

EUR CONNECTS

NEWS FROM YOUR AREA

FREIGHT FORWARDING

SOLUTION
HIGHLIGHT



DP WORLD

PLAYING A VITAL ROLE IN SHAPING THE FUTURE OF DP WORLD

A MESSAGE FROM OUR CEO

Welcome to the 3rd edition of EUR Connects - a snapshot of the energy, innovation, and collaboration that continue to power our teams across the region.

Since our last edition, we have once again seen remarkable resilience and progress. Local initiatives are making a global impact, and teamwork across our businesses is bringing our values to life every day. Europe continues to play a vital role in shaping the future of DP World, and I am proud of how we are leading with purpose.

In this issue, you'll read about our growth in Freight Forwarding, as well as the many voices across our teams who shared why they love working at DP World. These stories remind me that our success is built not only on strategy and investment but also on the passion and commitment of our people. Together, we are helping our business grow sustainably, supporting our communities, and staying ahead in an increasingly complex world.

As you turn the pages, I hope you feel as inspired as I do. Thank you for your dedication, your creativity, and your drive. Let's keep connecting, learning, and leading—together.



RASHID ABDULLA
CEO & MD DP World Europe



TOGETHER, WE ARE HELPING OUR BUSINESS GROW SUSTAINABLY, SUPPORTING OUR COMMUNITIES, AND STAYING AHEAD IN AN INCREASINGLY COMPLEX WORLD.

RASHID ABDULLA
CEO DP WORLD EUROPE

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WORKING FOR DP WORLD



FREIGHT FORWARDING



LIFE COACHING

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COLOPHON

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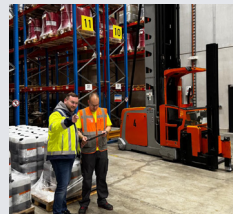
READ ONLINE



'I WORK FOR DP WORLD'

DP World is, without doubt, a special place to work, for thousands of reasons. For some, it's the opportunity to grow and lead. For others, it's a chance to innovate and make a difference. For many, it's simply a rich and fulfilling human-centric experience.

To celebrate the voices of our people and the reasons they choose to be part of our journey, we launched the global 'I Work For' campaign in April 2025. Since then, we've received many inspiring submissions from across Europe. We are excited to share stories from some of our colleagues about what makes DP World such a unique and motivating place to work.



MANUEL ZWAER,
MANAGER WAREHOUSE
GERMANY

At DP World, I feel heard, trusted, and empowered to grow.



ARON UJLAKI,
SALES EXECUTIVE
HUNGARY

I love to grow, learn, face challenges, and represent DP World's brand.



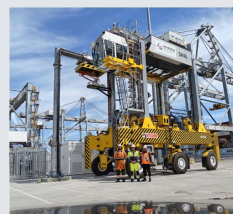
ANDREEA ACOSTACHIOAIE,
JUNIOR PROCUREMENT
COORDINATOR ROMANIA

I work for a better future – and because we have and continue to create healthy, safe spaces to work and collaborate in.



TOLGA YAVUZ,
SENIOR LOGISTICS
SPECIALIST
TÜRKİYE

I work to create smarter commercial solutions for a better tomorrow!



ARAN WALROND,
ENGINEERING TECHNICIAN
UNITED KINGDOM

I work for a purpose! At DP World, I have the opportunity to solve complex challenges using cutting-edge solutions every day, and I love it.



SANJAY SASIDHARAN,
BUSINESS ANALYST
UNITED KINGDOM

I work for DP World to contribute to our meaningful projects that make a positive difference in the wider world.



ESTE DE LA HUNT,
BUSINESS DEVELOPMENT
MANAGER NETHERLANDS

I'm driven by our commitment to sustainability. I work to make a positive impact on the communities we are a part of.



SARA ELNAFAKH,
OPERATIONS – SEA FREIGHT
ITALY

I work for DP World because I believe our work drives positive impact whilst giving me the chance to improve, learn, and grow.

SHARE YOUR STORY

Keep your stories coming!
Scan the QR code to share why you work for DP World.



EVERY DAY IS SAFETY DAY

At DP World, safety is at the heart of everything we do. From the moment your shift starts to the moment it ends, every action you take helps protect lives – your own and those around you. Whether you're in a crane, on the terminal, or supporting operations behind the scenes, every day is safety day.

Safety isn't just a set of rules; it's how we demonstrate our care for ourselves, our teammates, and the families waiting for us at home. But you're not doing it alone.

SAFETY STARTS WITH YOU.

DP World is committed to building a safer future through smarter systems, stronger leadership, and a culture where safety is never taken for granted. Every safe shift is the result of thousands of good decisions: risks identified, conversations held, hazards mitigated.

That's why we empower everyone not just to follow safety, but to lead it. To speak up when something's not right. To stop work when it's not safe. And to always act in the interests of one another.



THE SAFETY 7

We have designed The Safety 7 posters as our everyday safety checklist to keep you and your colleagues safe. Together, we don't just work safely – we live safely. We each do our part to build a stronger DP World.

