



DP WORLD

INVESTOR PRESENTATION

MARCH 2026

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CONTENTS

01

DP World Overview

02

Ports & Terminals

03

Logistics

04

Marine Services

05

ESG

06

Financials

07

Outlook

08

Appendix

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)

2005 - 2017



1999 - 2004

REGIONAL PORT OPERATOR

1999

Dubai Ports International FZE (DPI) formed

2000

Concession won in Jeddah (KSA)

2002 - 2004

Concessions won in Visakhapatnam (India), Constanta (Romania) and Cochin (India)

GLOBAL PORT OPERATOR

2005 - 2006

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

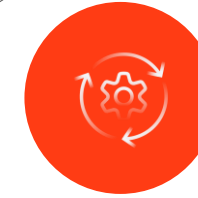
2013 - 2014

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 – Intergrated logistics provider

PORT OPERATOR TO SUPPLY CHAIN SOLUTIONS PROVIDER

2014 PORT OPERATOR

2025 (PORTS & TERMINALS, LOGISTICS, MARINE SERVICES, TECHNOLOGY)

SUPPLY CHAINS SOLUTION PROVIDER



USD 3.4 BILLION

REVENUE



USD 24.4 BILLION

~80%

CONTAINERISED REVENUE



~30%

USD 16.4 BILLION

CAPITAL EMPLOYED



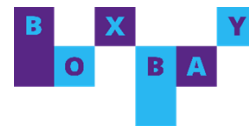
USD 38.5 BILLION

76 MILLION TEU

GLOBAL CAPACITY



110 MILLION TEU



PROVIDING SOLUTIONS TO CARGO OWNERS

Traditional Container Customers

Shipping Lines



Beneficial Cargo Owners (BCO)

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



OUR ECOSYSTEM

PORTS & TERMINALS

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

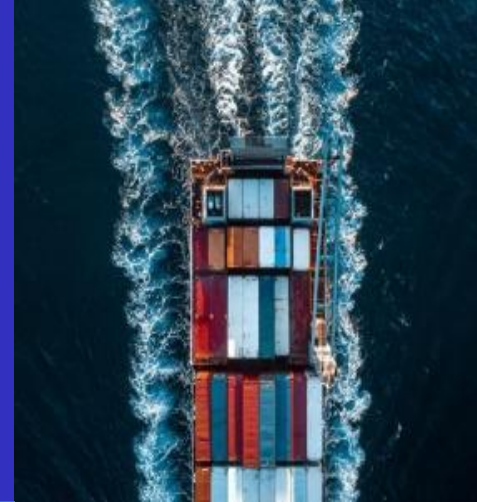
Our network spans the globe, seamlessly connecting the supply chain today and innovating to create the sustainable trade infrastructure of tomorrow.



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.

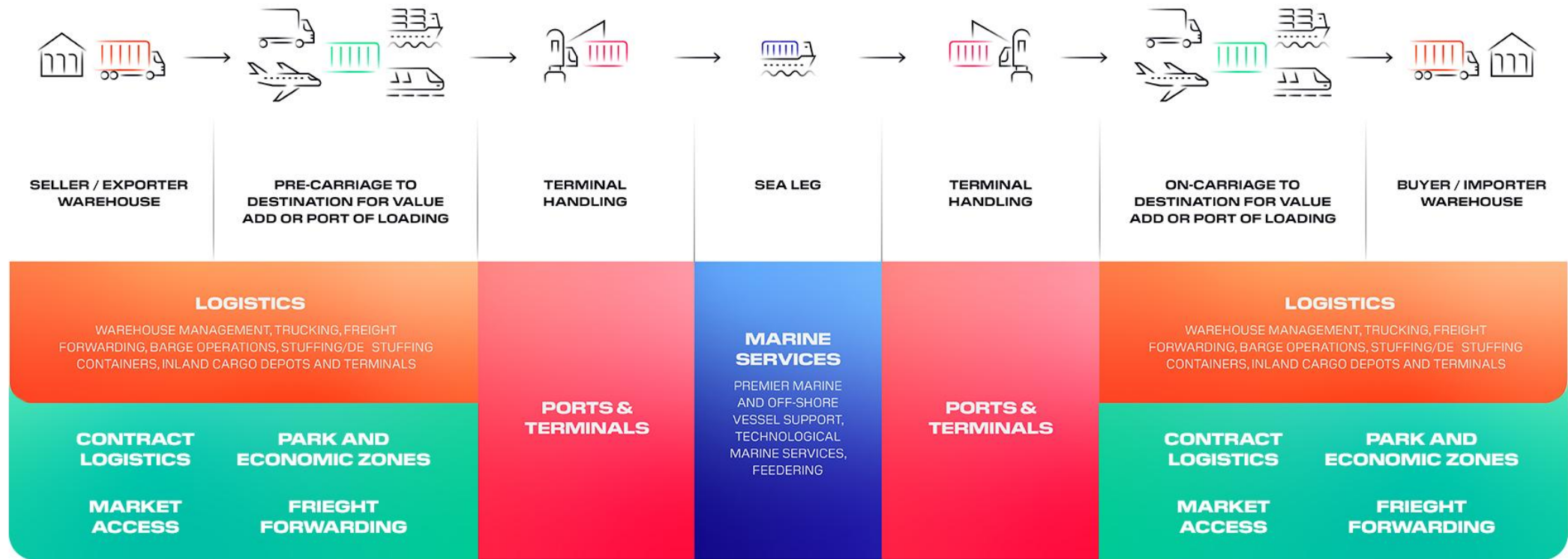
Our wider marine services meet highly specialised customer needs in a range of shortsea, offshore and in-port contexts.



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

OVERVIEW

PORTS & TERMINALS

LOGISTICS

MARINE SERVICES

ESG

FINANCIALS

OUTLOOK

APPENDIX

DP WORLD AT A GLANCE: GLOBAL SUPPLY CHAIN SOLUTIONS PROVIDER



TRANSFORMED

PORT OPERATOR – SUPPLY CHAIN SOLUTIONS PROVIDER



600+
BUSINESS UNITS

80+
COUNTRIES



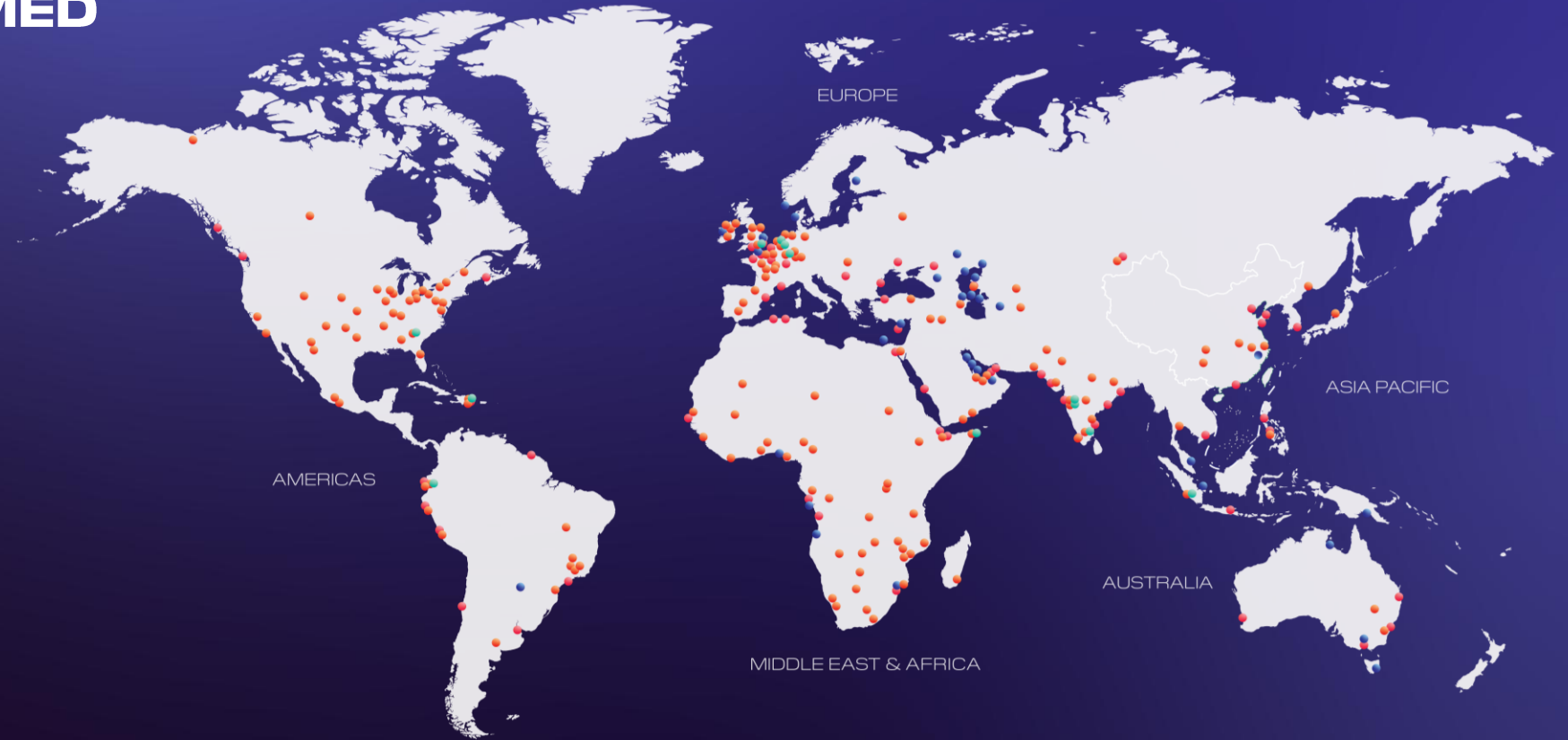
120,000+
EMPLOYEES



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



\$24.4 bn
REVENUE
\$6.4 bn
EBITDA



● LOGISTICS ● ECONOMIC ZONES ● PORTS & TERMINALS ● MARINE SERVICES

*The map shown is indicative only

OVERVIEW

PORTS & TERMINALS

LOGISTICS

MARINE SERVICES

ESG

FINANCIALS

OUTLOOK

APPENDIX

DP WORLD DIGITAL SOLUTIONS



CARGOES is our suite of cutting edge, propriety technology tools designed specifically to meet supply chain challenges.

CARGOES Logistics Digital shipping & freight services	CARGOES TOS+ Terminal Operating System	CARGOES Community Logistics Community System	CARGOES Customs Customs Administration System	CARGOES ZMS SEZ Administration System	CARGOES Runner Freight Forwarding ERP	CARGOES Rostering Workforce Management System
CARGOES Supply Chain Tools Order & Invent Managementory Seller Portal	CARGOES WMS Warehouse Management System	CARGOES TMS Road Transportation Management System	CARGOES RMS Rail Planning System	CARGOES Ecommerce stack Digitizing the ecosystem	CARGOES Flow Cargo Tracking & Visibility	CARGOES Control Tower Exception Management



Digital Freight Alliance provides various benefits for freight forwarders with over 8,650+ members.

