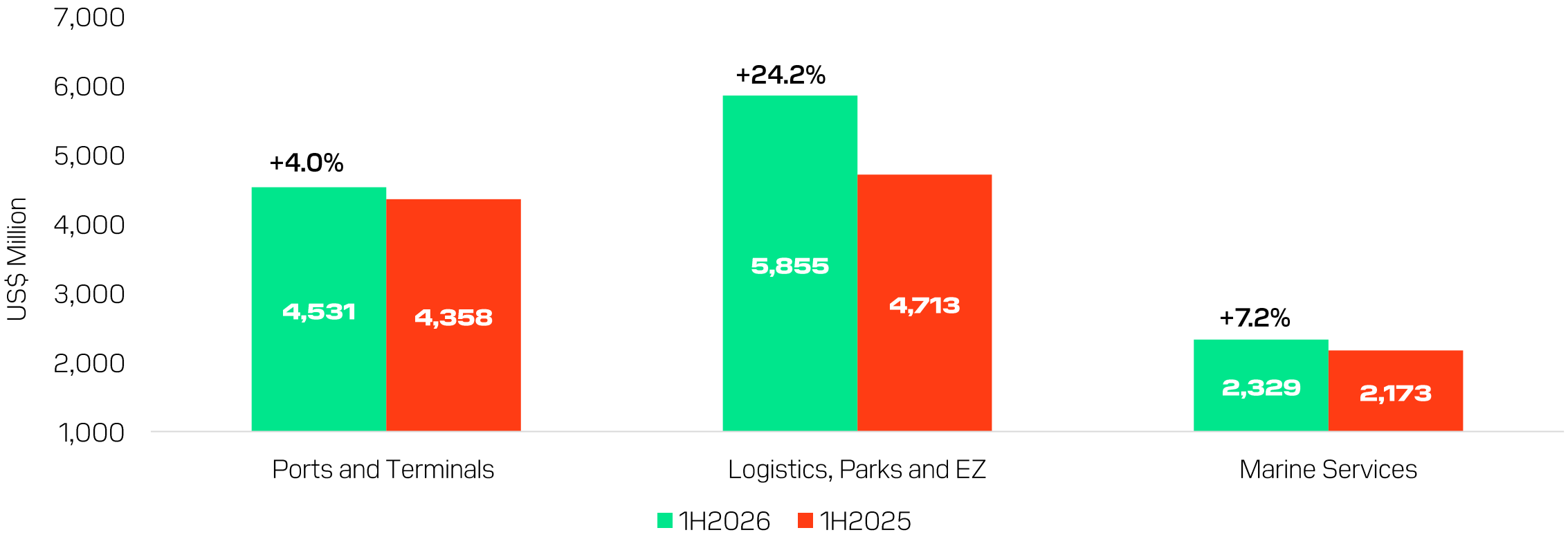
US$ million	1H 2026	1H 2025	As reported % change	Like-for-like % change[1]
Ports and Terminals EBITDA	2,012	2,255	(10.8%)	(11.7%)
Adjusted EBITDA margin	44.4%	51.7%	(7.3%)	47.6%[2]
Logistics, Parks and Economic Zones EBITDA	682	643	6.1%	(2.3%)
Adjusted EBITDA margin	11.6%	13.6%	(2.0%)	12.2%[2]
Marine Services EBITDA	494	502	(1.6%)	(3.3%)
Adjusted EBITDA margin	21.2%	23.1%	(1.9%)	21.2%[2]

US$ million (Group)	1H 2026	1H 2025	As reported % change	Like-for-like % change[1]
Share of profit from equity-accounted investees (BSDI)	109	117	(6.6%)	(16.6%)
Adjusted EBITDA (including share of profit from equity-accounted investees)	2,863	3,033	(5.6%)	(8.3%)
Adjusted EBITDA margin	22.5%	27.0%	(4.5%)	23.9%[2]
EBIT[3]	1,589	1,902	(16.5%)	(17.6%)
EBIT margin	12.5%	16.9%	(4.4%)	-

- Adjusted EBITDA decreased by 5.6% and EBITDA margin for the half-year stood at 22.5%.
- Like-for-like adjusted EBITDA margin of 23.9%.

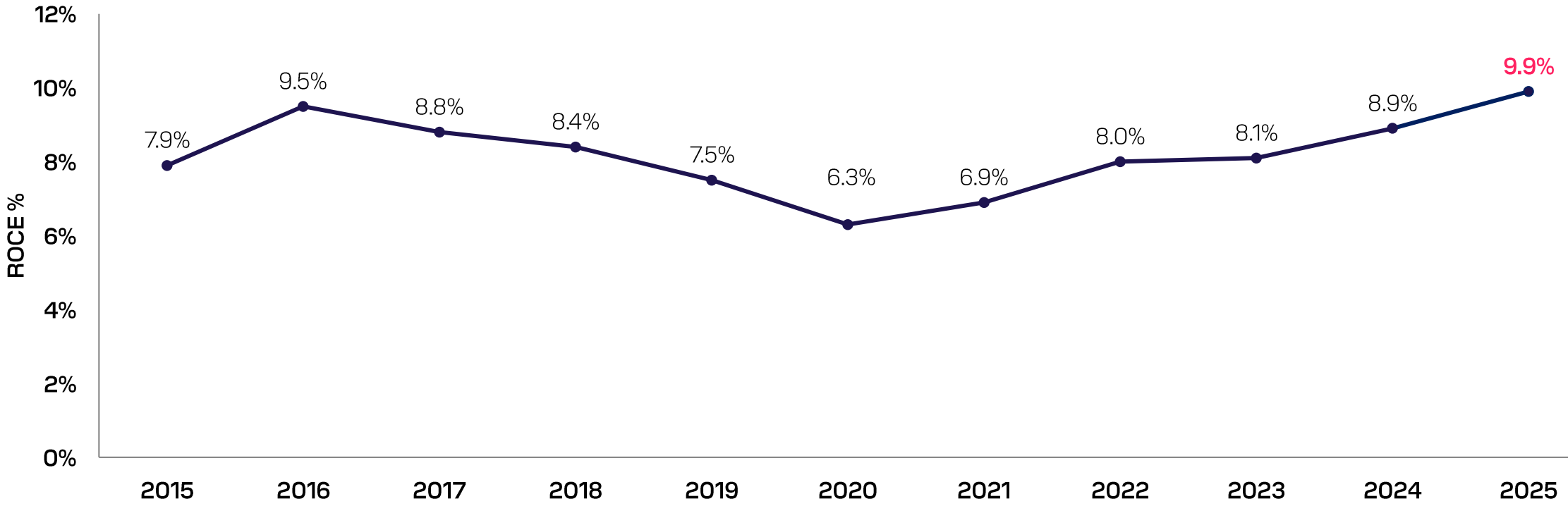
[1] Like-for-like at constant currency normalized for consolidation of Swiss Terminals, all the new acquisitions and divestments.
[2] Displays adjusted EBITDA margin on like-for-like basis rather than % change.
[3] Adjusted EBITDA less Depreciation and Amortization.

REVENUE BREAKDOWN



- Ports and Terminals revenue grew by 4.0% to US$4.5 billion on a year-on-year basis.
- Logistics, Parks and Economic Zones total reported revenue increased by 24.2% to US$5.9 billion. Like-for-like revenue grew by 7.3%
- Marine Services reported revenue stood at US$2.3 billion growing by 7.2%.

2025 RETURN ON CAPITAL EMPLOYED



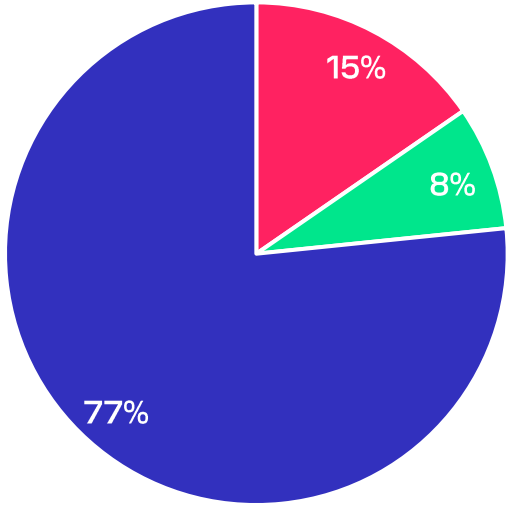
- ROCE* was at 9.9% in 2025 from 8.9 in 2024.
- The average life of our port concessions is approximately 32 years.
- We expect our ROCE to continue to increase as our portfolio matures.