'OUR WORLD, OUR FUTURE: EUROPE'

In April 2025, we unveiled the European Sustainability Plan, designed to support our overarching sustainability objectives while addressing the high environmental, social, and regulatory expectations prevalent across Europe. This initiative concentrates on the areas where we can exert the greatest influence and is aligned with our group sustainability strategy.

'OUR WORLD OUR FUTURE: EUROPE' IS BUILT AROUND SEVEN FOCUS AREAS.



© Jane Goodall's Roots & Shoots UK

DP World is proud to collaborate with the Jane Goodall Institute to support Roots & Shoots across Europe, including Türkiye, Romania, Serbia, Ukraine, the UK, the Netherlands, and Germany.

This partnership empowers young people to take action for people, animals, and the environment through school workshops and community projects. There are workshops planned in the Netherlands, where students will identify local environmental challenges – such as litter and biodiversity loss – and develop action plans to address them. Projects like these foster youth-led change and align with DP World's sustainability goals. The initiative also incorporates a human rights lens, ensuring community engagement is inclusive and locally relevant, helping to build resilience and positively impact our operations across Europe.



"Sustainability is a mindset, a movement, a catalyst for transformation. Our plan translates ambition into action, ensuring that sustainability is a driver of lasting value within our business, while helping us lead the industry toward a net-zero, equitable future."

– Nicholas Mazzei, VP Sustainability Europe

This plan reinforces our commitment to our ambitious sustainability strategy, 'Our World, Our Future', which aims to safeguard our planet, empower individuals, and lead the sustainable transformation of our industry from within.



© Jane Goodall's Roots & Shoots UK



SCAN THE QR CODE TO LEARN MORE ABOUT OUR PLAN AND THE ROLE YOU PLAY



INSIDE EUROPE'S FREIGHT EXPANSION

Markus Rodatz, COO Freight Europe, on growth, innovation, and the road ahead

A freight forwarder acts as a critical intermediary in the global trade network, linking transportation companies with the businesses that require import and export services. They oversee every aspect of the transportation process, from pre-shipment storage to navigating customs. Freight forwarding has become a crucial component of our end-to-end logistics in Europe, experiencing significant growth in scale and capability over the past year.

In conversation with Markus Rodatz, the Chief Operating Officer of Freight in Europe, we explore how DP World's freight forwarding network is becoming a key part of the package of integrated logistics we offer, combining sustainability, technology, and regional expertise to build a network ready for the future.

A GROWTH STORY

Leading the growth of our freight forwarding business in Europe is regional Freight Chief Operating Officer Markus Rodatz. He oversees several logistics units, with freight forwarding acting as a key link. His focus has been on expanding the network and aligning services across the region to make DP World a top-tier freight forwarder globally, with Europe as the driving engine.

"WE WANT TO BECOME A TOP FREIGHT FORWARDER GLOBALLY. AND EUROPE WILL BE IMPORTANT IN REACHING OUR AMBITIONS."

"At the start of 2023, we had eight offices in three countries across Europe. By the end of 2025, we will have more than 70 offices, giving us a presence in nearly 20 European countries," he says. "It was a coordinated effort that has created more than 200 new jobs in Europe."

"Now, we want to become a top freight forwarder globally. To achieve that, Europe has to be the driving engine."

BUILDING END-TO-END SOLUTIONS

Our expansion of freight forwarding strengthens DP World's ability to deliver integrated solutions. Freight forwarding sits at the centre of the DP World toolbox, the company's model for building tailored logistics services.

These services can be offered individually or as part of a comprehensive solution, applied across our priority industry verticals.

As the freight forwarding network has grown, the service has become more advanced. DP World has invested in technology, talent and operations to make its freight forwarding offer globally competitive.

The result of this effort has already been demonstrated in action. The team recently managed the air charter of Mercedes-Benz Maybachs from Germany to Asia and handled ocean freight charters for the Formula 1. Both projects were incredibly complex and required accuracy, speed and close collaboration.

"These were not everyday tasks," said Rodatz. "They demanded precise planning and close coordination across teams. And we delivered."

"THESE WERE NOT EVERYDAY TASKS. THEY DEMANDED PRECISE PLANNING AND CLOSE COORDINATION ACROSS TEAMS. AND WE DELIVERED."

- Markus Rodatz
COO Freight Europe

A NETWORK FOR THE FUTURE

The network has also been designed with the future in mind, incorporating sustainability and next-generation technology from the outset.

For example, the Morocco Liner Service, which DP World is currently building, shifts freight from road to sea for journeys from Morocco to the UK and other parts of Europe, reflecting DP World's ability to create customised solutions that prioritise sustainability. Combined with our other fleet electrification initiatives and the use of multiple transport modes, DP World's freight forwarding operations can help customers transition to more sustainable logistics solutions.

In terms of technology, DP World's in-house-developed tech stack aims to become a market differentiator, integrating AI and automation to improve reliability and help us scale across our business.