02

PORTS & TERMINALS



DP WORLD – PORTS & TERMINALS

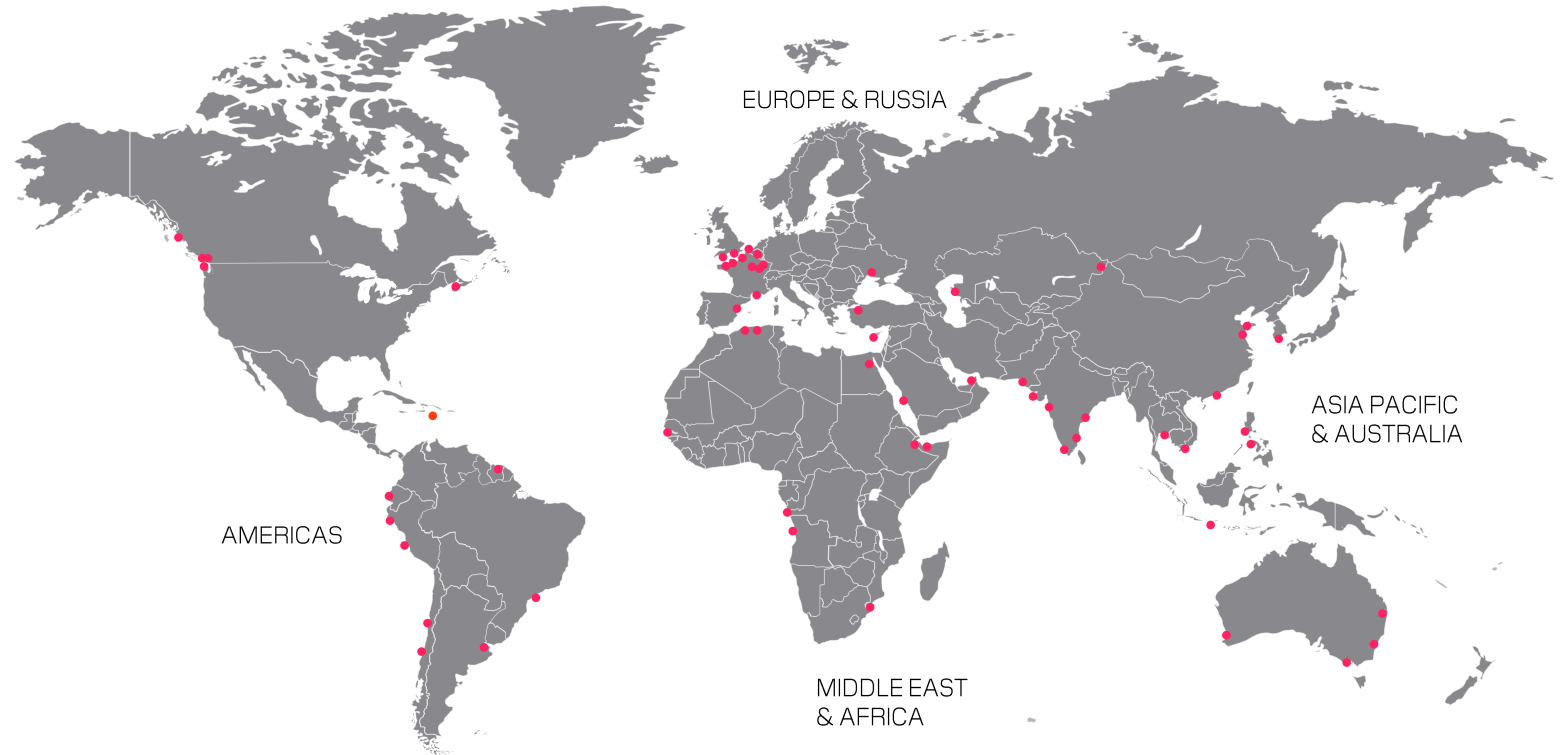
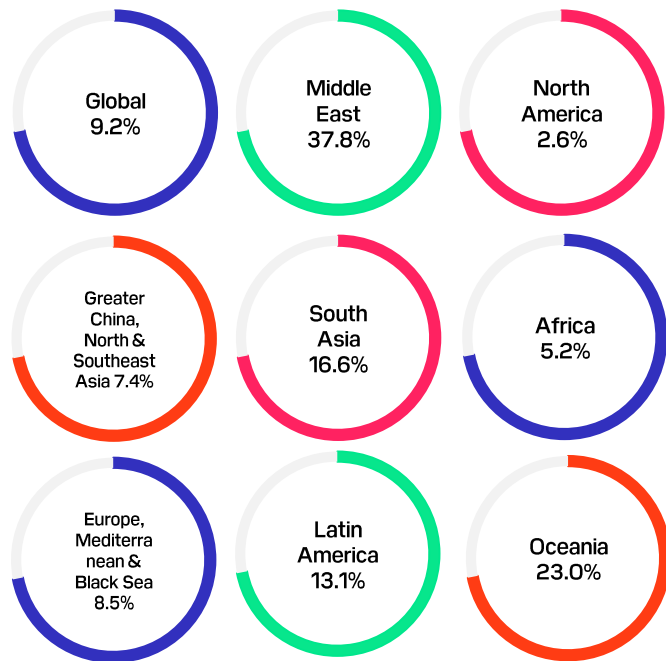
OUR GLOBAL FOOTPRINT

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**

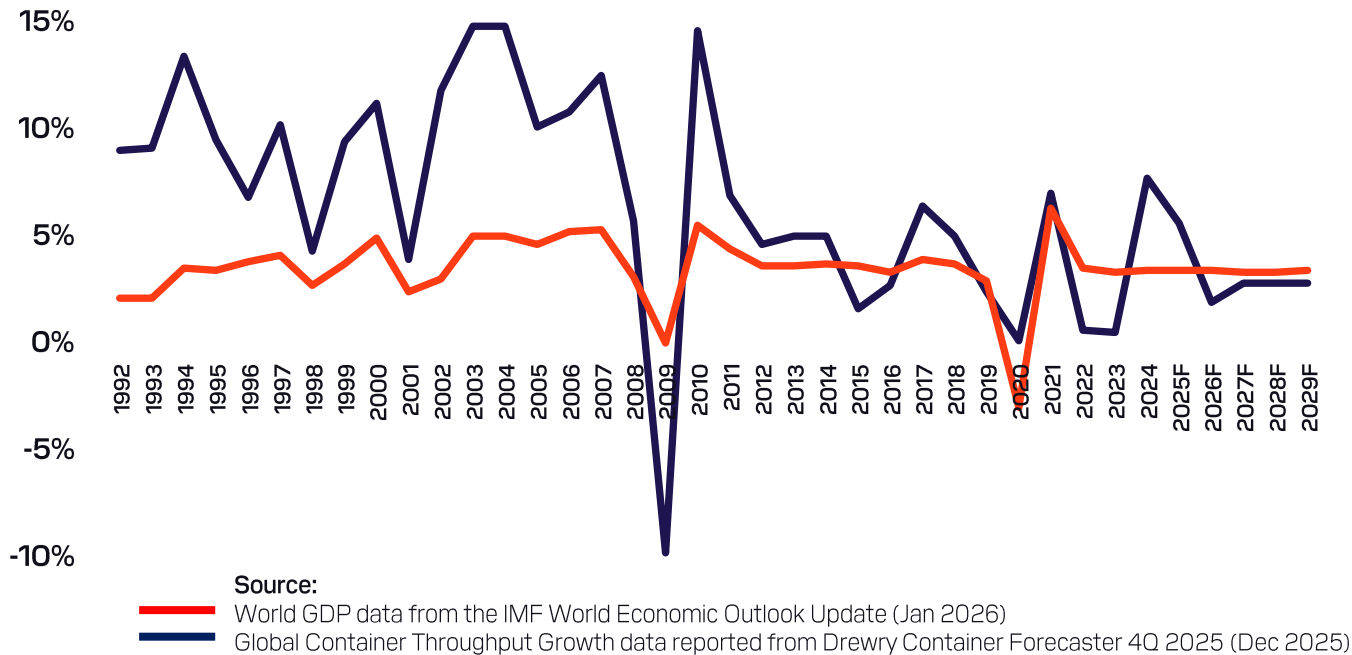
DP WORLD MARKET SHARE (BY THROUGHPUT)*



Source: Drewry Global Container Terminal Operators Annual Review and Forecast Annual Report 2025/26

*The map shown is indicative only

GLOBALISATION AND THE GROWTH OF THE CONTAINER



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 transshipment which leads to containers being handled more than once.
- Trade imbalance leads to empty repositioning.
- Low container penetration rates in emerging markets.



More than 80% of cargo is transported on Sea



World container traffic vs. World GDP

CONTAINERISATION PENETRATION RATES REMAIN LOW

Region / Country	2024 Port Throughput (million TEU)	Estimated Population in 2024 (million PEOPLE)	Container / Thousand Capita in 2024 (TEU / '000 PEOPLE)
China	302.0	1,419	213
UK	10.2	69	147
North America	77.4	512	151
Middle East	42.8	316	135
Europe	141.9	1,071	133
World	929.1	8,087	115
Latin America	59.0	532	111
Brazil	14.4	212	68
Russia	5.6	145	39
Africa	41.0	1,398	29
India	24.0	1,451	17

Notes:

- Port throughput figures include gateway and transshipment 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	2024 THROUGHPUT (m TEU)	CAPACITY (m TEU)	2024 MARKET SHARE	2024 EQUITY TEU MARKET SHARE	KEY FOCUS
China Cosco Shipping	110.3	133.0	11.9%	5.8%	<ul style="list-style-type: none"> • Around 80% of activity generated by emerging markets. • Primarily gateway, limited exposure to transshipment 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	101.1	129.1	10.9%	5.7%	<ul style="list-style-type: none"> • Equity TEU split around 70% / 30% between emerging and mature markets. • Around 60% gateway traffic, but portfolio includes a number of large transshipment terminals which support Maersk Line operations. • Global presence - Oceania the only world region where not currently operating. • Disposal of minority stakes and underperforming assets. Investment to expand major hubs and gateways, continued focus on exploiting operational and financial synergies with Maersk Line.
PSA International	100.2	127.5	10.8%	7.2%	<ul style="list-style-type: none"> • Around 80% of traffic from emerging markets. Singapore a mature market location but transshipment volume drawn from emerging markets. • Around 40% gateway traffic. Transshipment 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 Singapore. Overseas, PSA focus is on expanding current portfolio and developing port-adjacent logistics services.
DP World	85.8	101.7	9.2%	4.8%	<ul style="list-style-type: none"> • Around 80% of equity-adjusted volumes derived from emerging markets. • Primary focus outside of Jebel Ali is on gateway traffic, which accounts for about 75% equity-adjusted throughput. • Global presence, although almost 25% of equity-adjusted throughput generated in Middle East. • Vertical integration with investment in shipping and logistics. • Selected strategic acquisitions of terminals. Some greenfield projects in emerging market locations. • Monetisation of mature assets via JV deals with financial investors.
Hutchinson Ports	85.7	116.8	9.2%	5.0%	<ul style="list-style-type: none"> • Primary focus on emerging markets (75% equity-adjusted throughput) but with significant presence in Europe. • Primary focus is gateway (estimated 75% throughput) but operating small number of established transshipment hubs including Panama Ports Company and Freeport Bahamas. • Broad geographical base, although significant proportion of volumes generated in Asia, with more limited volumes handled in MESA and Oceania. • Expansion of capacity at established terminals where required. Renewed interest in greenfield expansions – with three underway in Egypt. • Increased willingness to form JV with shipping line partners, especially for greenfield projects.

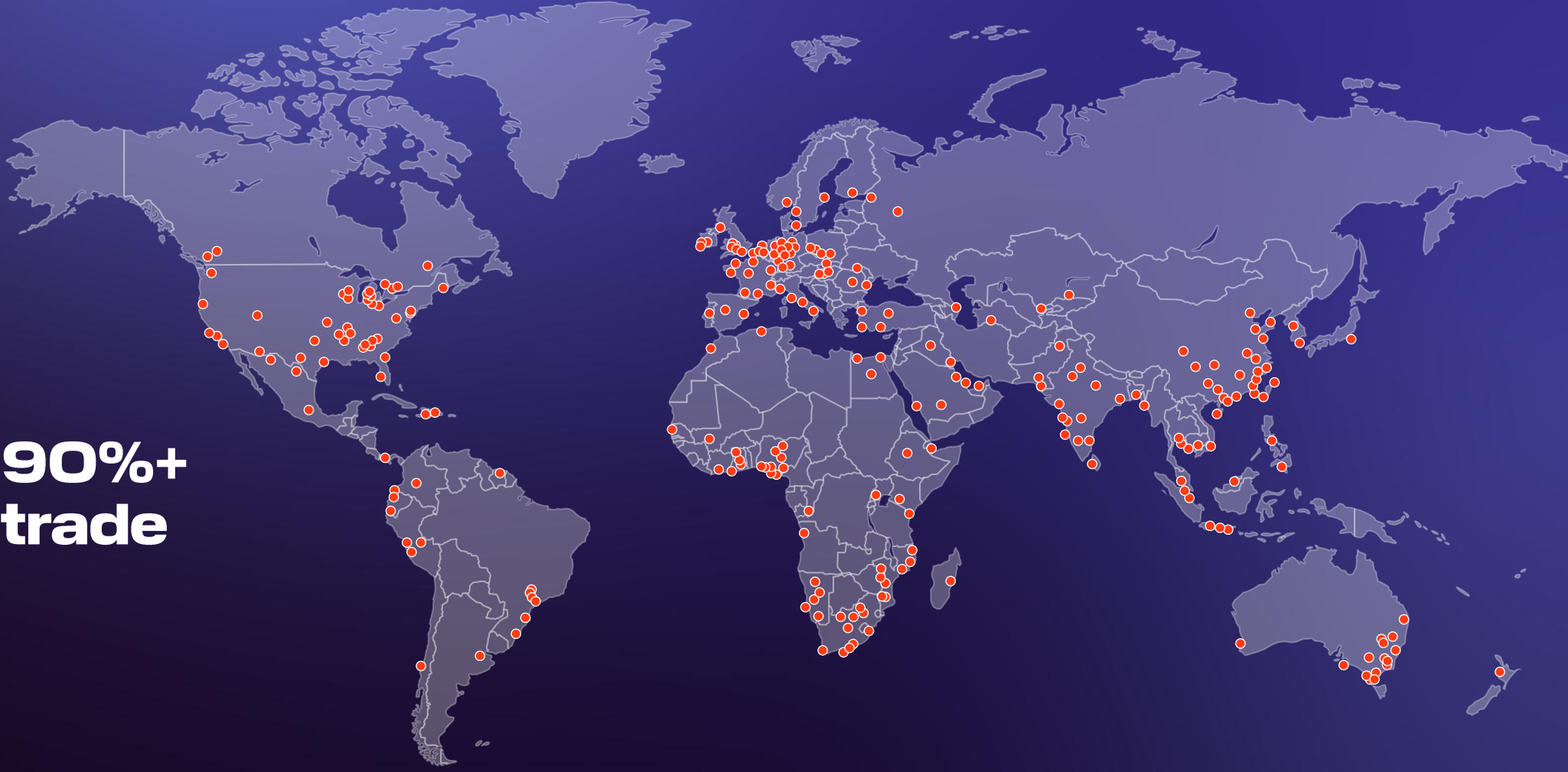
Source: Drewry Global Container Terminal Operators Annual Review and Forecast Annual Report 2025-2026

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 POWERHOUSE

VERTICAL / SUB-VERTICAL SOLUTIONS

Key Account Manager – “One DP World Voice” representing ALL DP World capabilities