- Newer operations or investment in pre-operational businesses reduces Group ROCE.
- Includes all DP World consolidated operations and our equity-accounted investees.

* Pre-IFRS16 (Year 2020-2025)

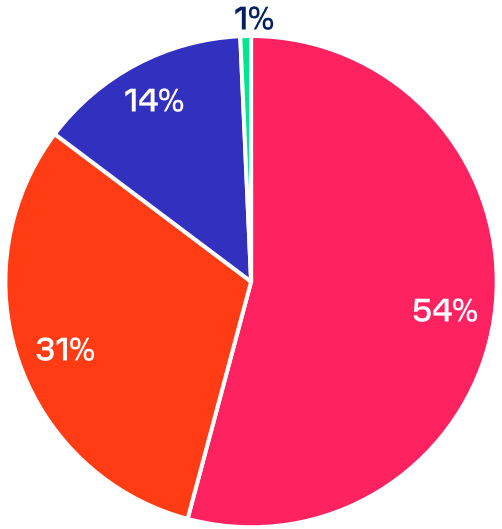
CONTINUED INVESTMENT IN GROWTH

CAPEX BY CATEGORY



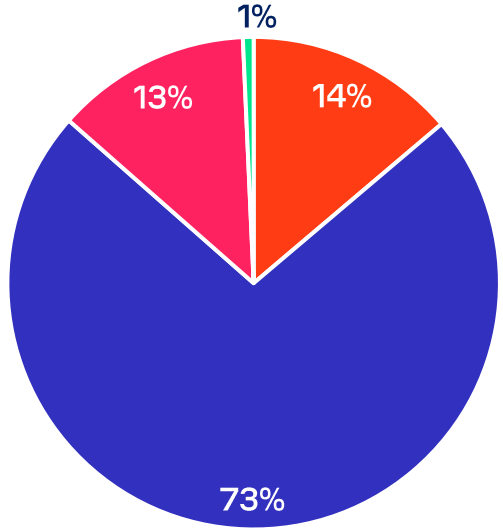
- Maintenance
- Replacement
- Expansion

CAPEX BY SEGMENT



- Ports and Terminals
- Logistics, Parks and EZ
- Marine Services
- Others

CAPEX BY REGION



- Asia Pacific and India
- Middle East, Europe and Africa
- Australia and Americas
- Corporate

- Capital expenditure of US$1.5 billion invested across the portfolio during the first half of the year.
- Capital expenditure was split 54% Ports and Terminals, 31% Logistics, Parks and Economic Zone, 14% Marine Services and 1% others.
- On a regional split, 73% for Middle East, Europe and Africa, 14% for Asia Pacific and India, 13% for Australia and Americas, and the balance is for the Corporate.
- DP World expects to invest approximately US$3.0 billion in 2026, with major investments planned across the UAE, UK, Democratic Republic of Congo (DRC), India and Saudi Arabia, as well as Drydocks World and Maritime Solutions.
- We expect to have approx. 112.6 million TEU of gross global capacity and 72.2 million TEU of consolidated capacity by end of 2026.

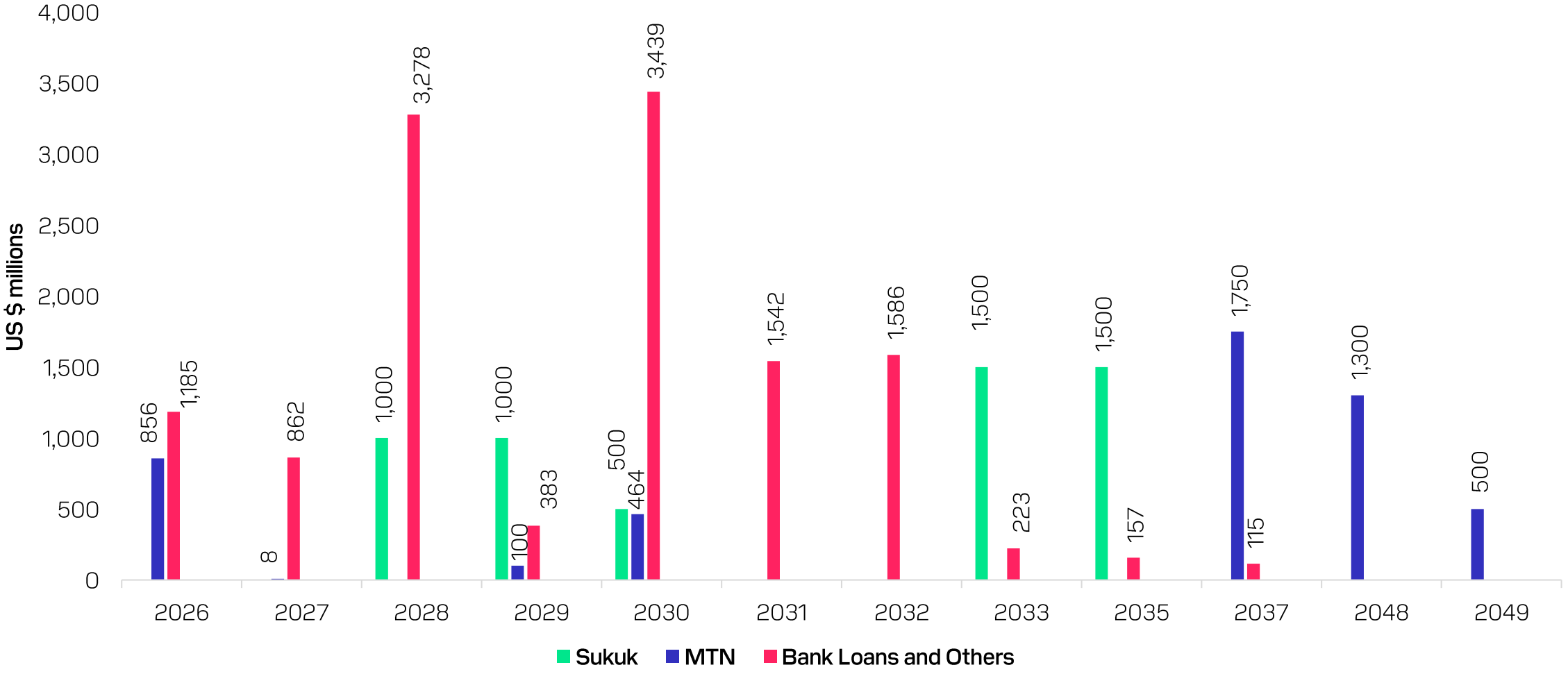
DEBT POSITION

US$ million	30-Jun-26	31 Dec 2025	30-Jun-25
Interest Bearing Debt	23,852	22,589	20,843*
IFRS 16 Lease Liability	8,053	7,980	7,749
Total Debt	31,905	30,569	28,592
Cash Balance	5,228	4,678	4,777
Adjusted Net Debt	26,677	25,891	23,815
Adjusted Net Debt (Excluding lease liabilities)	18,624	17,911	16,066
Net Debt / Adjusted EBITDA pre IFRS 16	3.7x	3.4x	3.2x
Net Debt / Adjusted EBITDA post IFRS 16	4.3x	4.0x	4.0x
Interest Cover pre IFRS 16	5.1 x	5.4x	5.4x
Interest Cover post IFRS 16	4.1x	4.7x	4.6x

- Well matched debt profile with long-term debt to meet long-term nature of our business.
- Cash generated from operating activities remains strong at US$2.0 billion in 1H 2026 (1H 2025: US$2.6 billion).
- The Group maintained a strong liquidity position of US$8.2 billion, comprising US$5.5 billion of cash and short-term investments and US$2.7 billion of undrawn committed borrowing facilities.
- Leverage (Net debt to adjusted EBITDA) on a pre-IFRS16 basis stands at 3.7x (FY 2025: 3.4x). On a post-IFRS16 basis, net leverage stands at 4.3 times (FY 2025: 4.0x)

* Includes 50% of Hybrid Bonds (US$738 million) as per rating agencies methodology, called in October 2025.

DEBT MATURITY PROFILE – AS OF 30 JUNE 2026



- Bank Loans and others include Term loan facilities of US$2,500m maturing Aug 2030, US$1,000m maturing Aug 2031, US$1,000m maturing Apr 2032 and RCF outstanding amounting to US$2,515m with Jul 2028 maturity.