RESILIENCE AND CONNECTIVITY

Rodatz also emphasises the importance of connectivity to DP World's ports and inland terminals. "That access means we can respond more quickly when challenges arise. It makes our network more resilient and puts our customers in control."

"IT MAKES OUR NETWORK MORE RESILIENT AND OUR CUSTOMERS MORE IN CONTROL."

For colleagues across DP World, the freight forwarding network in Europe is more than a department. It is a clear example of how our region is utilising the DP World toolbox to deliver more resilient, sustainable, and connected end-to-end logistics solutions.

With a growing team and expanding presence across key locations, we are on a mission to deliver the world's best freight forwarding network – one that navigates today's challenges and transforms trade for the future.



**OUR FREIGHT
FORWARDING
FOOTPRINT
IN EUROPE**



**20
COUNTRIES**



**70+
OFFICES**



**1200+
EMPLOYEES**

OUR EMPLOYEES IN FREIGHT FORWARDING

AT THE START OF 2023, WE HAD EIGHT OFFICES IN THREE COUNTRIES IN EUROPE.
BY THE END OF 2025, WE WILL HAVE MORE THAN 70 OFFICES, GIVING US A PRESENCE IN
NEARLY 20 EUROPEAN COUNTRIES.



CENTRAL EUROPE
ROBERT SGARIBOLDI,
BRANCH MANAGER
CZECH REPUBLIC

One of the most recent exciting additions to DP World's freight forwarding network is our Greenfield branch in Prague, Czechia. This operation is led by Robert Sgariboldi, Branch Manager, who brings over two decades of experience in forwarding and logistics to the role.

“When the opportunity presented itself to apply for the Branch Manager position and help establish DP World Logistics in Czechia, I applied the same day, with no hesitation. That was a year ago, and I've now been in that role for eight months,” Robert shared. “We’re a team of nine, primarily with air and ocean freight expertise. The early months were focused on building the operational foundation – no small feat in the world of international forwarding. With our IATA licence now secured, we’re well-positioned to grow our market presence.”

The Prague branch is also actively building synergies across the cluster. “We’ve already identified shared target clients with our new colleagues at UNICO in Slovakia,” Robert added. “And once legal steps are completed, we'll also begin collaboration with EAS International in Brno. I thrive on the mix of organic growth and M&A integration, and I'm genuinely excited about what lies ahead.”

A promising start – and a strong signal of more to come.



WESTERN EUROPE
**ROSER TARRIDA, OCEAN
FREIGHT OPERATIONS
MANAGER** SPAIN

In Spain, we welcomed our fourth team member—and notably, the first woman—to join the growing freight forwarding operation. With nearly 25 years of experience in the industry, including a leadership role as Ocean Freight Operations Manager, she brings a wealth of expertise in managing complex logistics and leading high-performing teams.

“Since joining, I have had an active role and have contributed to the company's readiness for the business ‘go-live,’ not only from a business perspective, but also from a people, facility, and systems perspective. We have now established an Ocean Freight Operations team, which continues to expand.

In just under 18 months, we have established relationships with more than 150 new customers, achieving a customer-retention rate of more than 95% – a testament to our commitment to quality service and high customer satisfaction.”

Among the early milestones was the execution of three charter vessels for Formula 1, including the very first shipment for DP World Freight Forwarding in Spain: a charter from Bahrain to Shanghai carrying IMO cargo. A complex and high-stakes operation, it set the tone for the team's capabilities and ambition. “I am genuinely excited about the future of DP World. I strongly believe in our potential, and I look forward to the great challenges ahead.”



NORTHERN EUROPE
**CHRIS ROBINSON, EXPORT
SUPERVISOR, EDGE
WORLDWIDE LOGISTICS LTD**
UNITED KINGDOM

I joined Edge Worldwide Logistics in November 2010 through the graduate programme, having no prior experience in freight forwarding. Over the years, I've worked my way up to my current role as Export Supervisor, which reflects the company's commitment to developing talent and promoting from within.

I take pride in being the primary point of contact for export queries, supporting both customers and colleagues. Whether it's resolving complex export issues or identifying the most effective and cost-efficient shipping routes, I aim to deliver tailored solutions that meet customer needs. My background in mathematics has been a key asset in helping customers optimise logistics while ensuring we achieve the best commercial outcomes for all parties involved.

A highlight of my time here has been contributing to the early development and testing of EWL Connect, our bespoke internal software, which has improved efficiency across all departments.

Now, as part of DP World, I'm genuinely excited about the global scale and opportunities ahead. Combining Edge's customer-focused ethos with DP World's innovation and infrastructure is a game-changer for our customers, and it will also support my continued growth in this industry.



EASTERN EUROPE
**NEVIN KARAGÖZ, FINANCE
DIRECTOR, DP WORLD
LOGISTICS**
TÜRKIYE

I began my career in finance in 2007 and have since assumed responsibilities in financial affairs, control, and strategic financial management across various sectors. I joined DP World Türkiye Freight Lojistik in 2024 and currently serve as Finance Director.