AUTO

- Finished vehicles
- EV Batteries
- Production logistics



CHEMICALS

- Specialty chemicals
- Plastics
- Agro chemicals



CONSUMER

- Beverages
- Non-perishable foods
- Personal care



HEALTH

- Pharma
- Generics
- Humanitarian / Aid



INDUSTRIALS

- Machinery & equip
- Renewables
- Metals
- Mining



PERISHABLES

- Fruits & vegetables¹
- Fish and Seafood



RETAIL / LIFESTYLE

- Fashion
- Home Goods
- Large retailers



TECH

- Consumer electronics
- Data Centers
- Hardware as a service

CAPABILITIES (TOOLBOX)

Asset appropriate approach

Competitive player in each capability

FF - Air

FF - Ocean

FF - Intermodal

Customs Brokerage

Truck Brokerage

Contract Logistics
(Warehousing & Distribution)

Market Access

E-commerce fulfilment

ICDs

Ports & Terminals

Rail Transport

Feeder-Unifeeder

Express

Trucking (FTL, LTL)

Trade Financing

Sourcing

Parks & Economic Zones

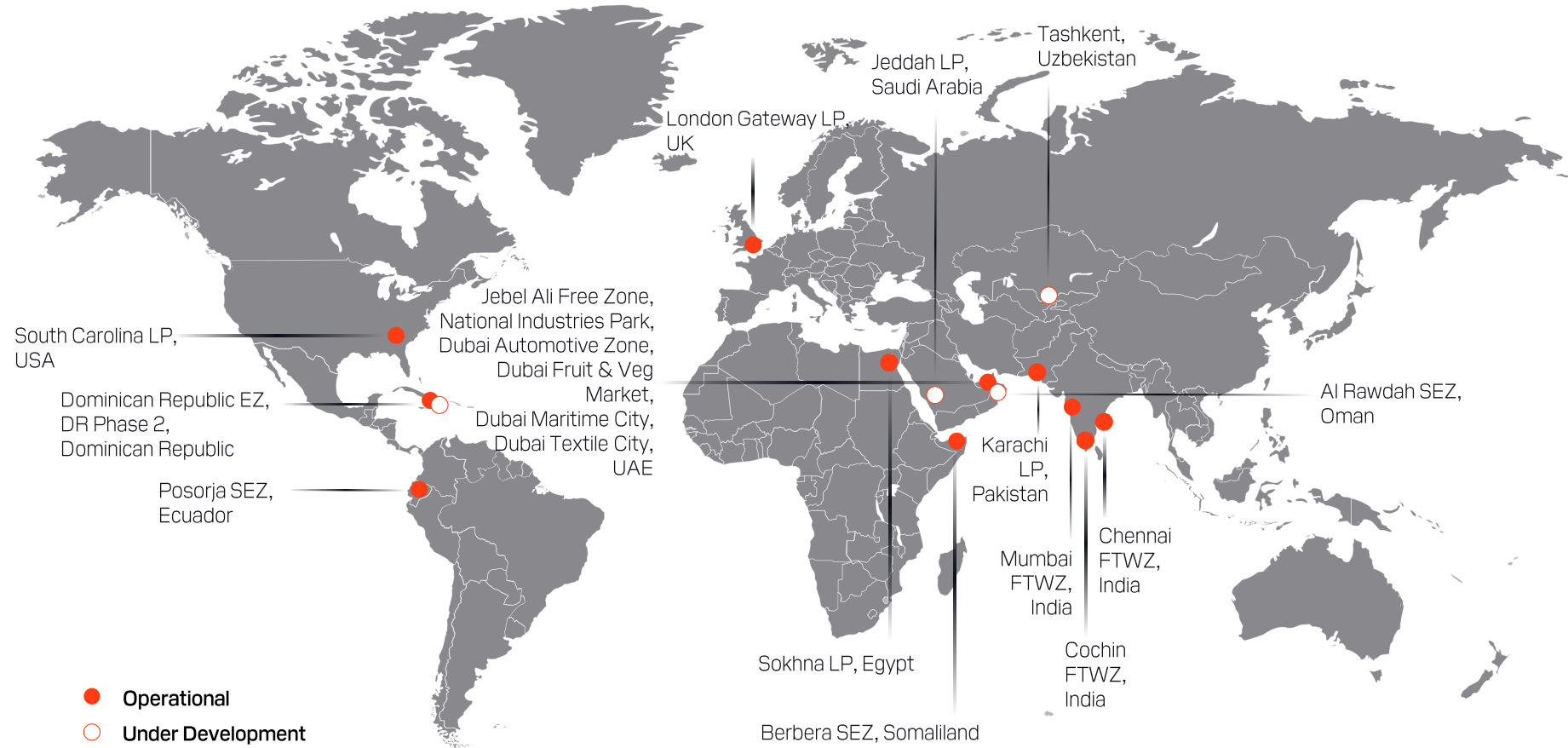
4PL / LLP

Insurance

etc.

ECONOMIC ZONES OUR GLOBAL FOOTPRINT

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



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



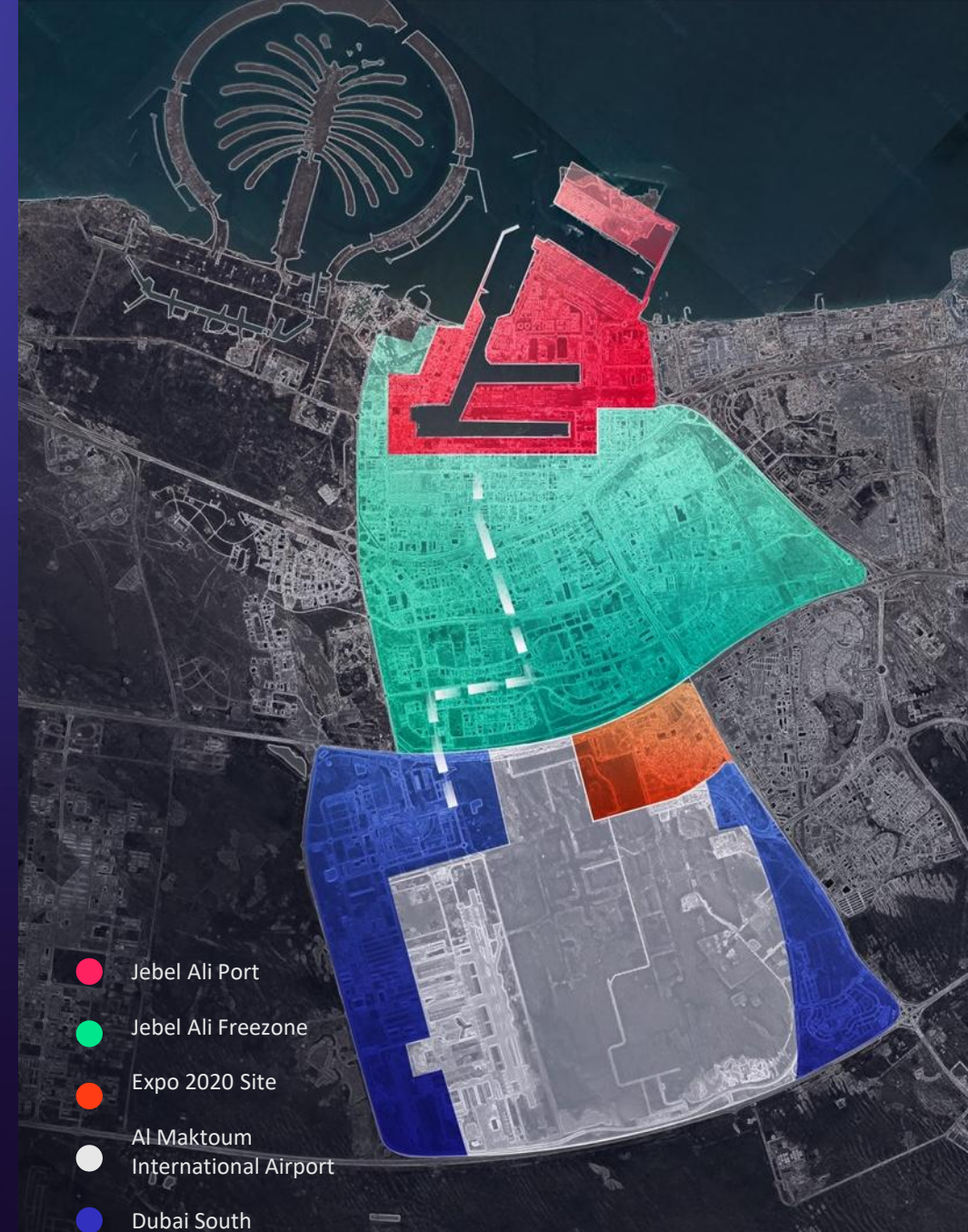
A dedicated sea-air
customs bonded
corridor, connecting a
sea-air box within 45
minutes of discharge



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 uninterrupted 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

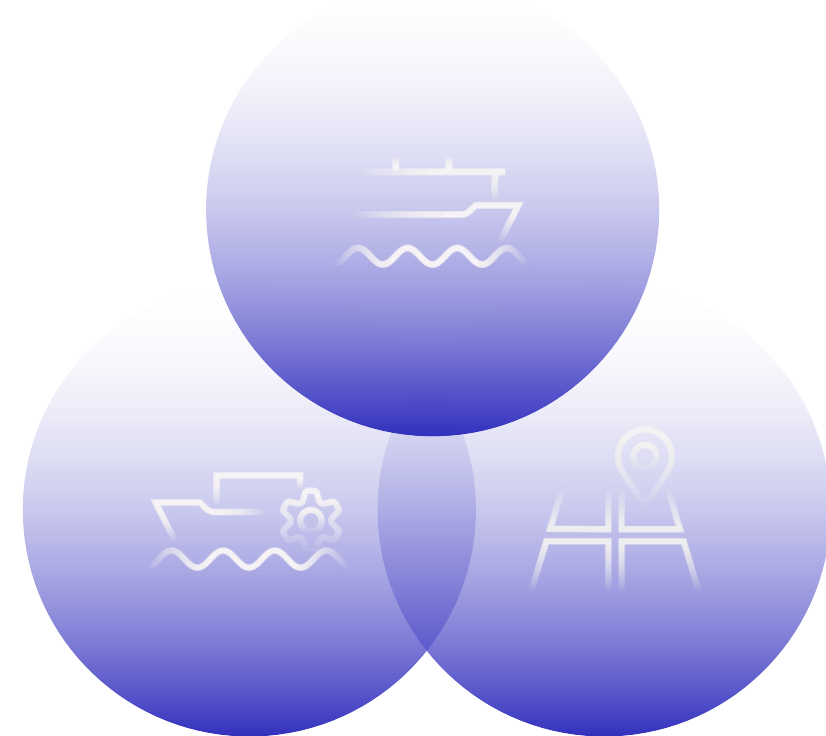
Manages a global fleet including specialised Multi-Purpose Cargo Vessels (MPCVs) for complex project cargo operations in both shallow-draft and sea-river environments. Also proficient in providing Pilotage and Towage services.

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.