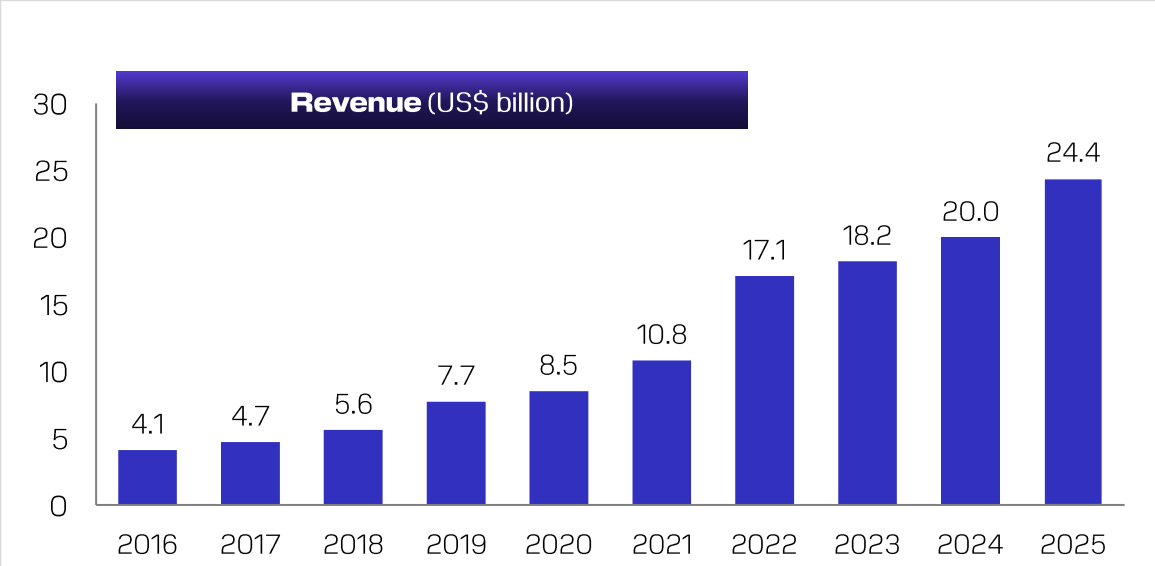
DP WORLD BONDS / SUKUKS

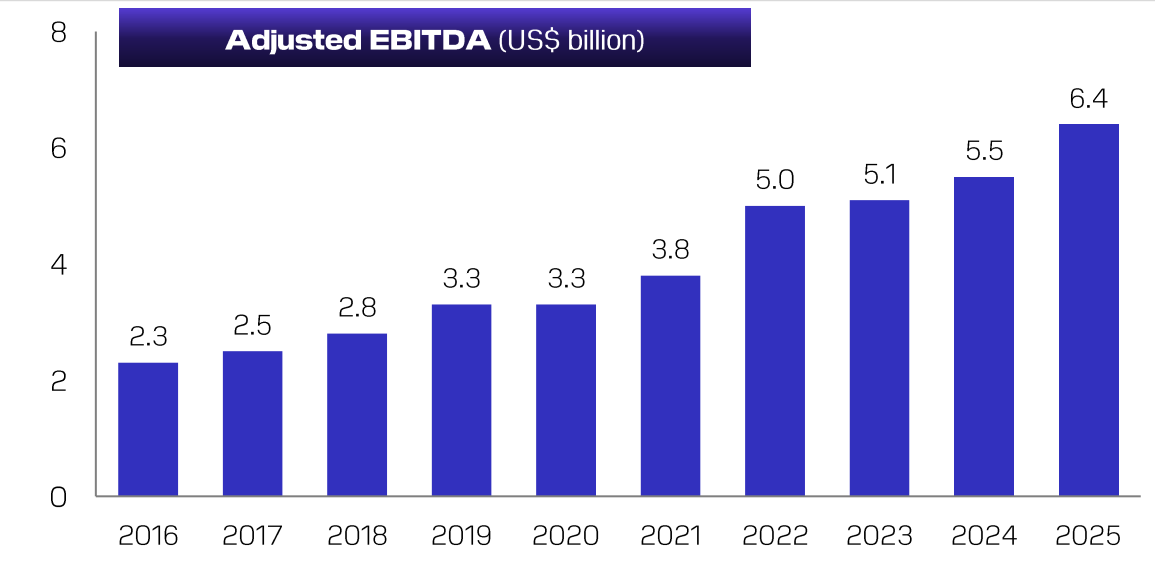
	Size	Credit Rating (Moody's / Fitch)	Mid Price (30 Sep 2026)	Mid Yield to Maturity
• DPW SEP28's 4.848% USD (S)	USD 1,000m	Baa2 (Stable) / BBB+ (Stable)	97.862	6.052
• DPW JUL29's 3.875% USD (S)	USD 1,000m	Baa2 (Stable) / BBB+ (Stable)	94.025	6.235
• DPW DEC29's 5.250% USD	USD 100m	Baa2 (Stable) / BBB+ (Stable)	96.807	6.356
• DPW Jan30's 3.7495% USD (S)	USD 500m	Baa2 (Stable) / BBB+ (Stable)	92.485	6.285
• DPW SEP30's 4.250% GBP	GBP 350m	Baa2 (Stable) / BBB+ (Stable)	93.792	6.051
• DPW SEP32's 4.75% EUR	EUR 750m	Baa2 (Stable) / BBB+ (Stable)	98.403	5.066
• DPW SEP33's 5.500% USD (S)	USD 1,500m	Baa2 (Stable) / BBB+ (Stable)	95.158	6.373
• DPW MAY35's 5.500% USD (S)	USD 1,500m	Baa2 (Stable) / BBB+ (Stable)	94.455	6.346
• DPW SEPT36'S 6.25% (USD)	USD 750m	Baa2 (Stable) / BBB+ (Stable)	95.709	6.851
• DPW JUL37's 6.850% USD	USD 1,750m	Baa2 (Stable) / BBB+ (Stable)	99.970	6.852
• DPW SEP48's 5.625% USD	USD 1,300m	Baa2 (Stable) / BBB+ (Stable)	82.386	7.238
• DPW SEP49's 4.700% USD	USD 500m	Baa2 (Stable) / BBB+ (Stable)	72.240	7.185