To me, financial processes go beyond numbers. Every decision reflects a strategy, and every data point embodies a vision. With this perspective, we manage our operations with a focus on sustainable growth, contributing to operational excellence by leveraging our financial resources as efficiently as possible. In our activities in Eastern Europe, we also closely examine local dynamics and ensure financial decisions align with global standards.

DP World's core values—integrity, innovation, customer focus, investment in people, and sustainability—guide us like a compass every day. These values help us maintain a strong foundation that emphasises both financial transparency and long-term value creation.

Being part of DP World means belonging to a global player and culture that embraces continuous learning, development, and collective success. I believe this culture enhances my professional growth and supports the success stories we build together with my team.

i28

YOU CAN FIND OUT MORE INFORMATION FROM YOUR SITE MANAGER
OR BY VISITING THE i28 STRATEGY HUB ON CONNEXIONS

i28 is our growth-enabling programme in **Europe**, initiated in January 2024. The i28 strategy supports our ambition to evolve into the world’s leading provider of end-to-end logistics solutions. As part of the programme, revenue or profit-creating ideas are progressed into actual projects to be implemented across the business.



NEWS FROM EASTERN EUROPE

A FORCE FOR PROGRESS

As Executive Vice President of East Europe, I have the privilege of leading a dynamic region that is uniquely positioned at the crossroads of major global trade routes – between Asia, Europe and the Middle East. Since our first investment in the region back in 2004, we have seen an opportunity to modernise supply chains here, reduce friction in logistics and bring our global expertise to help improve trade facilitation. We now have a presence from the Adriatic to the Black Sea and across the industrial heartlands of Eastern Europe – 3,000 employees in total across 15 countries, including four deepsea terminals, two inland terminals and 12 logistics hubs.

At DP World, we see logistics as a force for progress. In East Europe, this means investing in digitalisation, intermodality and resilient infrastructure – while always putting our customers' needs and sustainability at the centre of our strategy. For example, we are in the middle of a €130 million investment programme in Romania, which has recently included the launch of a new intermodal terminal in Aiud and a freight forwarding office in Bucharest – the Operational Control Tower for DP World's integrated, end-to-end logistics service across Europe.

This expanding logistics offer has led to a series of major new business wins with customers from multiple industry sectors, including automotive (e.g. BMW, Sampa Automotive and Adient) and consumer goods (e.g. BSH, Europe's largest home appliance manufacturer). In Türkiye, our six freight forwarding hubs are strategically placed near key manufacturing clusters, our logistics team has also just won three awards from Turkish Cargo.

This is an exciting time for our region. With our strong footprint and new growth corridors opening up as European trade and logistics continue to reorientate towards the East, the region is becoming an ever more pivotal gateway for global commerce. I look forward to working with our partners, customers, and communities to shape a more connected and competitive future.

Kris Adams
Executive Vice President East Europe



AWARD A PROUD ACHIEVEMENT IN AIR CARGO TÜRKIYE

We are proud to announce that DP World Logistics Türkiye has been honored with the 'Izmir Regional Star Agent Award' at the prestigious Agency Awards Ceremony organised by Turkish Cargo! This recognition reflects our excellent performance in air cargo, our contribution to global trade, and the dedication of our entire team. Accepted by Hüseyin Baykut and Deniz Kurtuluş, this award belongs to all our colleagues. Thank you to our partners and customers for their trust and continued support.

NEW BUSINESS CONNECTING CONTINENTS WITH PRECISION CHEMICAL HANDLING TÜRKIYE

Our Logistics division in Türkiye directs trade with a special operation. For the first time, chemical raw materials from our operations in Houston (USA) are delivered to Türkiye. All processes—unloading, handling, storage, recirculation—are managed by expert teams. Due to its structure, the material risks degradation if static too long, so recirculation is applied. Used tanks are cleaned, certified, and sent back for reuse. This complex process reflects DP World's precision and global logistics expertise and is a shining example of successful cooperation between DP World businesses.



NUMBER

2 MINUTES

We've unveiled a drive-through scanner at its RO-RO terminal in Constanta, Romania – the first of its kind in the region. This innovation cuts truck inspection times from 5–7 hours to just 2 minutes, boosting trade speed and security. Operational from March 2025, the scanner uses x-ray tech to verify goods without unloading. It supports EU safety standards and reduces delays. Part of DP World's €130M Romania investment, this move strengthens Romania's role as a vital logistics hub connecting Europe and the Black Sea.

SUSTAINABILITY
**GUARDIANS
OF THE SEA:
SUPPORTING
YELLOW CORAL
ECOSYSTEMS**

TÜRKIYE

Our DP World Evyap Team in Türkiye recently visited Tavşan Island in the Sea of Marmara as part of the "Yellow Coral Conservation Project" in collaboration with the Marine Life Conservation Society. Around 50 volunteers joined, some diving to observe corals firsthand, while others watched live footage from the boat. The event raised awareness about yellow corals' role in biodiversity and the threats they face. As DP World Evyap, we remain committed to protecting marine life and taking concrete steps toward environmental sustainability for future generations.