OVERVIEW

PORTS & TERMINALS

LOGISTICS

MARINE SERVICES

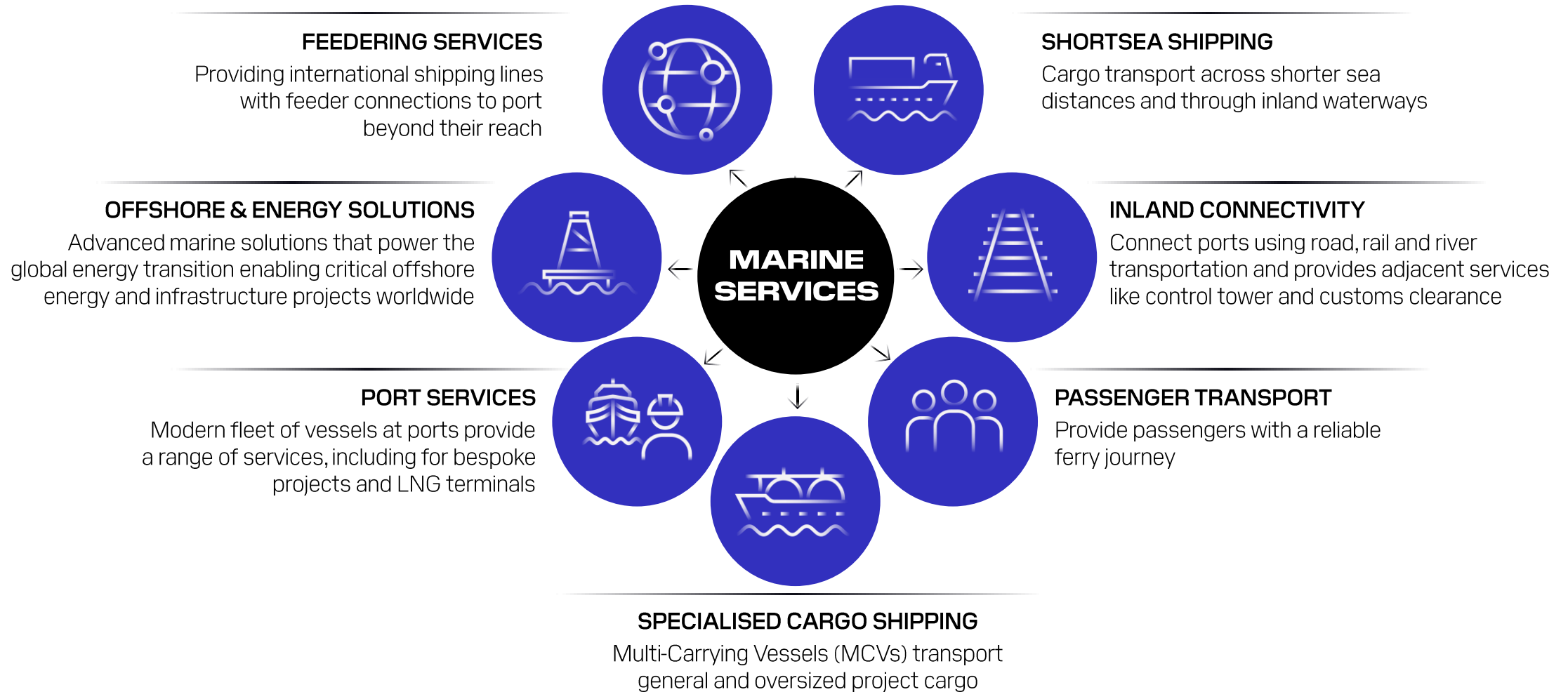
ESG

FINANCIALS

OUTLOOK

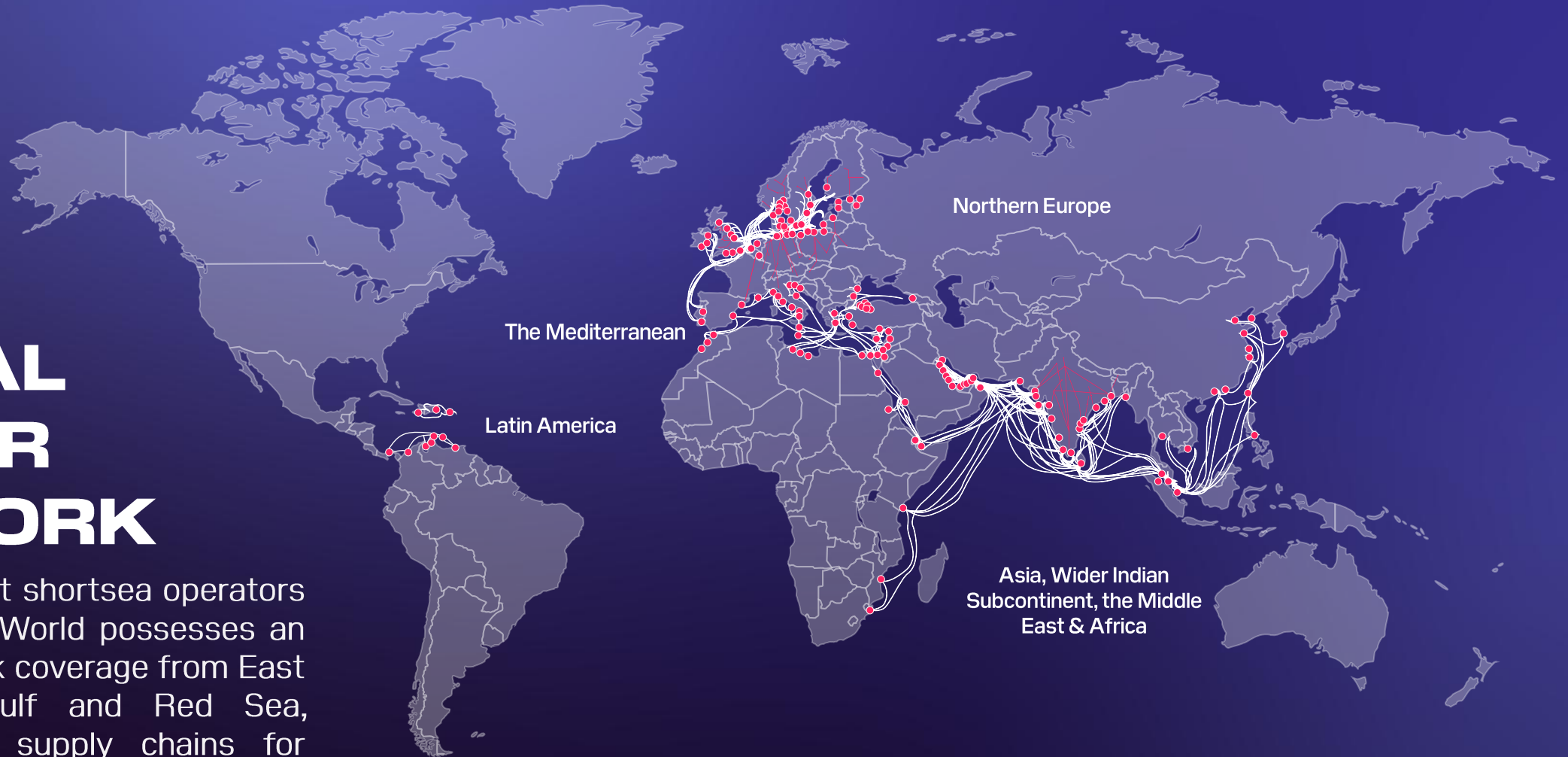
APPENDIX

MARINE SERVICES



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

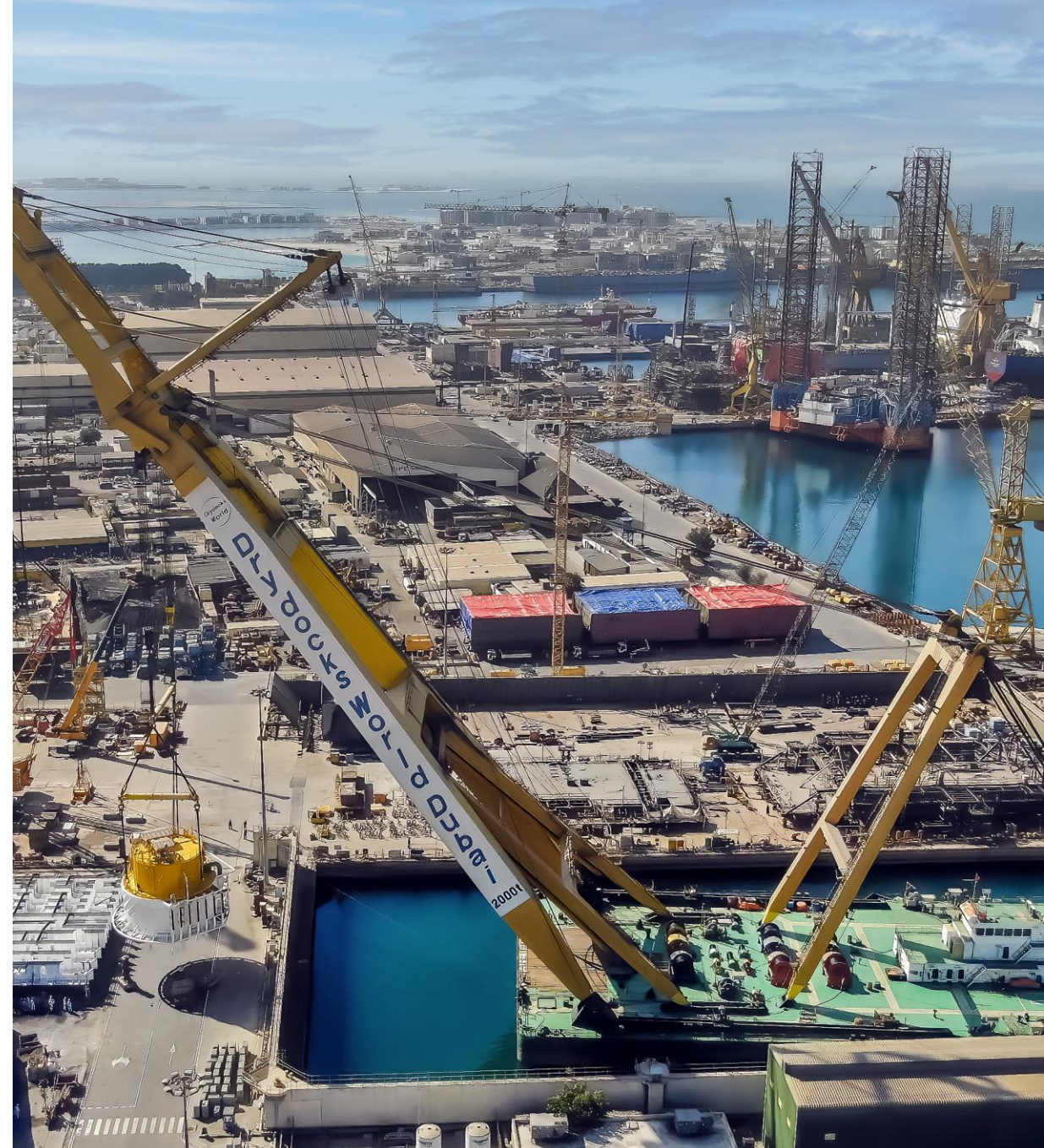
Drydocks World specializes in advanced newbuilding solutions tailored for the marine and offshore industries.

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



COMMITMENT TO NET ZERO

We aspire to lead the industry achieve net zero carbon emissions by 2050.

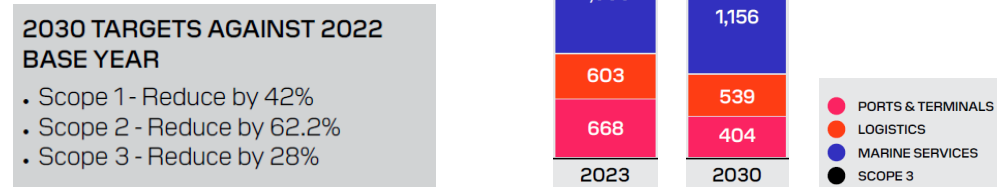
We secured validation from the SBTi for our ambitious commitment to reduce our carbon footprint.

We have committed to reducing Scope 1 greenhouse gas (GHG) emissions 42% by 2030 from a 2022 base year¹, aligned with the 1.5C trajectory.

We have also committed to reducing Scope 2 GHG emissions 62.2% and reduce absolute scope 3 GHG emissions 28% within the same timeframe.

2022 Baseline: 8,446 ktCO₂e

(adjusted for growth) ||
Scope 1, Scope 2 (market-based) and
Scope 3 emissions



OUR DECARBONISATION STRATEGY



Equipment electrification and efficiency
Reduce diesel and marine fuel consumption



Process efficiency and digitalisation
Introduce innovative low-carbon technologies in operations portfolio and maximise efficiency



Renewable energy supply
Procure electricity from renewable energy or carbon-neutral sources



Low carbon fuel supply
Procure low- or zero- carbon fuels to replace diesel and marine fuel

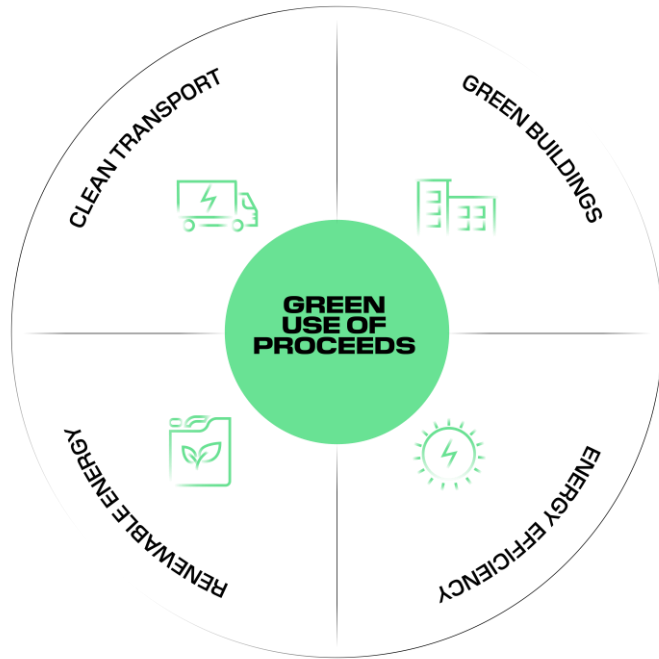


Carbon compensation
Compensate the remaining carbon that cannot be avoided or other carbon offsetting method

DP WORLD SUSTAINABLE FINANCING

DP WORLD GREEN SUKUK

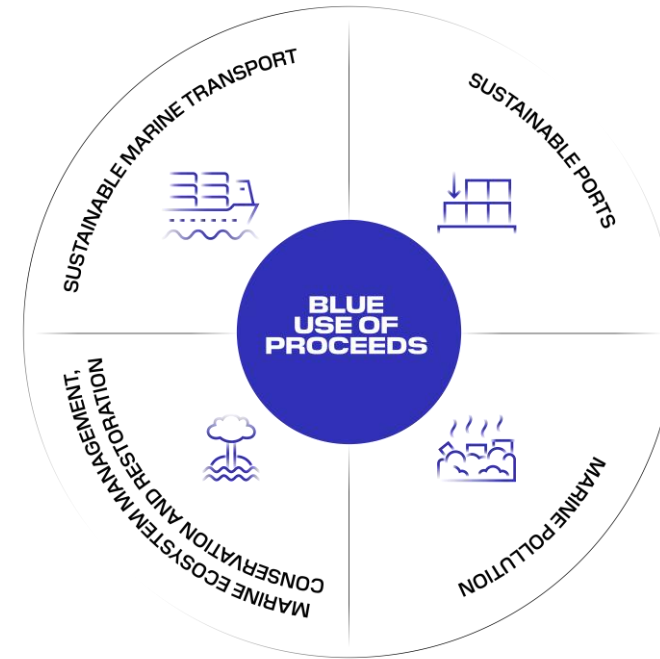
DP World reaffirmed its commitment to sustainable operations by raising USD 1.5 billion through a Green Sukuk to support the company's global decarbonisation efforts. Current projects cut across clean transportation, green buildings, renewable energy and energy efficiency.