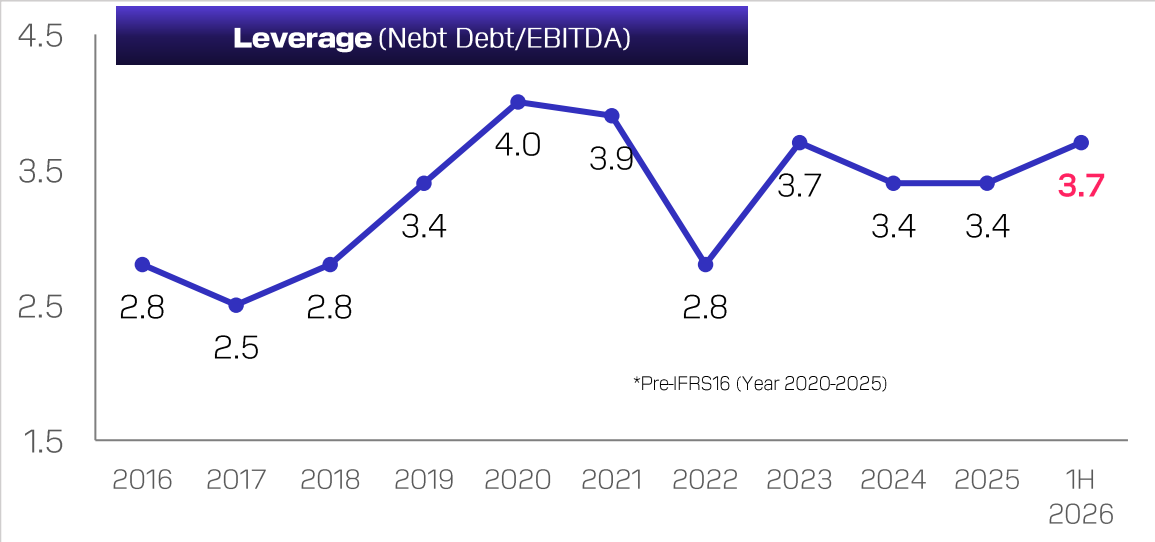
(S) Sukuk Green Blue

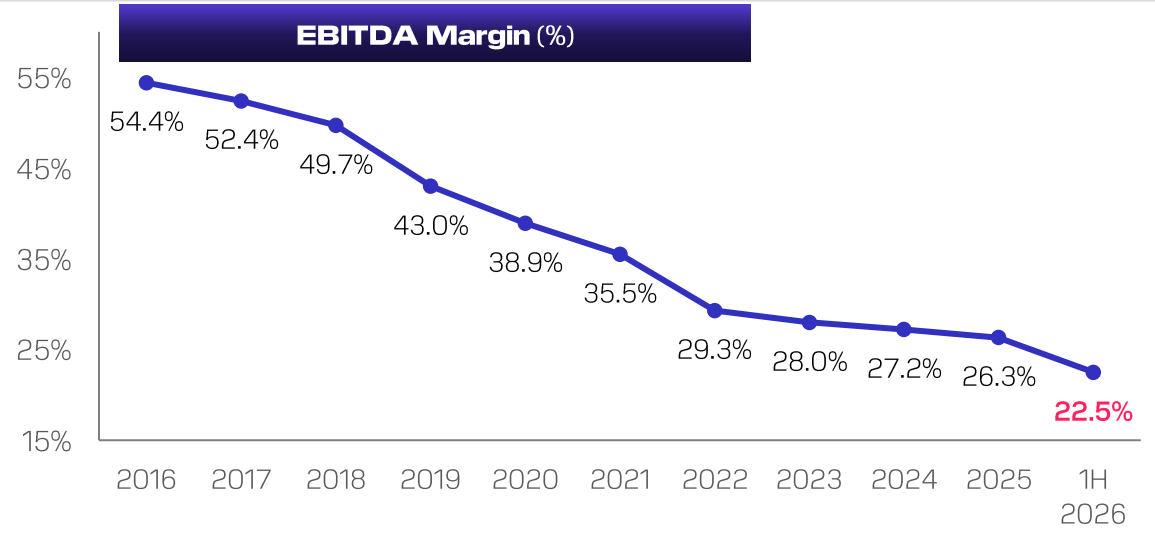
Price and Yield sourced from Bloomberg

DP WORLD KEY METRICS (2016-2025)