NEW BUSINESS
**RING THE BELL:
NEW BUSINESS
WIN WITH BSH**
ROMANIA

We've secured a new road freight contract with BSH Hausgeräte GmbH, Europe's largest home appliance maker. Mega Trailers now transport goods from BSH's Poland sites to locations in Romania and Bulgaria, with document exchange in Romania. The first shipment was on 17 June 2025, and more lanes have since been added. This win reflects strong teamwork across Germany and Romania. A great example of One DP World in action. Congratulations to all involved!



**NEWS FROM
CENTRAL
EUROPE**

BUILDING MOMENTUM

It's been a fast-paced start to 2025 in my new role as EVP for Central Europe. Now it feels like the right moment to pause, reflect on our achievements, share a few thoughts, and look ahead.

In my Day 1 message back in January 2025, I discussed our potential to operate as a single, integrated cluster, moving beyond individual sites and functions to create a more unified, customer-centric, and efficient way of working. I'm proud to say that vision is already becoming reality.

The new cluster structure is now firmly in place. Leadership across Inland (including the acquisition of Swissterminal), Freight, Contract Logistics East and West, and Commercial is aligned and actively driving cross-border collaboration. We're no longer operating in silos, and this shift is evident in how we prepare, position, and progress across the region.

I've been struck by the entrepreneurial spirit here. Equally, I've heard consistent feedback on the need for clearer roles, accountability, and performance metrics, which we are actively addressing.

In January, I outlined three key markers of success: improved safety, strong financial performance, and enhanced customer solutions. We're moving forward on all fronts, but there's more to do. Thank you for your dedication – let's continue to build on this momentum.

All the best,

Dries Van Hoeymissen
Executive Vice President
Central Europe



NEW BUSINESS
GIGA
EUROPE

Our Commercial Team, Europe, has successfully secured a 12-month tender with GIGA, one of the biggest purchasing associations for furniture and home accessories in Europe.

Granting us almost 12,000 TEUs, it is our biggest freight forwarding and ocean-freight win so far. 9,930 TEUs will be allocated to Northern Europe, and 2,000 TEUs to the Mediterranean. This is a positive step in establishing a long-term relationship with GIGA and expanding it beyond Europe in the years to come.

The seamless coordination and collaboration from Commercial, the Tender Management team, and our Ocean Freight colleagues were the key to this remarkable success.

At the European Freight Conference in Budapest, the GIGA deal was honoured, amongst others, with a special business award. From left to right:

- Markus Rodatz** COO, Freight, Europe
- Fritz Motti** Senior Director, Vertical Consumer, Europe
- Rashid Abdulla** CEO & MD, Europe
- Patrick Gueth** Global Vice President, Tender Management
- Rolf Mertins** VP Freight, Central Europe Cluster



INNOVATION

**i28: ENHANCING OUR MEDTECH VERTICAL –
OPENING A MEDICAL WAREHOUSE IN GIESSEN**
GERMANY

Supporting one of i28's four strategy-execution drivers, expanding industry verticals and geographies, DP World Europe Commercial was delighted to announce the signing, in 2025, of a long-term lease agreement for a 27,000 m² state-of-the-art medical warehouse strategically located in the Frankfurt Healthcare Logistics Hotspot of Giessen, Germany.

DP World has seen growth each year in healthcare logistics, connecting countries worldwide, investing in research, and supporting stronger healthcare systems. DP World Europe has nearly 40 Good Distribution Practice (GDP)-certified storage sites across 17 countries worldwide. We also have expertise in managing transport in all temperature ranges from +25°C to -190°C, which is essential for pharmaceutical products.

Our end-to-end capabilities in healthcare logistics will include transport and installation, reverse transport, repair and service parts, market access, and trade finance, as well as fulfilment and value-added services.



WESTERN EUROPE

HANS VAN DER EIJK
SVP COMMERCIAL

**“This warehouse
strengthens our
network in Europe and
is a real game changer in
our growth plans.”**



NUMBER

100

We've expanded our fleet at the DP World Neufahrn (Germany) branch with 100 brand-new megatrailers – straight from the production line. To meet the increasing demand of one of the world's leading car manufacturers, we also purchased 66 new trucks. The new fleet was delivered in May 2025 and is already running.

This investment reflects our commitment to delivering scalable, connected, and sustainable pan-European transport solutions designed to meet the demands of today and the challenges of tomorrow.



BUSINESS UPDATE
**DP WORLD
ACQUIRES
REMAINING
SHARES OF
SWISSTERMINAL
AG**

SWITZERLAND

As part of our European i28 strategy, and aligned with our global vision to build the most comprehensive supply-chain-solutions business in the industry, DP World finalised the acquisition of the remaining shares of Swissterminal AG in March 2025. Swissterminal currently operates one of the largest integrated container-terminal, port, and inland service networks in Europe, with terminals in Switzerland and France, including locations in Basel, Frenkendorf, and Ottmarsheim, and its own rail products connecting DP World Terminals in Antwerp and Rotterdam. DP World has been a shareholder in Swissterminal AG since 2020, and this full ownership strengthens our ability to provide greater value for our customers.