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.



2025 SUSTAINABILITY HIGHLIGHTS

Sustainable Finance



Published the final Green Sukuk Allocation and Impact Report confirming full allocation of the US\$1.5bn raised in September 2023



Published the inaugural Blue Bond Allocation and Impact Report, with US\$67.64m allocated to eligible blue projects

Climate and environment



~67% of our global electricity consumption from renewable energy sources, in line with our target of 100% by 2040



Extended our UK carbon-inset initiative (covering over 150,000 import containers) to December 2025



Deployed 15 electric internal transfer vehicles with rapid-charging stations in Manila South Harbour, the first fully electric terminal vehicle fleet in the Philippines

Continued roll-out of the Water Conservation and Management Strategy which establishes a Group-wide framework for managing water use, wastewater, and water-related risks across our operations

Thought leadership

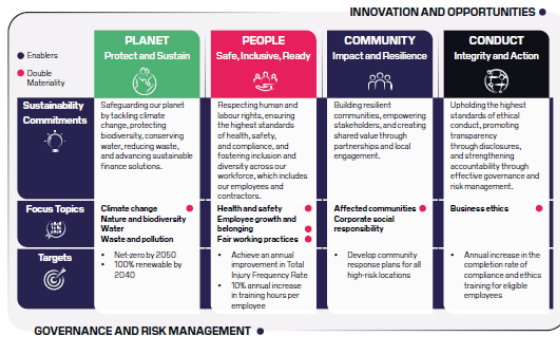


Released Community Resilience Report, reflecting ten years of transformative initiatives

Reached nearly 4.5m people worldwide

Invested ~USD 100m in community programmes

Governance and risk management

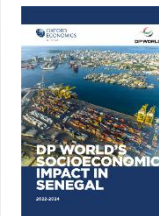


Refreshed our Sustainability Strategy following a double materiality assessment that considered both financial risks and opportunities, as well as our environmental and social impacts



Received an upgrade and gold medal with performance placing us in top 98th percentile

Published a Global Volunteering Policy, providing all employees with up to two paid volunteering days per year



Published a socio-economic impact study which highlighted that between 2022 and 2024, we supported an average US\$1.1bn gross value added contribution to Senegal's GDP annually— equivalent to 3.8% of national GDP

06

FINANCIALS



OVERVIEW OF 2025 PRELIMINARY RESULTS

Results before separately disclosed items ¹ USD million unless otherwise stated	2025	2024	% change	Like-for-like at constant currency % change ²
Gross throughput (TEU'000)	93,366	88,287	5.8%	5.2%
Consolidated throughput (TEU'000)	56,087	52,042	7.8%	6.5%
Revenue	24,422	20,023	22.0%	13.4%
Share of profit from equity-accounted investees (net of tax)	246	159	54.5%	45.6%
Adjusted EBITDA ³	6,430	5,450	18.0%	16.8%
Adjusted EBITDA margin	26.3%	27.2%	(0.9%)	28.0% ⁴
Cash generated from operating activities	6,294	5,509	14.0%	-
EBIT	4,066	3,357	21.1%	22.1%
Profit for the year	1,960	1,483	32.2%	31.8%
Profit for the year attributable to owners of the Company	1,072	751	42.7%	-

¹Results before separately disclosed items (BSDI) primarily excludes non-recurring items. DP World reported separately disclosed items of a \$75 million loss for the year.

²Like-for-like at constant currency is normalised for the new acquisitions and concessions at Sabah (Malaysia), Dar es Salaam (Tanzania), Evyap (Turkey), Dubai Fruits and Vegetables, Dubai Auto Market (UAE) and other Logistics business mainly Cargo Services Group and Legend.

³Adjusted EBITDA is Earnings before Interest, Tax, Depreciation & Amortisation and including share of profit from equity-accounted investees (net of tax) before separately disclosed items.

⁴Like-for-like adjusted EBITDA margin.

RESILIENT MARGINS

US\$ million	FY 2025	FY 2024	As reported % change	Like-for-like at constant currency % change ¹
Ports and terminals EBITDA	4,602	3,940	16.8%	17.4%
<i>Adjusted EBITDA margin</i>	49.4%	50.9%	(1.5%)	52.6 ²
Logistics, parks and economic zones EBITDA	1,504	1,162	29.4%	23.2%
<i>Adjusted EBITDA margin</i>	14.3%	14.2%	0.2%	15.4% ²
Marine services EBITDA	1,095	955	14.7%	13.2%
<i>Adjusted EBITDA margin</i>	23.8%	23.4%	0.4%	23.8 ²

US\$ million (Group)	FY 2025	FY 2024	As reported % change	Like-for-like at constant currency % change ¹
Share of profit from equity-accounted investees (BSDI)	246	159	54.5%	45.6%
Adjusted EBITDA (including share of profit from equity-accounted investees)	6,430	5,450	18.0%	16.8%
Adjusted EBITDA margin	26.3%	27.2%	(0.9%)	28.0% ²
EBIT ³	4,066	3,357	21.1%	22.1%
EBIT margin	16.6%	16.8%	(0.2%)	17.9% ²

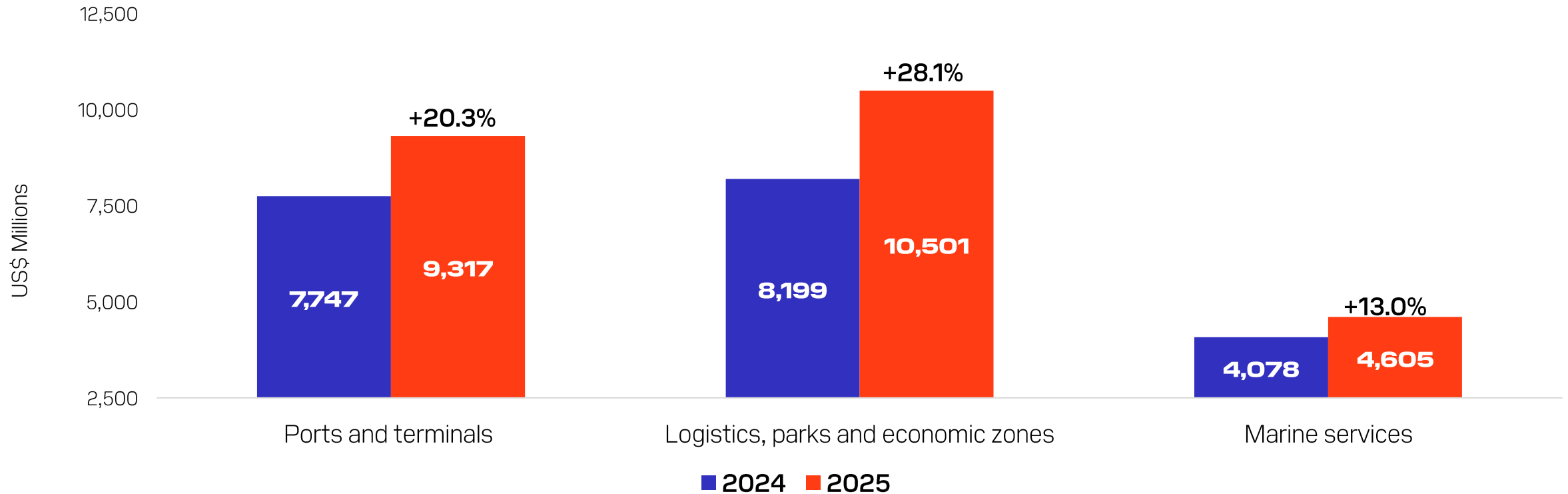
- Adjusted EBITDA grew by 18.0% while EBITDA margin for the full year stood at 26.3%.
- Like-for-like adjusted EBITDA margin of 28.0%.

¹Like-for-like normalises for monetisations and new developments as well as currency impact

²Displays adjusted margins on like-for-like basis rather than % change

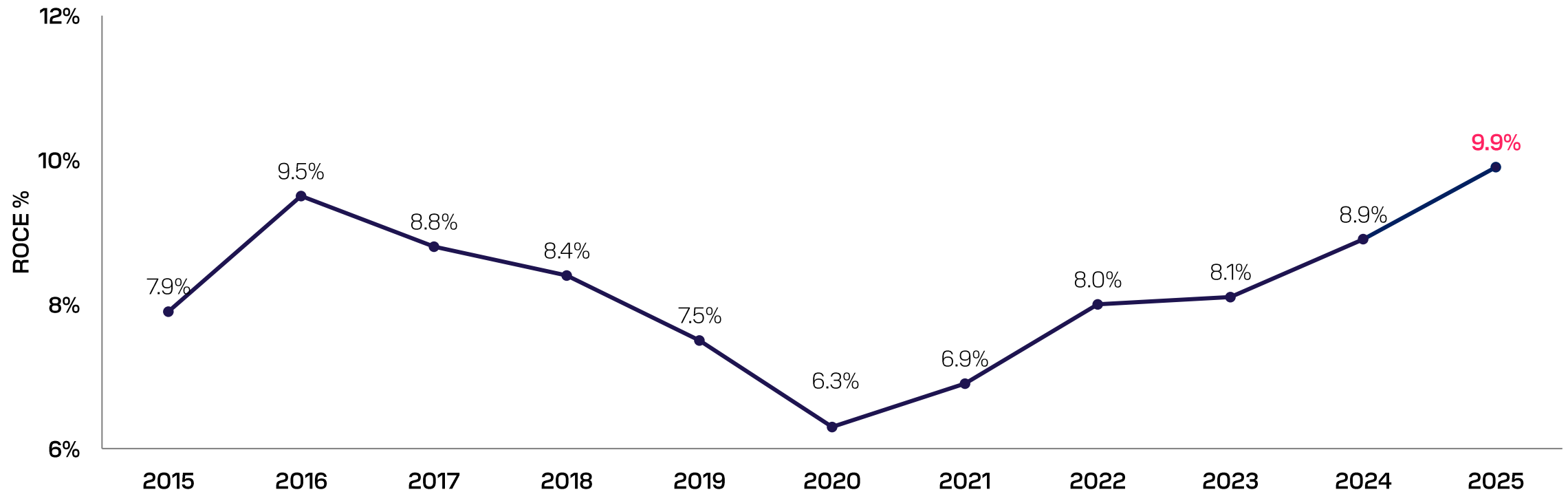
³Adjusted EBITDA less Depreciation and Amortization

REVENUE BREAKDOWN – BY VERTICALS



- Ports and terminals, revenue grew by 20.3% reaching \$9.3 billion on a reported basis and 15.7% on a like-for-like basis.
- Logistics, parks and economic zones total reported revenue rose 28.1% to \$10.5 billion.
- Marine services reported revenue increased by 13.0% reaching \$4.6 billion.

2025 RETURN ON CAPITAL EMPLOYED



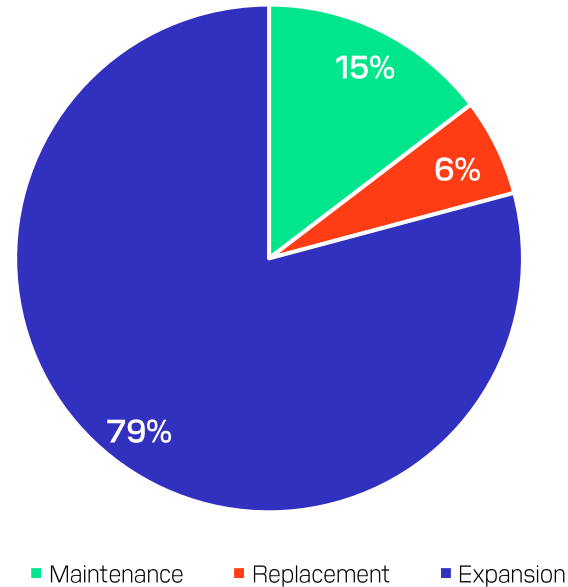
- ROCE was at 9.9%* in 2025 from 8.9* in 2024.
- The average life of our port concessions is approximately 32 years.
- We expect our ROCE to continue to increase as our portfolio matures.