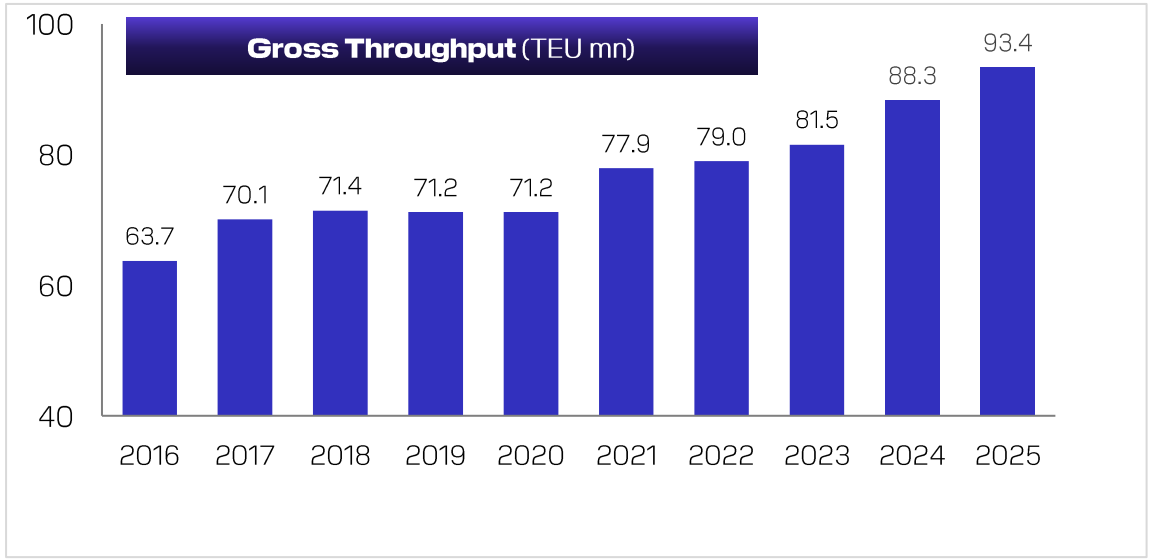


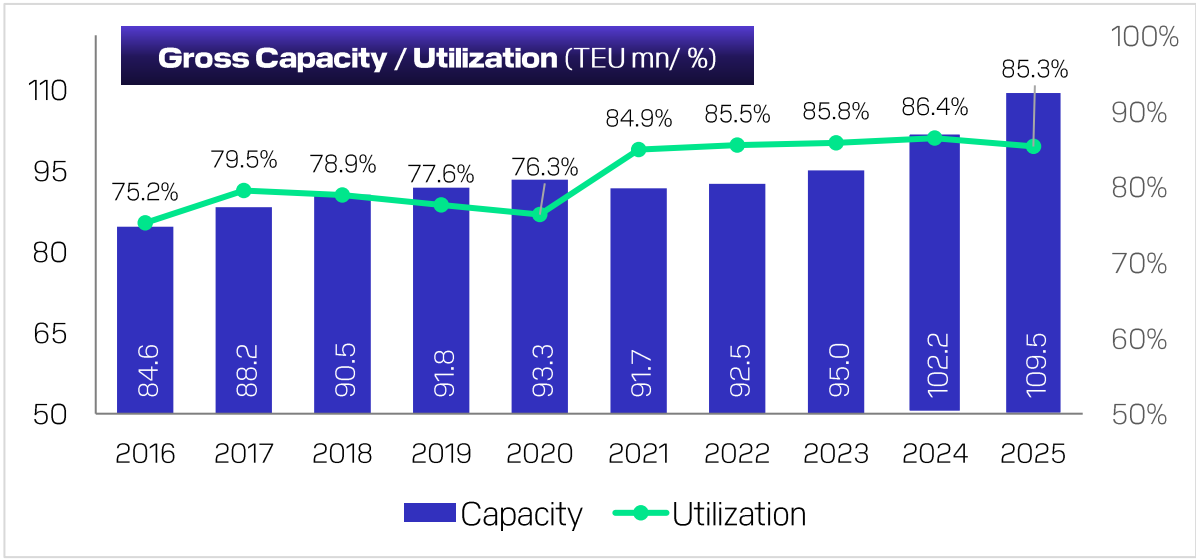


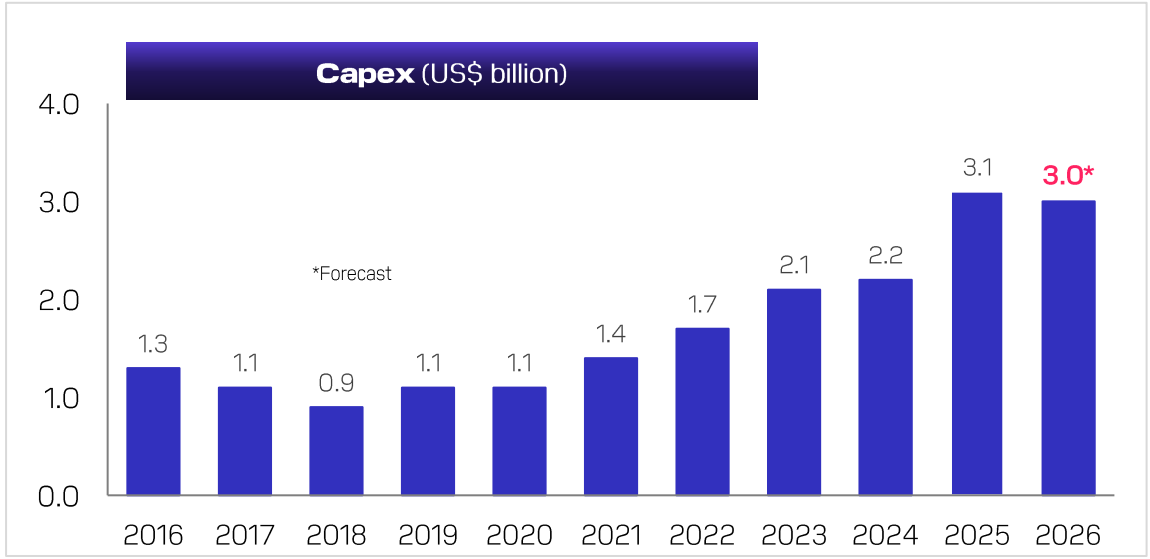


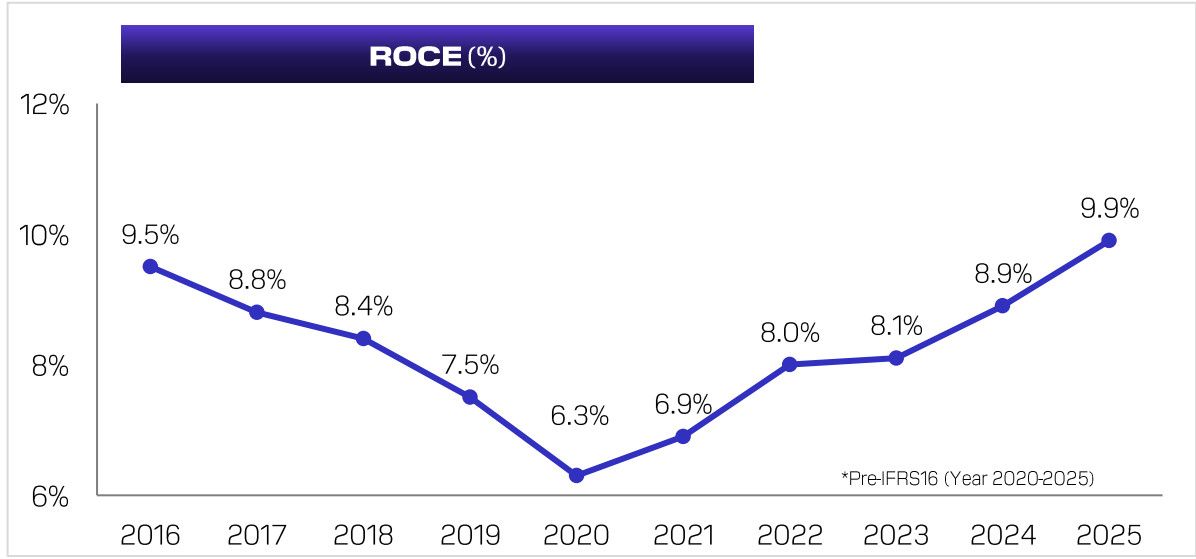


DP WORLD KEY METRICS (2016-2025)









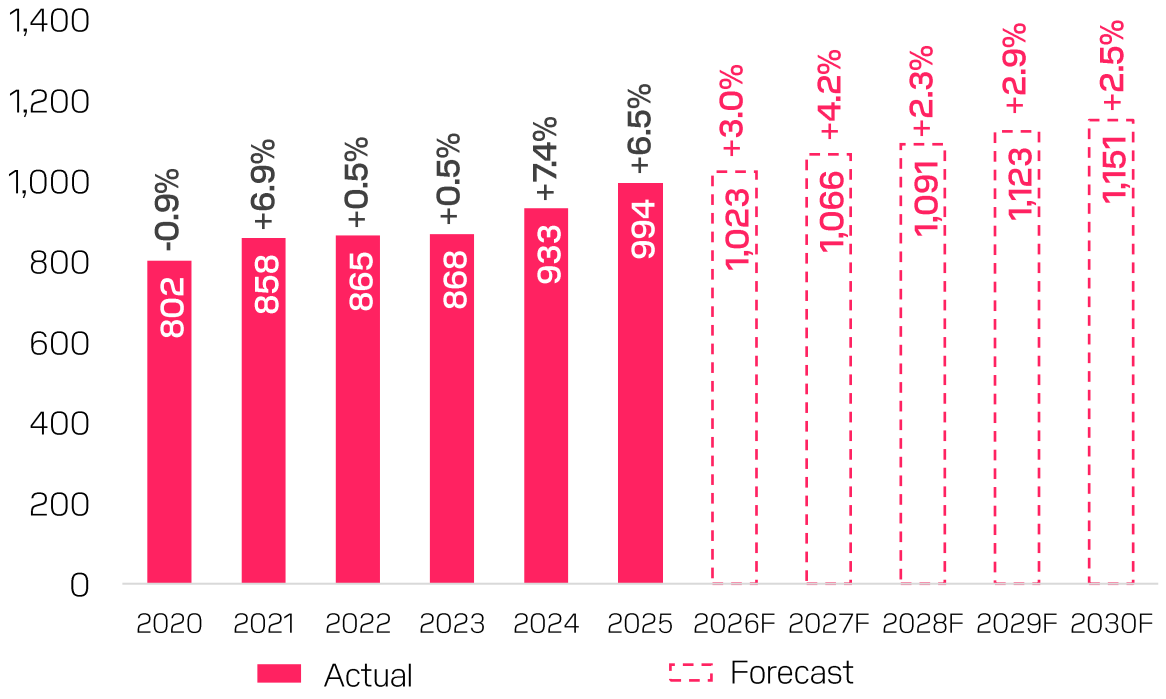
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OUTLOOK



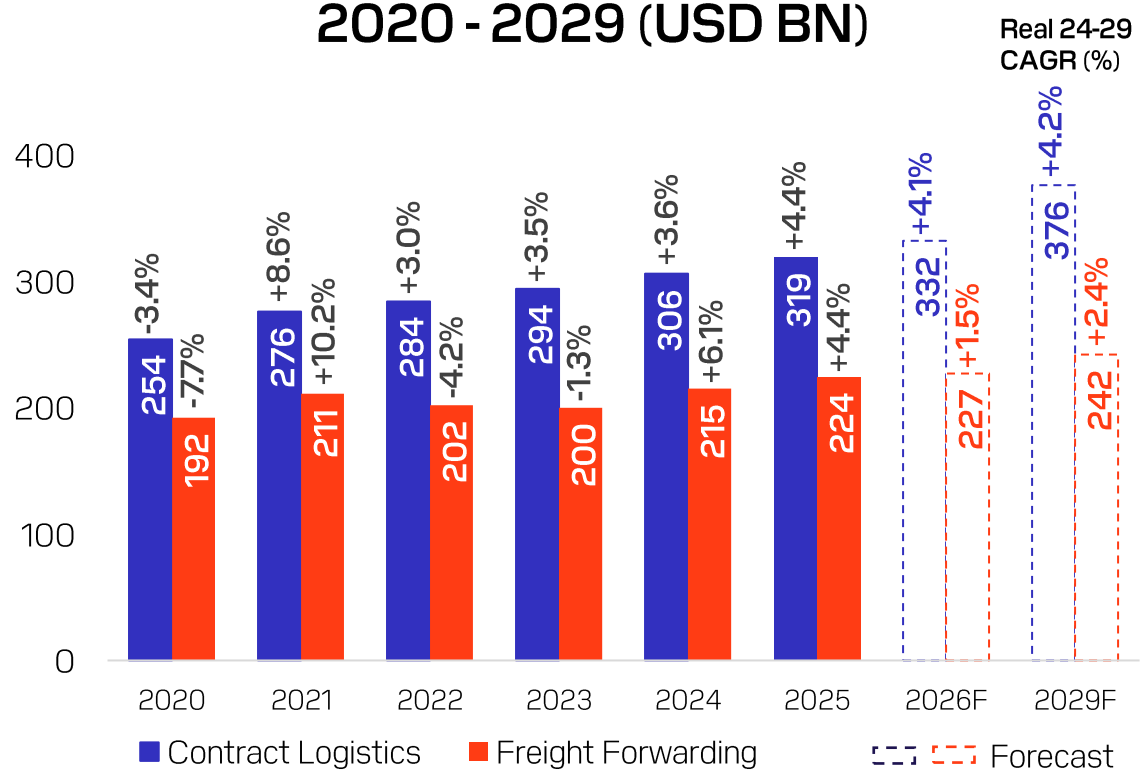
OUTLOOK

DREWRY GLOBAL THROUGHPUT FORECAST 2020 - 2030



Source: Drewry Container Forecaster 2Q 2026 (Jun-2026)

GLOBAL FORECAST 2020 - 2029 (USD BN)



Source: Transport Intelligence (Aug-2026)

- Drewry forecasts container throughput to grow by +3.0% in 2026 from 6.5% in 2025.
- Transport Intelligence forecast freight forwarding to grow by 1.5% while contract logistics to increase by 4.1% in 2026.
- Outlook is uncertain due to geopolitical risks and changing global trade landscape.