NEWS FROM NORTHERN EUROPE

MEET STEPHEN WHITTINGHAM, THE NEW EXECUTIVE VICE PRESIDENT OF NORTHERN EUROPE.

I'm delighted to have joined DP World as Executive Vice President for Northern Europe. It is an exciting time to become part of an organisation with such a strong global reputation for innovation, resilience, and customer excellence, combined with a relentless commitment opportunity to lead diverse teams across regions including North America, Asia-Pacific, and EMEA (Europe, the Middle East, and Africa).

I joined DP World because I was inspired by its vision to transform global trade through end-to-end logistics solutions and sustainable growth focused on its customers' needs. Northern Europe plays a vital role in that ambition. Our end-to-end offering is accelerating, our partnerships are strengthening, and our infrastructure investments, including Berth 5 at London Gateway, are positioning us for long-term success.

Since I started on 1 July 2025, my time here has been energising, filled with insightful conversations, site visits, and from every person that I have met, a strong sense of purpose that defines DP World.

Looking ahead, my priorities remain focused on keeping our people and our customers safe, empowering our teams to deliver their goals, and driving growth through solution innovation and operational excellence. I also want to thank Mark Rosenberg for his interim leadership of Northern Europe and the seamless handover, as well as the entire Northern European leadership team for their continued support.

Thank you for the warm welcome. I look forward to what we will achieve together.

Stephen Whittingham
EVP, Northern Europe



SUSTAINABILITY DP WORLD TRIALS ELECTRIC HGVS IN JOLT PROJECT

UK

DP World has joined the Joint Operators Logistics Trial (JOLT), deploying two fully electric HGVs from our Swindon, Oxford base. This project examines the performance of battery-electric trucks in everyday UK logistics. It supports our European Sustainability Plan and builds on the success of our Modal Shift and Carbon Inset trials. We are proud to lead the shift to cleaner freight, aiming to transition 70% of our 802-vehicle European fleet to Electric Vehicles (EVs) by 2030.

INNOVATION 10 MILLION RECORDS SHIPPED FROM THE BICESTER FACILITY

UK

DP World has shipped over 10 million vinyl records from our Bicester facility since it opened in August 2023. As the UK's largest distribution hub for music and video, it handles over 70% of all physical music and 35% of home-entertainment products sold nationwide. The warehouse uses over 80 semi-autonomous robots and has distributed more than 20 million units in its first year. Supporting major retailers and 400 independent stores, Bicester is now central to Britain's vinyl revival and the growth of physical media.



NEW BUSINESS TESCO ANNOUNCES MULTI-MILLION POUND INVESTMENT

UK

Tesco has announced plans to open a new distribution centre at DP World London Gateway in 2029. The facility will be a modern, energy-efficient site, with BREEAM Outstanding certification, and located at London Gateway provides access to the seaport and rail infrastructure.

Sultan Ahmed bin Sulayem, DP World Group Chairman and CEO, said:

"The significant investment announced by Tesco, one of the world's leading retailers, is a proud moment for DP World and a vote of confidence in the growing role London Gateway plays in the UK economy."



NEWS FROM OUR AREAS: NORTH

NUMBER

400 NEW JOBS

UK

Earlier this year, Baroness Poppy Gustafsson, UK Minister of State for Investment, visited London Gateway to mark the start of our £1 billion expansion. The project includes two new all-electric berths and a second rail terminal, set to make the port the largest container hub in the UK.

She toured the site with Group Chairman Sultan Ahmed Bin Sulayem and met with members of the leadership team to see the scale of the development firsthand.

The expansion will create over 1,000 construction jobs and 400 permanent roles, while supporting UK trade resilience and decarbonisation.

Construction began in May 2025, following the announcement made at the UK government's International Investment Summit. With this new phase underway, we continue to invest in world-class infrastructure that brings long-term benefits to the economy, environment, and global supply chains.



COMMUNITY THE SOUTHAMPTON TEAM SUPPORTS THE GREAT BRITISH SPRING CLEAN

UK

Earlier this year, colleagues at our Southampton terminal rolled up their sleeves to support the Great British Spring Clean. Seventeen team members volunteered across multiple sessions to tidy the car park and operational fence lines, including the old pre-gate area, Transfer Area 3, and the Training Centre. Together, they collected 10 bags of waste, including general rubbish, recycling, and a surprisingly full bag of PPE gloves, which will be recycled through SMI.

Andrew Bowen, our COO, said: "The litter pick was a great show of teamwork, with people from across the business. It shows the pride we take in our workplace and the environment." The clean-up was part of a port-wide effort in April, organised by Keep Britain Tidy, to remove as much litter as possible from around the site and surrounding areas.