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

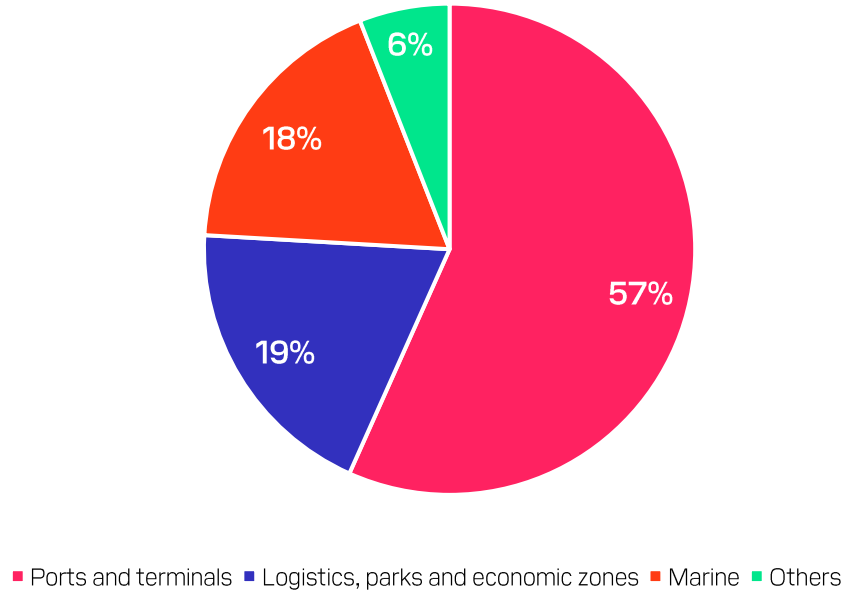
*Pre IFRS 16

CONTINUED INVESTMENT IN GROWTH

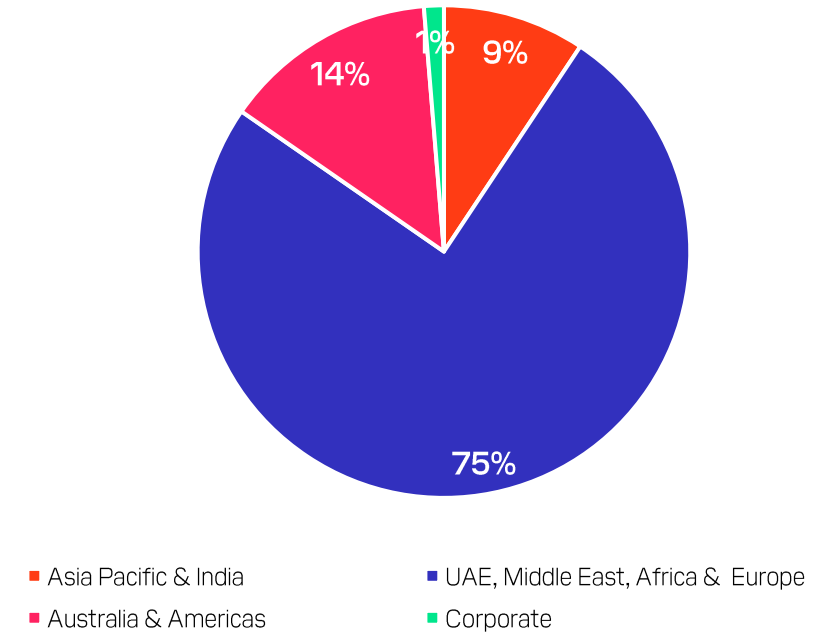
CAPEX BY CATEGORY



CAPEX BY SEGMENT



CAPEX BY REGION



- Capital expenditure of \$3.1 billion invested across the portfolio in 2025.
- Capital expenditure was split 57% Ports and terminals, 19% Logistics, parks and economic zone, 18% Marine Services and 6% Others.
- On a regional split, 75% for UAE, Middle East, Africa and Europe, 14% for Australia and Americas, 9% for Asia Pacific and India and the balance is for the Corporate.
- Capital expenditure budget for 2026 is approximately \$3.0 billion to be invested mainly in Jebel Ali (UAE), Drydocks World and Jebel Ali Freezone (UAE), Tuna Tekra (India), London Gateway (UK), Ndayane (Senegal) and Jeddah (Saudi Arabia).
- We expect to have approx. 112.3 million TEU of gross global capacity and 73.9 million TEU of consolidated capacity by end of 2026.

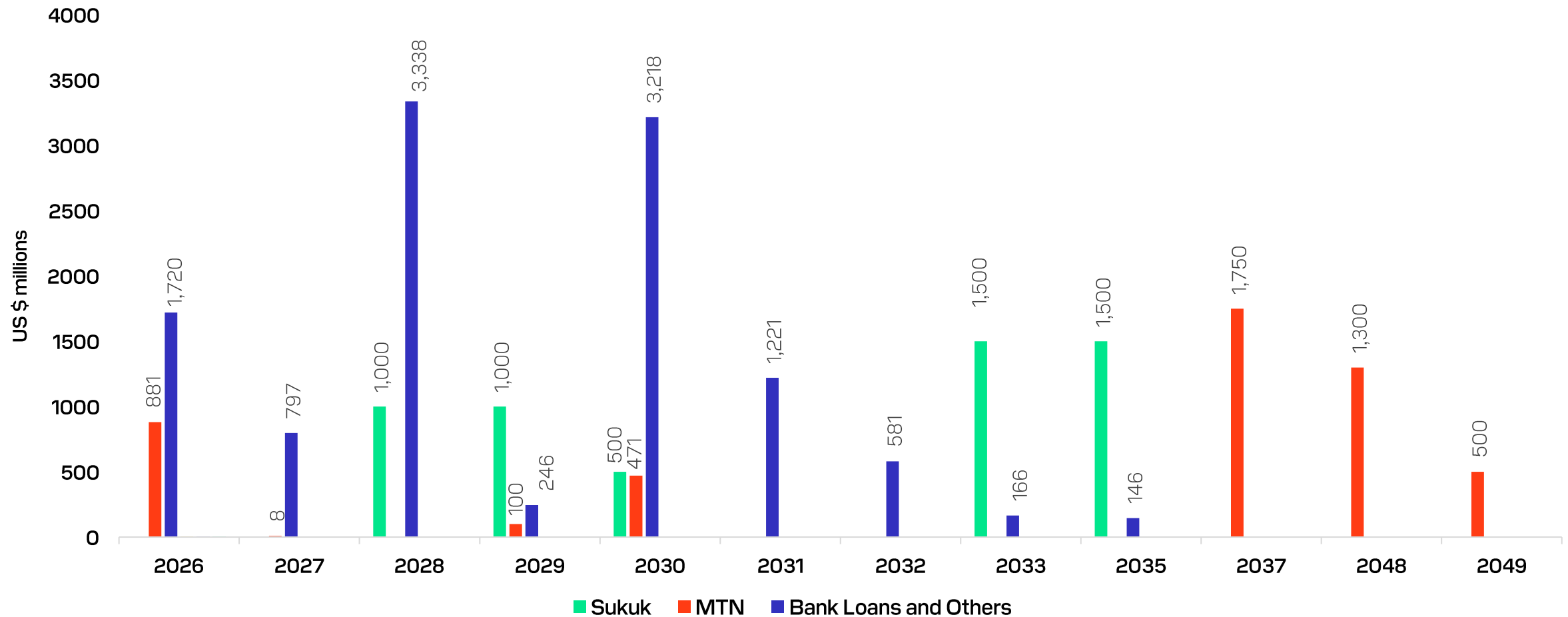
DEBT POSITION

US\$ million	31 Dec 2025	31 Dec 2024
Interest Bearing Debt	22,589	20,072*
Lease and service concession liabilities	7,980	7,133
Total Debt	30,569	27,204
Cash and cash equivalents (including short term investments)	4,678	4,768
Adjusted Net Debt	25,891	22,436
Adjusted Net Debt (Excluding lease liabilities)	17,911	15,303
Net Debt / Adjusted EBITDA pre IFRS 16	3.4x	3.4x
Net Debt / Adjusted EBITDA post IFRS 16	4.0x	4.1x
Interest Cover pre IFRS 16	5.4x	4.3x
Interest Cover post IFRS 16	4.7x	3.9x

- Well matched debt profile with long-term debt to meet long-term nature of our business.
- Cash generated from operating activities increased by 14.0% to \$6.3 billion in 2025 (\$5.5 billion in 2024).
- Leverage (Net debt to adjusted EBITDA) on a pre-IFRS16 basis was stable at 3.4x (FY2024: 3.4x). On a post-IFRS16 basis, net leverage was at 4.0x (FY2024: 4.1x).

* 2024 adjusted gross debt includes 50% hybrid bonds (\$738 million) as per rating agency methodology.

DEBT MATURITY PROFILE – AS OF 31 DEC 2025



- Bank Loans and others include Term loan facility amounting to US\$3,500m (US\$2,500m with maturity of Aug 2030 and US\$1,000m with maturity of Aug 2031) and RCF outstanding amounting to US\$2,615m with Jul 2028 maturity.

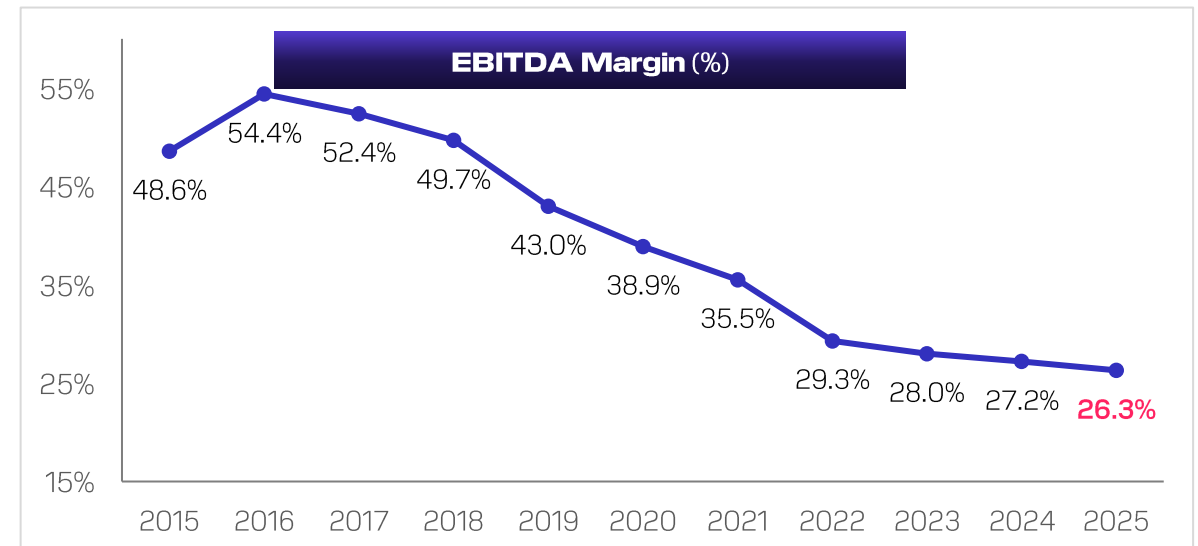
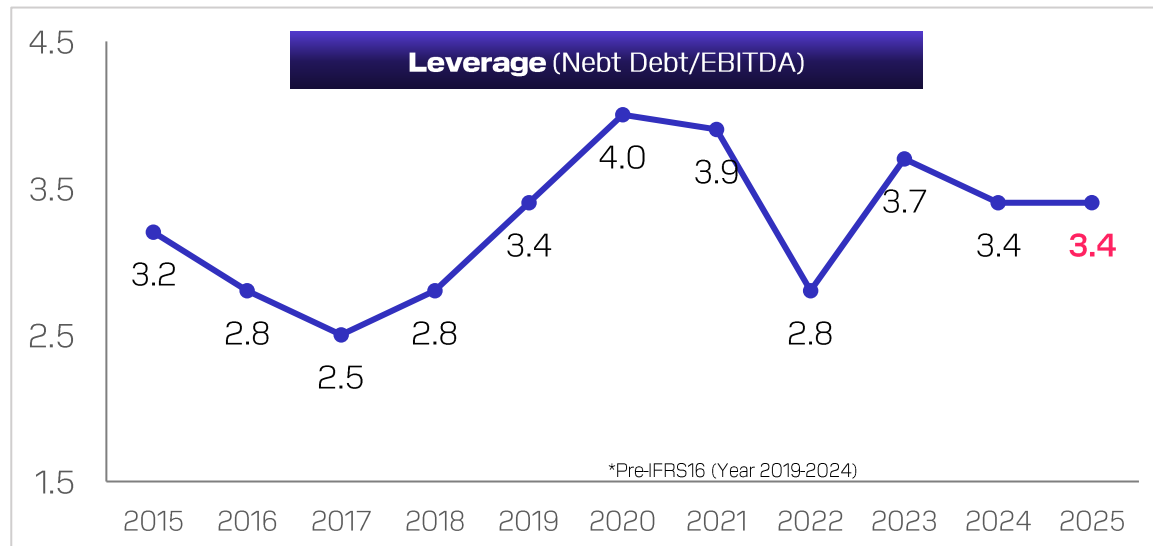
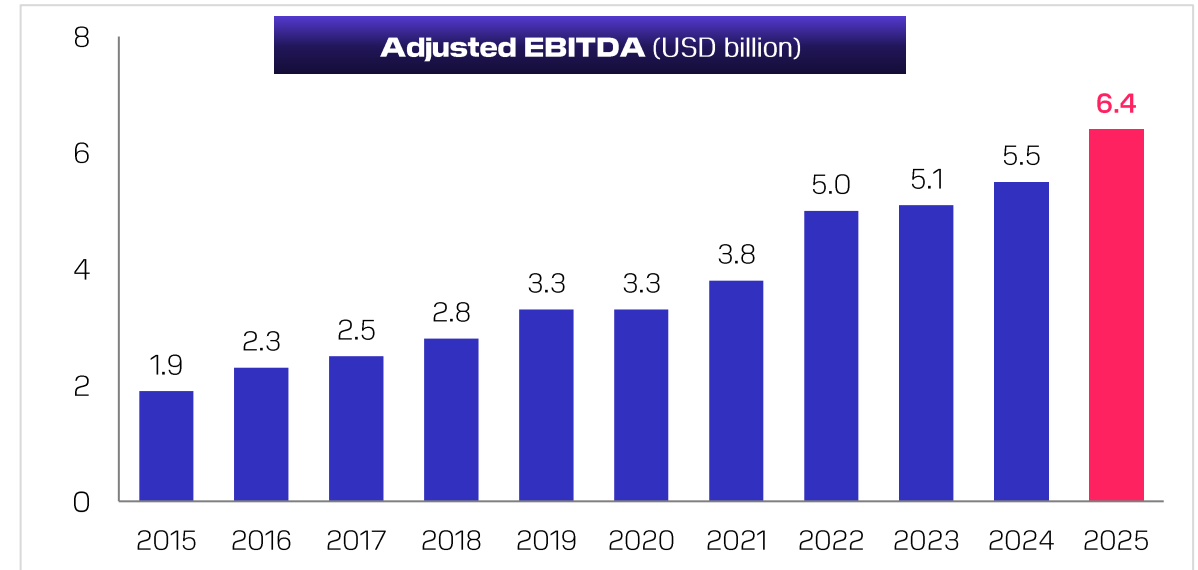
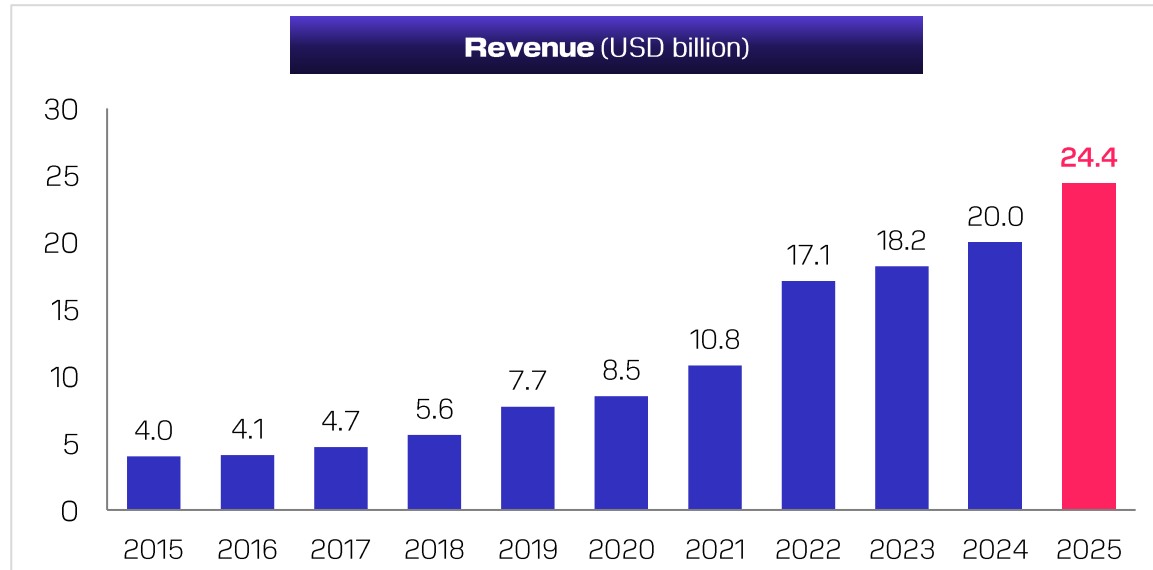
DP WORLD BONDS / SUKUKS