08

APPENDIX

1H 2026 THROUGHPUT OVERVIEW

GROSS VOLUMES '000 TEU	1Q 2026 (Volume)	1Q 2026 % Growth (like for like)	2Q 2026 (Volume)	2Q 2026 % Growth (like for like)	1H 2026 (Volume)	1H 2026 % Growth (like for like)
Asia Pacific and India	11,150	+4.6% (+5.7%)	11,467	+3.4% (+6.4%)	22,617	+4.0% (+6.1%)
Middle East, Europe and Africa*	7,633	-8.5% (-8.5%)	5,460	-36.3% (-36.3%)	13,094	-22.6% (-22.6%)
Australia and Americas	3,489	5.8% (+5.8%)	3,626	+4.0% (+4.0%)	7,116	+4.9% (+4.9%)
Total Group	**22,272**	**-0.1% (+0.4%)**	**20,554**	**-11.2% (-10.0%)**	**42,826**	**-5.7% (-4.9%)**

CONSOLIDATED VOLUMES '000 TEU	1Q 2026 (Volume)	1Q 2026 % Growth (like for like)	2Q 2026 (Volume)	2Q 2026 % Growth (like for like)	1H 2026 (Volume)	1H 2026 % Growth (like for like)
Asia Pacific and India	3,426	-0.3% (-0.3%)	3,420	-0.7% (-0.7%)	6,847	-0.5% (-0.5%)
Middle East, Europe and Africa*	6,179	-10.3% (-10.6%)	3,872	-44.9% (-45.0%)	10,051	-27.7% (-27.9%)
Australia and Americas	3,410	5.7% (+5.7%)	3,541	+4.0% (+4.0%)	6,950	+4.8% (+4.8%)
Total Group	**13,015**	**-3.9% (-4.1%)**	**10,833**	**-21.9% (-22.0%)**	**23,848**	**-13.0% (-13.1%)**
Jebel Ali *(*included in Middle East, Europe and Africa)*	2,770	-30.5% (-30.5%)	374	-90.1% (-90.1%)	3,145	-59.5% (-59.5%)

KEY CAPACITY ADDITIONS

Consolidated Capacity	2025 Year End Capacity **69.7m TEU**	New developments and major expansions • Jeddah (Saudi Arabia), 678K • Santos (Brazil), +633K • Evyap (Turkey), +309K • Dar Es Salaam (Tanzania), +220K • Tartus (Syria), +204K • Mundra (India), +165K • Sokhna (Egypt), +116K • Fremantle (Australia), +111K • Puerto Central (Chile), +100K • TIS Terminal (Ukraine), -391K (divestment)	2026 Year End Forecast **72.2m TEU** (Approx)
Gross Capacity (Consolidated plus equity-accounted investees)	2025 Year End Capacity **109.5m TEU**	As above and • QQCT Group (China) – 1.6m • Yantai (China), 1.2m (divestment)	2026 Year End Forecast **112.6m TEU** (Approx)

- Many of our existing portfolio of terminals have the ability to increase capacity as utilization rates and customer demand increases.

CASE STUDY: TATA STEEL IN INDIA

TATA STEEL

THE NEED

Steel is fully recyclable, able to be reused infinitely without losing its properties. As such, a large portion of Tata Steel's supply chain is focused on collecting scrap metal and returning it to recycling plants for repurposing.

With ambitions to be carbon neutral by 2050, it seemed counter intuitive that Tata Steel's recycling logistics was being handled by diesel trucking.

OUR SOLUTION

By leveraging our Shipping Solutions capabilities, DP World implemented a novel solution for cutting emissions from the scrap steel supply chain: containerise it and use shortsea barge shipping to bypass truck transport.

Operating between Chennai and Tata Steel's recycling plants in Orissa, the vessels and route used were designed to minimise fuel consumption. We achieved this by implementing systems solutions that alert staff when vessels travel at higher speeds, revising our bunker consumption reporting to increase accuracy and improving port productivity, thereby leaving more time for steaming.

THE RESULTS

- ✓ DP World's smart use of multimodal transportation has become central to Tata Steel's sustainability goals.
- ✓ With our help, Tata Steel will be able to reach emission intensity <2 tCO2/TCS by 2025.