NEWS FROM OUR AREAS: WEST

NEWS FROM WESTERN EUROPE

CELEBRATING 20 YEARS OF ANTWERP GATEWAY

The Port of Antwerp-Bruges in Belgium is a key hub for chemicals, automobiles, breakbulk, and containers. As Europe's second-largest and busiest container port—after Rotterdam—it handles 18% of the continent's total container volume. Its strategic location and extensive connectivity make it a cornerstone of European trade.

This year, we proudly celebrate DP World's 20-year presence at the Deurganck dock in Antwerp. Since 2005, our Antwerp Gateway terminal has grown into one of Europe's most advanced and sustainable container terminals—thanks to our continued investment in people, innovation, and technology. Over the years, we've maximised capacity, introduced automation, and reduced emissions intensity by nearly 50%. With our €230 million expansion nearing completion, we'll soon be able to handle up to 3.8 million TEUs annually.

This milestone is more than a celebration of infrastructure—it's a tribute to the people who've made it possible. From dockworkers and technicians to planners and support teams, your dedication has helped us navigate global disruptions with resilience and agility. Each challenge—from the 2008 financial crisis to COVID-19 and ongoing geopolitical shifts—has reinforced our belief in the power of adaptability and teamwork.

Beyond terminal operations, we're investing in end-to-end logistics—from warehousing and vehicle hubs to digital platforms—building a smarter, more connected supply chain. As we look ahead, we remain committed to innovation, collaboration, and enabling the future of trade.

Edi Cioran, CEO Antwerp –
Ports & Terminals at DP World



STRATEGIC WIN LAUNCHING OUR FIRST CONTRACT LOGISTICS OPERATION

FRANCE

In July, we launched our first contract logistics operation in France through a joint venture with Arcese, securing a multi-year deal with Iveco Group. The operation spans two aftermarket warehouses covering 30,000 m², distributing spare parts across France, Poland, and nearby regions. With a team of 115 employees, we expect to handle around 800,000 orderlines or 615,000 parcels annually. Iveco chose us after 20 years with the same provider, impressed by our engineering expertise and seamless project transfer. Thanks to strong local preparation, the launch went smoothly, earning Iveco's praise from day one.

NUMBER

13

THE NETHERLANDS

We're proud to share that DP World has climbed to 13th place in the prestigious 2025 Top 100 Logistics Service Providers in the Netherlands, up from 18th in 2024!

Published by logistiek.nl, this ranking recognises excellence in innovation, sustainability, talent development, and end-to-end supply-chain capabilities. Among the top 10 are global players such as DHL, DSV Global Transport & Logistics, CEVA Logistics, GXO Logistics, and Kuehne + Nagel. This achievement reflects the dedication and collaboration of our team, who continue to deliver real value to our customers.



SUCCESS STORY

Delivering high-stakes logistics for Formula 1 for the Monaco Grand Prix

FAST-TRACK F1 LOGISTICS: DP WORLD DELIVERS SPEED AND PRECISION

SPAIN

To meet the high-stakes demands of Formula 1, DP World Logistics Spain delivered a time-critical solution for RPM Event Ltd, ensuring seamless equipment transport to the Monaco Grand Prix. With traditional shipping routes facing delays, we have engineered agile alternatives utilising our global infrastructure, including road, customs, shipping, terminals, coordination, and multipurpose charter vessels, across four continents. For the Melbourne (Australia) to Miami (USA) leg, we bypassed Panama Canal congestion via San Diego (USA), followed by a 4,300 km truck journey, which reduced transit time from 50 days to 23 days. From Jeddah (Saudi Arabia) to Fos-sur-Mer (France), we avoided Red Sea disruptions, completing the route in just nine days instead of the usual 45. This operation reflects our commitment to resilient, customer-focused logistics, powered by global teamwork and deep expertise, offering end-to-end service with a single point of contact for maximum customer ease.

NEWS FROM OUR AREAS: WEST

25

NEW SITE

NEW CHEMICALS WAREHOUSE IN ANTWERP

BELGIUM

To strengthen our position in Europe's chemical logistics network, we've opened a new hazardous goods warehouse in the Port of Antwerp-Bruges in Belgium, home to Europe's largest chemical cluster. Strategically located near our Antwerp Gateway terminal, the facility is designed to serve Belgium, northern France, and Luxembourg with safe, compliant, and efficient storage. Spanning 8,250 m², it supports all ADR classes except explosives and radioactive materials, with 10,000 pallet spaces and six loading docks. This investment, adding additional capacity to support growth, reflects our deep expertise in chemical logistics and our commitment to delivering reliable, high-quality solutions tailored to customer needs.



SAFETY

CONTRACT LOGISTICS SAFETY WEEK

THE NETHERLANDS

In the lead-up to this past summer's Global Safety Campaign, our contract-logistics sites in the Netherlands hosted a dynamic Safety Week in June 2025. Highlights included the Material Handling Equipment Competitions for forklifts and pallet trucks, where electric-pallet and reach-truck drivers showcased their skills on a challenging course focused on safety, precision, and control. The week also featured hands-on fire-extinguisher info sessions and recognition of local safety champions. A great example of how we bring safety to life through engagement and teamwork.