	Size	Credit Rating (Moody's / Fitch)	Mid Price (27 Feb 2026)	Mid Yield to Maturity
• DPW SEP26's 2.375% EUR	EUR 750m	Baa2 (Stable) / BBB+ (Stable)	99.735	2.823%
• DPW SEP28's 4.848% USD (S)	USD 1,000m	Baa2 (Stable) / BBB+ (Stable)	100.893	4.474%
• DPW JUL29's 3.875% USD (S)	USD 1,000m	Baa2 (Stable) / BBB+ (Stable)	97.874	4.560%
• DPW DEC29's 5.250% USD 	USD 100m	Baa2 (Stable) / BBB+ (Stable)	102.084	4.645%
• DPW Jan30's 3.7495% USD (S)	USD 500m	Baa2 (Stable) / BBB+ (Stable)	97.152	4.552%
• DPW SEP30's 4.250% GBP	GBP 350m	Baa2 (Stable) / BBB+ (Stable)	98.401	4.816%
• DPW SEP33's 5.500% USD (S) 	USD 1,500m	Baa2 (Stable) / BBB+ (Stable)	103.837	4.884%
• DPW MAY35's 5.500% USD (S)	USD 1,500m	Baa2 (Stable) / BBB+ (Stable)	103.656	4.998%
• DPW JUL37's 6.850% USD	USD 1,750m	Baa2 (Stable) / BBB+ (Stable)	112.320	5.382%
• DPW SEP48's 5.625% USD	USD 1,300m	Baa2 (Stable) / BBB+ (Stable)	97.914	5.791%
• DPW SEP49's 4.700% USD	USD 500m	Baa2 (Stable) / BBB+ (Stable)	86.611	5.743%

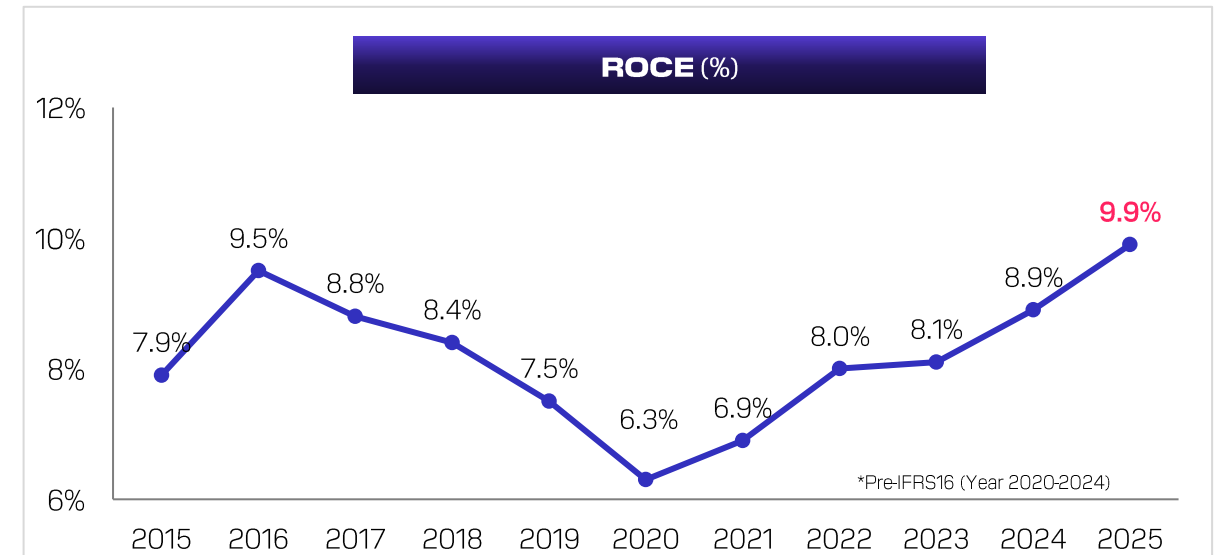
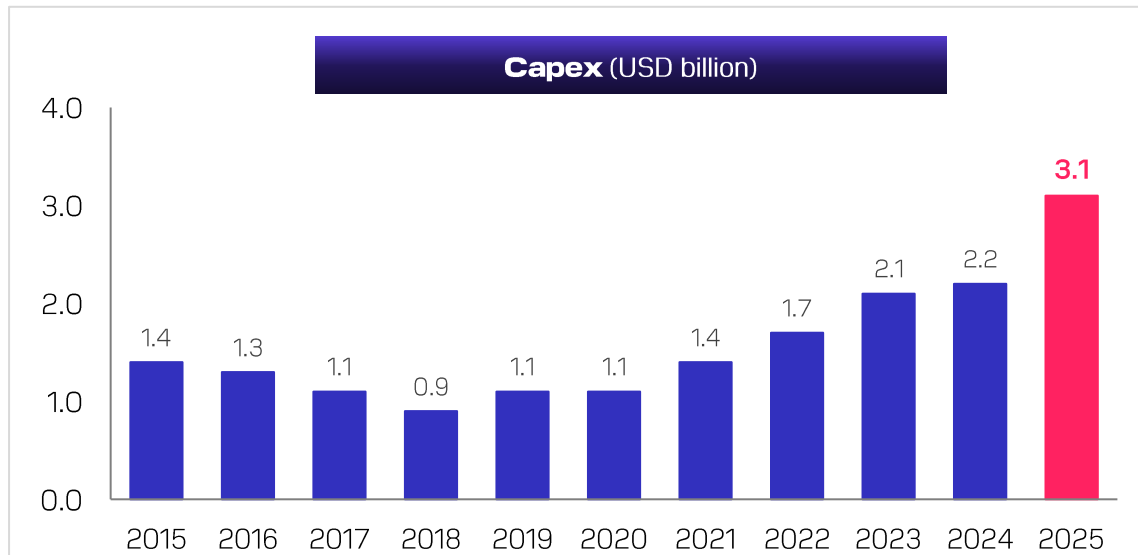
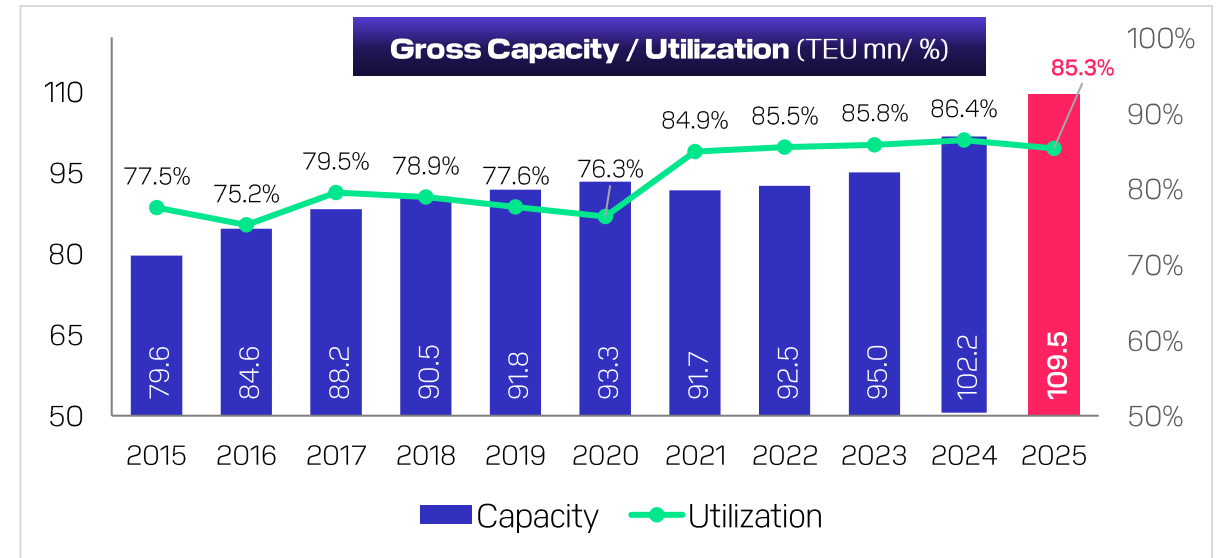
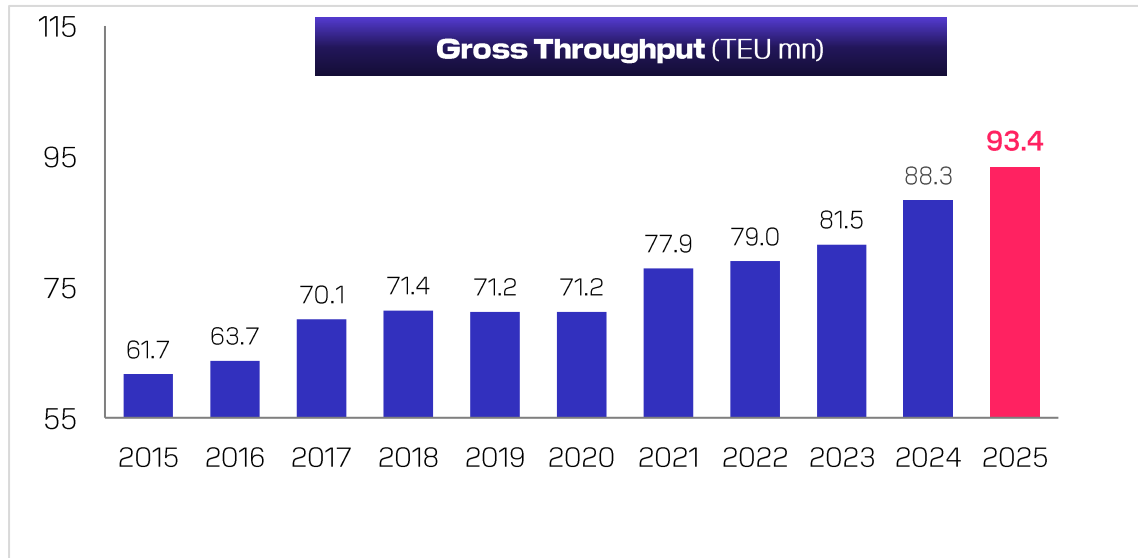
(S) Sukuk  Green  Blue