DP WORLD INDIA

100+
EXPRESS CARGO CENTRES

8
INLAND RAIL TERMINALS

5
CONTAINER FREIGHT STATIONS

90
CONTAINER & SFTO RAKES

3
FREE TRADE ZONES

5+
MILLION SQ.FT. WAREHOUSE SPACE

6
CONTAINER PORT TERMINALS
1 UNDER DEVELOPMENT

FREIGHT FORWARDING SERVICES

NVOCC AND FEEDER SERVICES

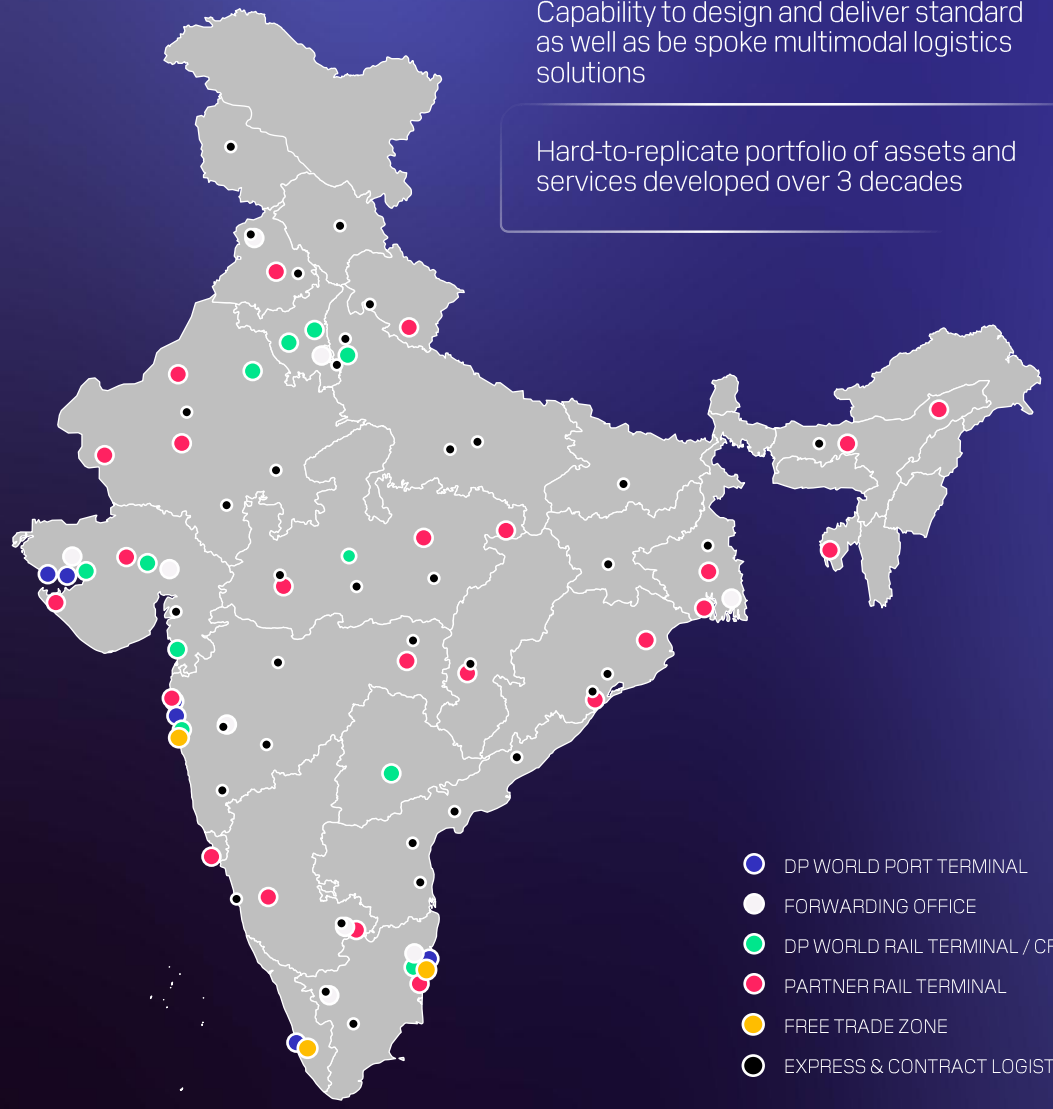
TRADE FINANCE SOLUTION

DIGITAL LOGISTICS PLATFORM
LOGISTICS.DPWORLD.COM

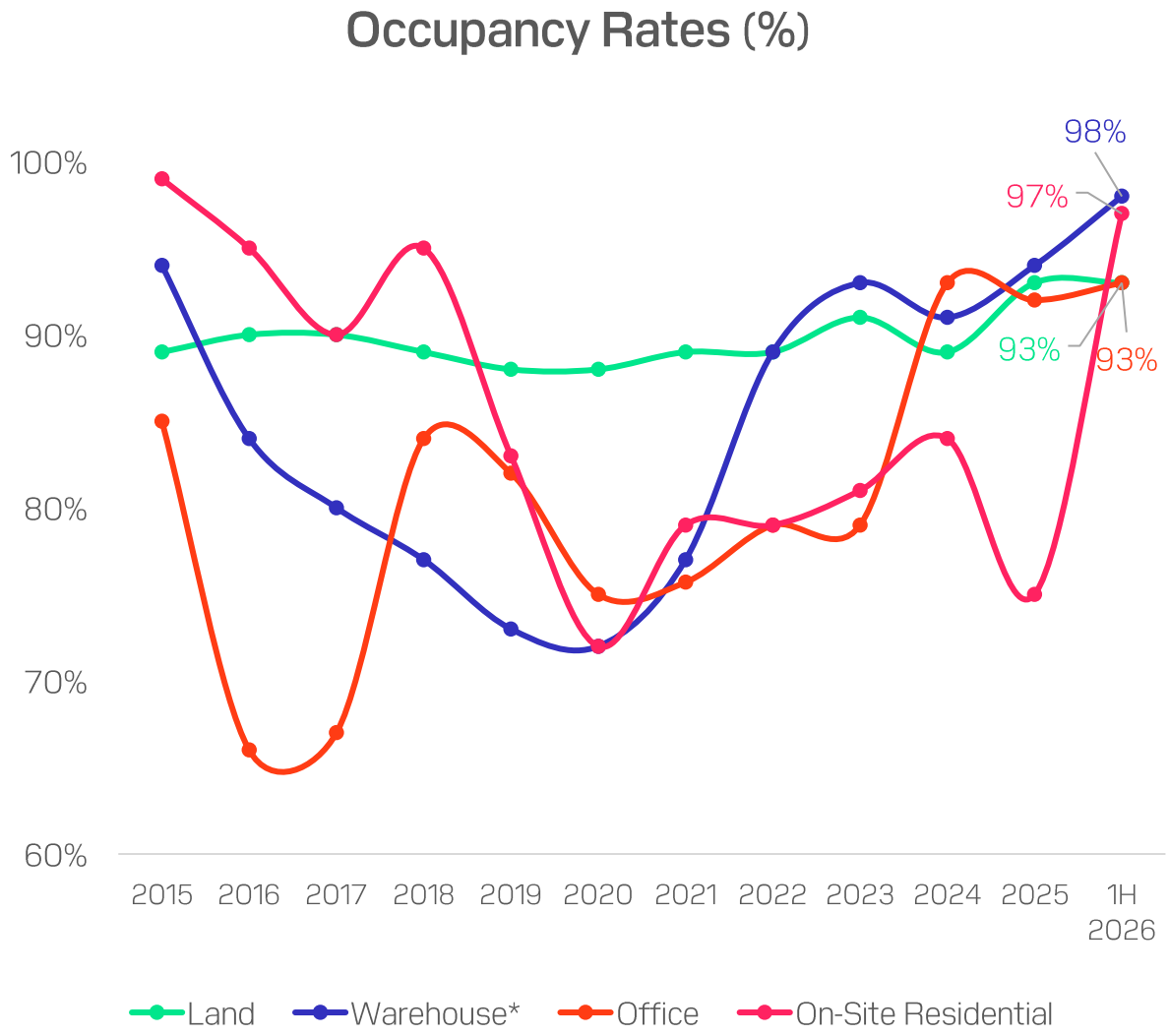
Only operator present in 3 Major Ports of India with a 25% EXIM market share

Capability to design and deliver standard as well as be spoke multimodal logistics solutions

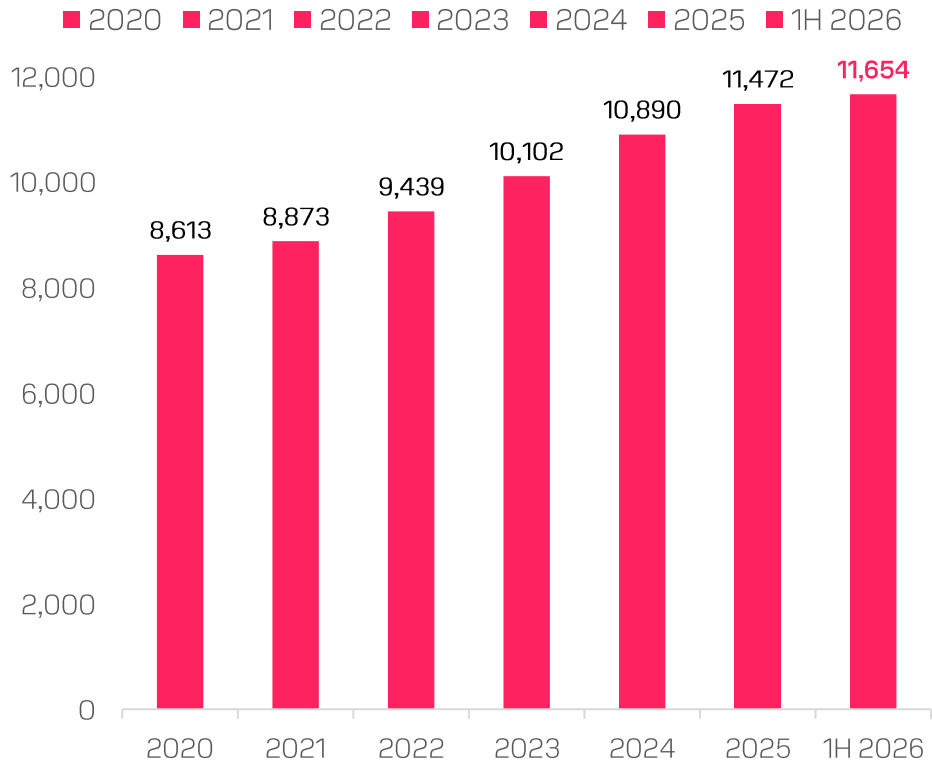
Hard-to-replicate portfolio of assets and services developed over 3 decades



UPDATE ON JEBEL ALI FREE ZONE



*including Showrooms



- Over 310 new companies registered during 1H2026.
- Total number of companies exceeds over 11,650 (from over 11,470 total in FY2025).

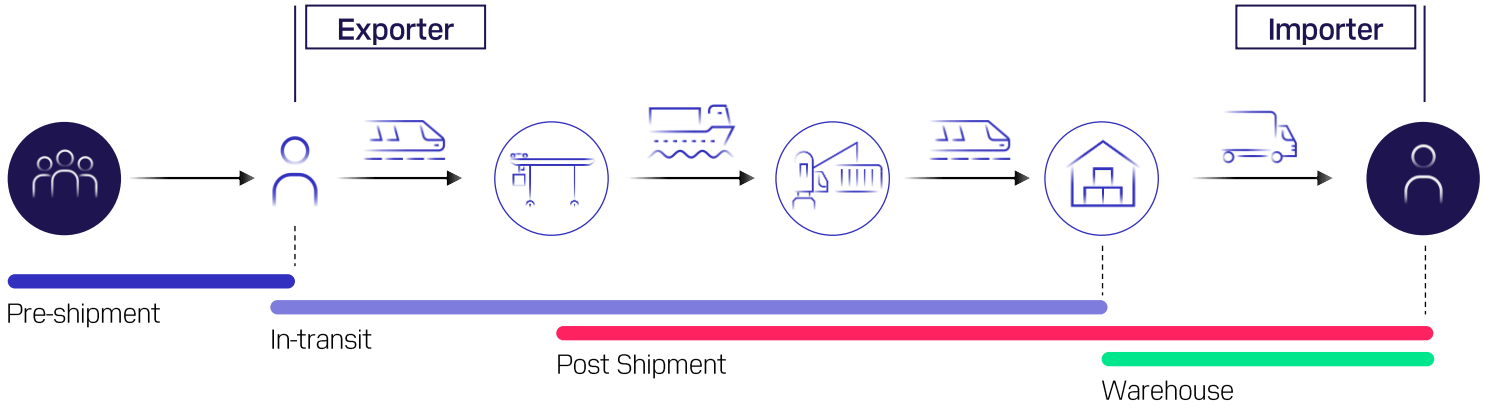
THE GLOBALISATION OF CHINESE MANUFACTURING