YOUR QUESTIONS ANSWERED BY THE MCLAREN F1 TEAM

From 4–6 July 2025, the McLaren F1 Team returned to Silverstone for their home race: the British Grand Prix. Regarded as the birthplace of Formula 1, this iconic 52-lap showdown unfolded across 5,891 kilometres of high-speed thrills and historic corners.

This year, McLaren secured a dominant 1-2 podium finish with Lando Norris' win, and Oscar Piastri finishing close behind in second.

In the lead-up to this spectacular event, we offered our colleagues the chance to win incredible prizes and gain exclusive insights from Team Papaya drivers.

We invited everyone to submit the most imaginative, thought-provoking, or simply fun questions for Lando Norris and Oscar Piastri! With an overwhelming number of questions rolling in, it was no easy task to narrow it down.

In the end, three lucky colleagues got the chance to receive a personalised video message from Lando and Oscar, along with a signed McLaren cap.



WHAT AN OPPORTUNITY!

Scan the QR code to see their answers and get a fascinating glimpse into life both on and off the track.



Due to confidentiality and content restrictions, we kindly request that this video not be shared on social media.

We proudly partner with the McLaren Formula 1 Team, reimagining the team's supply chain to make it faster, smarter, and more sustainable.



MEGAN FOLEY,
CUSTOMER
SERVICE AGENT
IRELAND

"What's the process you go through when designing your helmets?"

ADAM LEMKA,
SOLUTION
ENGINEER
POLAND

"If you could design one new F1 rule or feature, what would it be?"

KATY SPRY,
ACCOUNTS PAYABLE
ASSISTANT
ENGLAND

"Which is your favourite circuit to race on, and why?"



GROW GRADUATES: EMPOWERING OUR FUTURE LEADERS

Since 2022, our GROW Europe Graduate Programme has offered over 42 graduates across Europe a unique opportunity to contribute to industry-changing transformation and launch successful careers. As part of their two-year programme, our graduates have the chance to undertake six-month rotations in various areas, including finance, engineering, HR, procurement, commercial, marketing, transformation, sustainability, and communications, across multiple locations in Europe. Let's hear from some of them about why this programme is such a game-changing career opportunity.



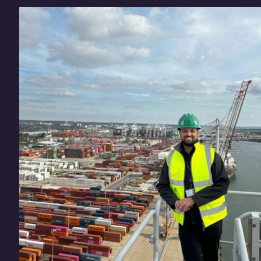
Transitioning between countries helped me improve my cultural awareness, while learning about various business aspects enabled me to grow both personally and professionally.

IRIANA MÁRMOL,
COMMERCIAL
AND SALES
GRADUATE
FROM SPAIN



This programme empowers me to take on ownership from the start, think strategically, and develop into the kind of leader I aspire to be – one that others would want to work alongside.

NICO ROCKSIEN,
COMMERCIAL
AND OPERATIONS
GRADUATE
FROM GERMANY



I have hands-on exposure to large-scale, high-impact engineering and technology projects. The cross-functional experience allows me to develop a holistic view of the supply chain.

THANRAJ VIRDEE,
ENGINEERING
GRADUATE
FROM THE UK



This experience is helping me become more confident and resourceful, pushing me beyond my comfort zone in ways I never thought possible.

GRACE O'CONNELL,
MARKETING
GRADUATE
FROM IRELAND



**TO LEARN MORE ABOUT
THE GROW EUROPE
GRADUATE PROGRAMME,
SCAN THE QR CODE.**

LIFE COACHING – YOUR JOURNEY TO SELF-DISCOVERY

Did you know that, as part of our Employee Assistance Programme (EAP), you have access to a LIFE-COACHING service?

Through the 6-session life-coaching programme, you may select a career as your focus area. The coaching programme is designed to help you clarify your career aspirations, identify strengths, and set clear goals. During follow-up sessions, you will create actionable strategies for skill development and navigating opportunities. The coaching sessions will empower you to proactively manage your career path and take you on a journey to self-discovery.

BENEFITS OF LIFE COACHING

Clarifying your career vision: Helps you define a clear and compelling vision for your career, moving beyond vague aspirations to concrete goals and desired outcomes.

Identifying your strengths and values: Guides you in recognising your unique strengths, skills, and core values, and how these align with potential career paths.

Overcoming limiting beliefs: Partners with you to identify and challenge self-limiting beliefs or assumptions that may be hindering your career progress or confidence.

”

“Really helpful, kind, focused sessions that will make a difference to my (professional) life.”

Portugal

“I had career sessions with Jody, who was an exceptional coach. Her guidance not only helped me clarify my career goals but also provided actionable steps to achieve them. Jody's expertise and personalised approach made a significant impact on my professional development.”

United Kingdom

“My coach was incredibly helpful in guiding me through my plans and always asking the most basic but key questions that really challenged me to think through my career options.”

The Netherlands



**SCAN THE QR-
CODE TO LEARN
MORE ABOUT EAP
(COMPANY CODE:
DP WORLD)**