CHINESE INVESTMENTS IN OVERSEAS INDUSTRIAL PARKS, JULY 2026



DP WORLD TRADE FINANCE

Unlocking access to trade finance to enable global trade from factory floor to customer door



DP World Trade Finance helps businesses finance any or all legs of trade lifecycle through a variety of tailor-made financial products

Financial Solutions Offered

TRADE FINANCE

- Payables Financing
- Invoice Factoring
  - with Recourse
  - without Recourse
- Invoice Discounting
- In-Transit Cargo Finance
- Reverse Factoring

INVENTORY FINANCE

- Inventory Finance in DP World Warehouses (owned / operated)
- Inventory Finance
  - with CMA
  - without CMA

STRUCTURED SOLUTIONS

- Supply Chain Finance
- Logistics Finance
- Revolving Credit Facility
- Pre-shipment Finance
- Other Structures

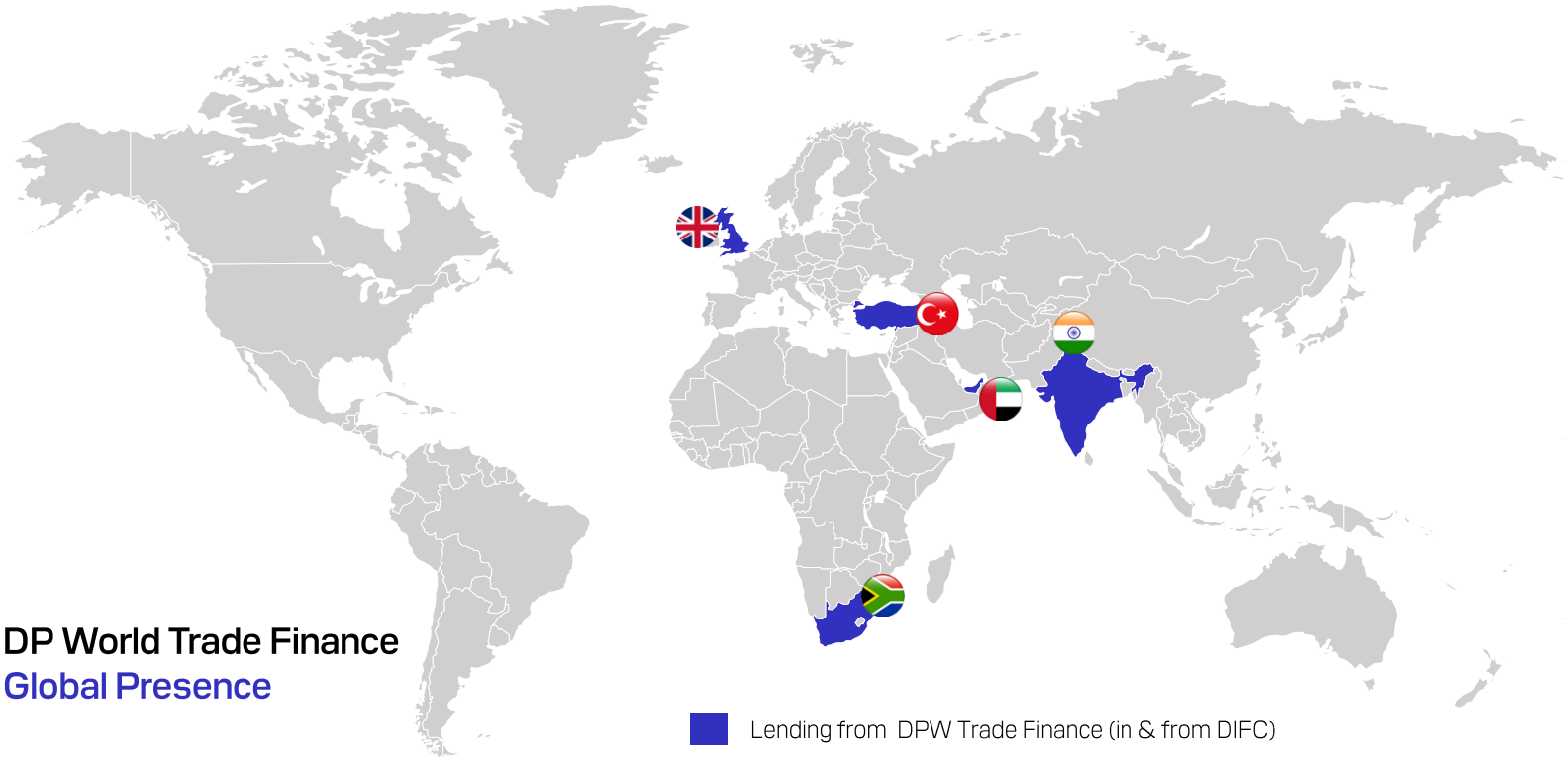
DP WORLD
TRADE FINANCE

DP World Trade Finance offers bundled trade & structured finance solutions for businesses across the globe and originates opportunities & offer risk mitigation tools to partner Financial Institutions

World's Best Challenger For Trade Finance - 2025
Euromoney

Best Non-Bank Trade Finance Provider - 2024
Global Trade Review

DP WORLD TRADE FINANCE HIGHLIGHTS



DP World Trade Finance
Global Presence

Lending from DPW Trade Finance (in & from DIFC)

$ 2 Bn+
TOTAL TRADES FINANCED

45
COUNTRIES LIVE

PLATFORM

5
LENDING

32
PARTNER FIs

58,000+
REGISTERED LEADS

Platform Capabilities

- Credit Bureau Reports
- Risk Matrix Computation
- Automated KYC check
- Physical and Legal Cargo Control
- API Compatible
- Fraud Detection
- Compliance & AML Screening
- Optical Character Recognition
- Fast User Registration
- DPW Trade Data & Tracking

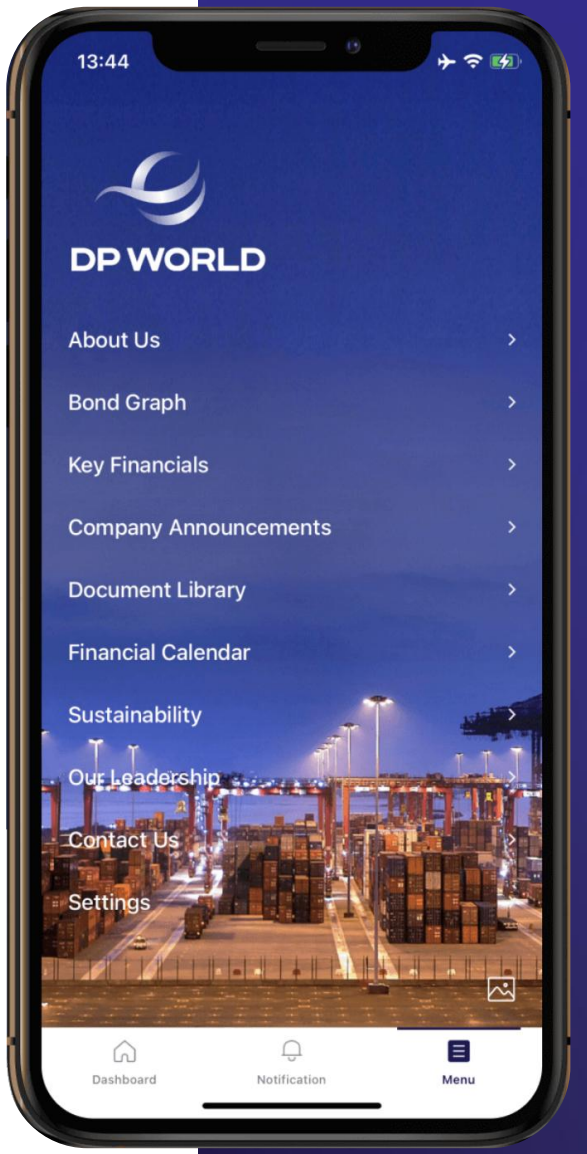
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