Price and Yield sourced from Bloomberg

DP WORLD KEY METRICS (2015-2025)



DP WORLD KEY METRICS (2015-2025)



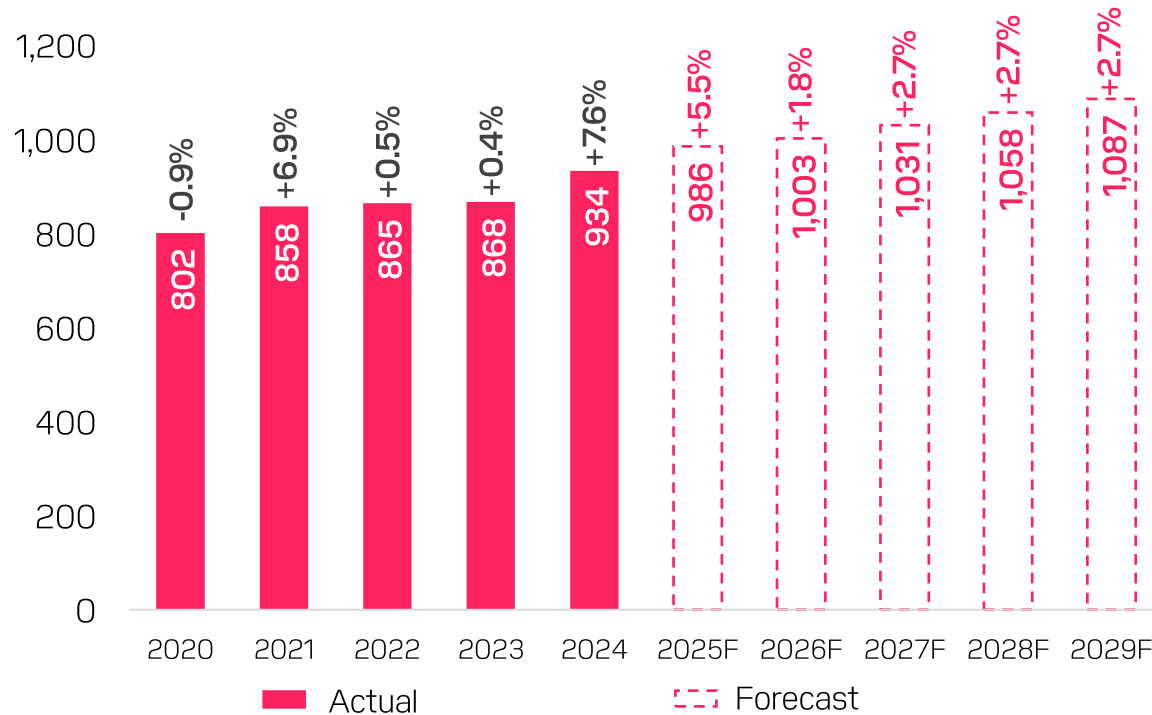
07

OUTLOOK



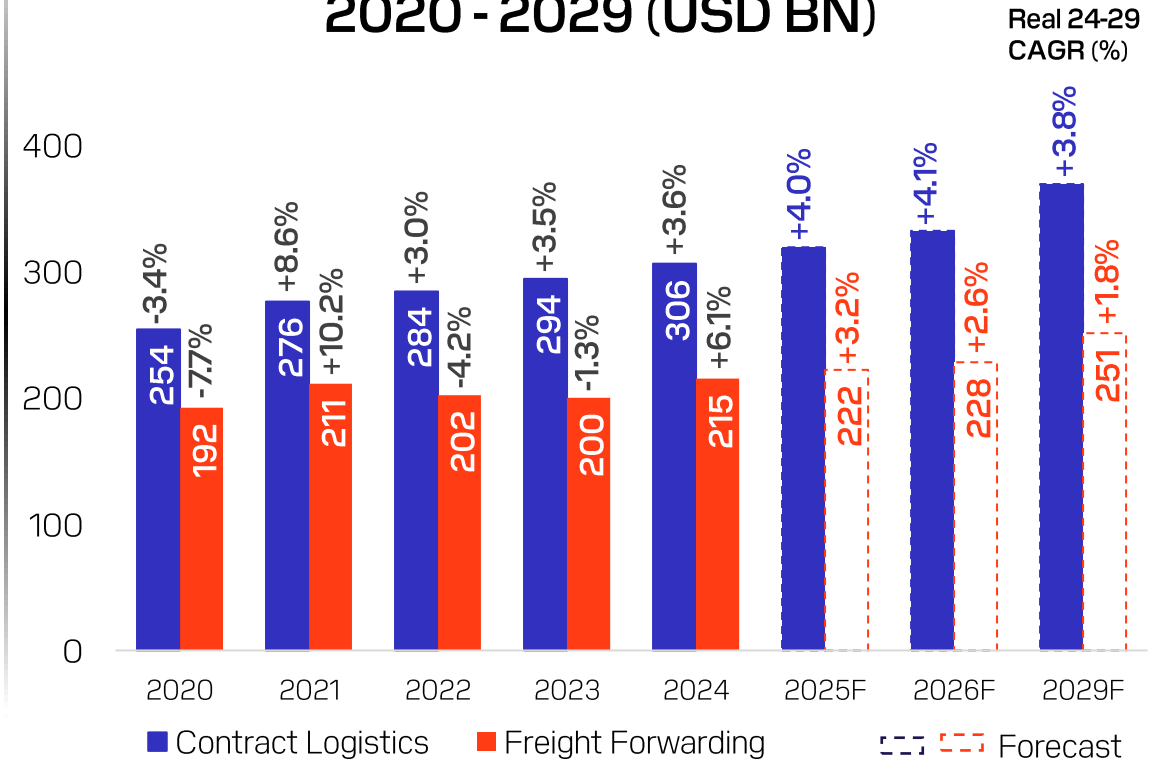
OUTLOOK

DREWRY GLOBAL THROUGHPUT FORECAST 2020 - 2029



Source: Drewry Container Forecaster 4Q 2025 (Dec-2025)

GLOBAL FORECAST 2020 - 2029 (USD BN)



Source: Transport Intelligence

- Drewry forecasts container throughput to grow by +5.5% in 2025 and by +1.8% in 2026, respectively.
- Transport Intelligence forecast freight forwarding to grow by 3.2% while contract logistics to increase by 4.0% in 2025.
- Outlook is uncertain due to geopolitical risks and changing global trade landscape.

08

APPENDIX

2025 THROUGHPUT OVERVIEW

GROSS VOLUMES '000 TEU	4Q 2025	4Q 2024	% Growth (like for like)	FY 2025	FY 2024	% Growth (like for like)
Asia Pacific & India	11,375	11,120	+2.3% (+2.3%)	44,703	43,383	+3.0% (+2.4%)
Europe, Middle East and Africa*	8,822	8,394	+5.1% (+5.1%)	34,525	31,888	+8.3% (+7.5%)
Americas & Australia	3,738	3,453	+8.3% (+8.3%)	14,137	13,016	+8.6% (+8.6%)
Total Group	23,936	22,968	+4.2% (+4.2%)	93,366	88,287	+5.8% (+5.2%)
CONSOLIDATED VOLUMES '000 TEU	4Q 2025	4Q 2024	% Growth (like for like)	FY 2025	FY 2024	% Growth (like for like)
Asia Pacific & India	3,414	3,372	+1.3% (+1.3%)	13,764	13,097	+5.1% (+3.1%)
Europe, Middle East and Africa*	7,395	6,935	+6.6% (+6.1%)	28,601	26,238	+9.0% (+7.5%)
Americas & Australia	3,581	3,309	+8.2% (+8.2%)	13,723	12,707	+8.0% (+8.0%)
Total Group	14,390	13,615	+5.7% (+5.4%)	56,087	52,042	+7.8% (+6.5%)
*Jebel Ali volumes included in Middle East, Africa and Europe region	3,966	4,109	-3.5%	15,552	15,536	+0.1%

KEY CAPACITY ADDITIONS

Consolidated Capacity

2025 Year End Capacity

69.7m TEU

New developments and major expansions

- Jeddah (Saudi Arabia) – 0.7m
- Evyap (Turkey) – 0.3m
- Santos (Brazil) – 0.3m
- Tartus (Syria) – 0.2m
- Mundra (India) – 0.2m
- Maputo (Mozambique) – 0.1m
- Sokhna (Egypt) – 0.1m
- Pusan (South Korea) – 0.1m
- Brisbane (Australia) - 0.1m
- Freemantle (Australia) – 0.1m

2026 Year End Forecast

73.9m TEU
(Approx)

Gross Capacity

(Consolidated plus equity-accounted investees)

2025 Year End Capacity

109.5m TEU

As above and

- QQCT Group (China) – 1.6m
- Antwerp (Belgium) 0.4m

2026 Year End Forecast

112.3m 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

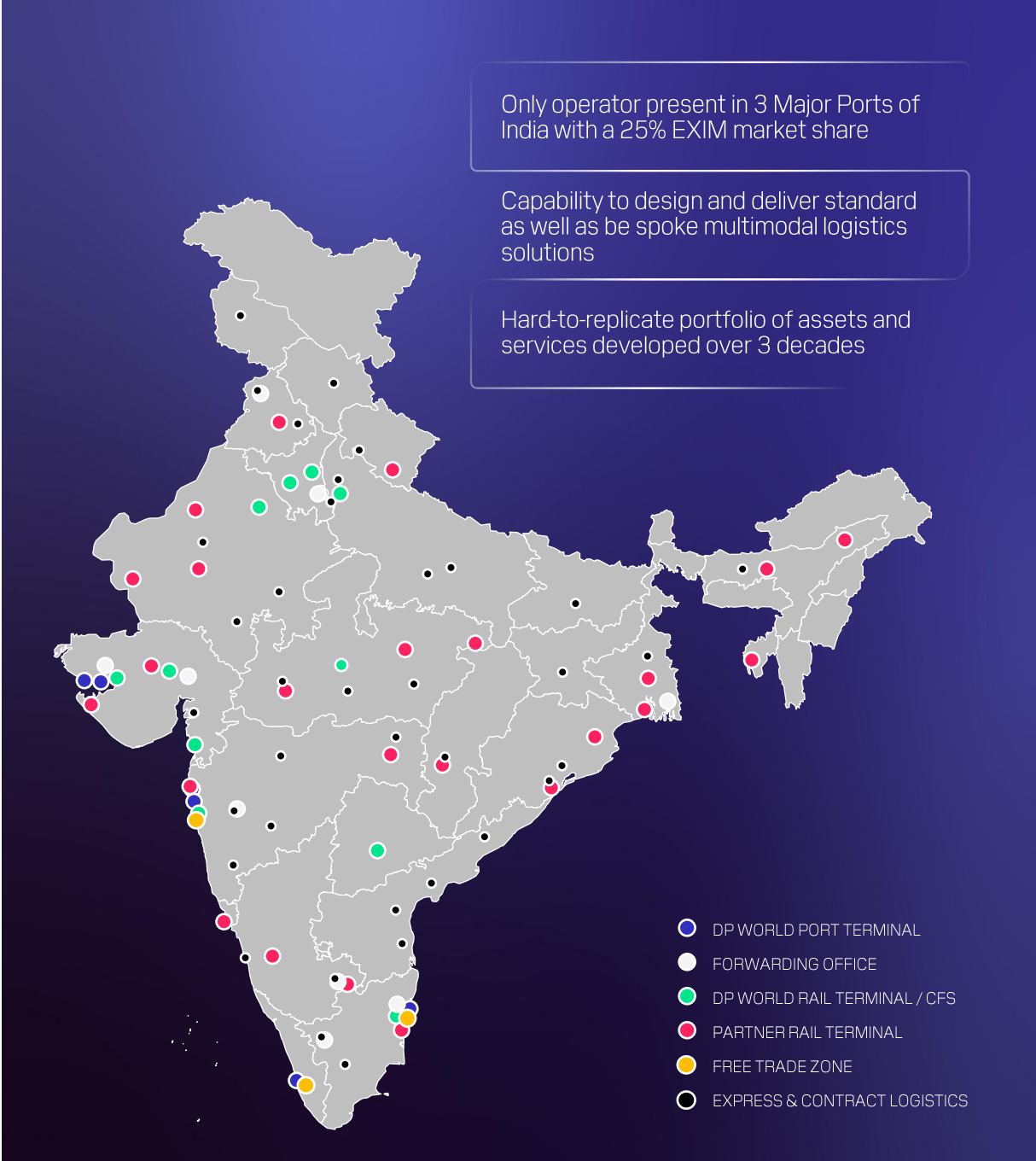
100+ EXPRESS CARGO CENTRES	8 INLAND RAIL TERMINALS
5 CONTAINER FREIGHT STATIONS	90 CONTAINER & SFTO RAKES
3 FREE TRADE ZONES	5+ MILLION SQ.FT. WAREHOUSE SPACE
6 CONTAINER PORT TERMINALS 1 UNDER DEVELOPMENT	

 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

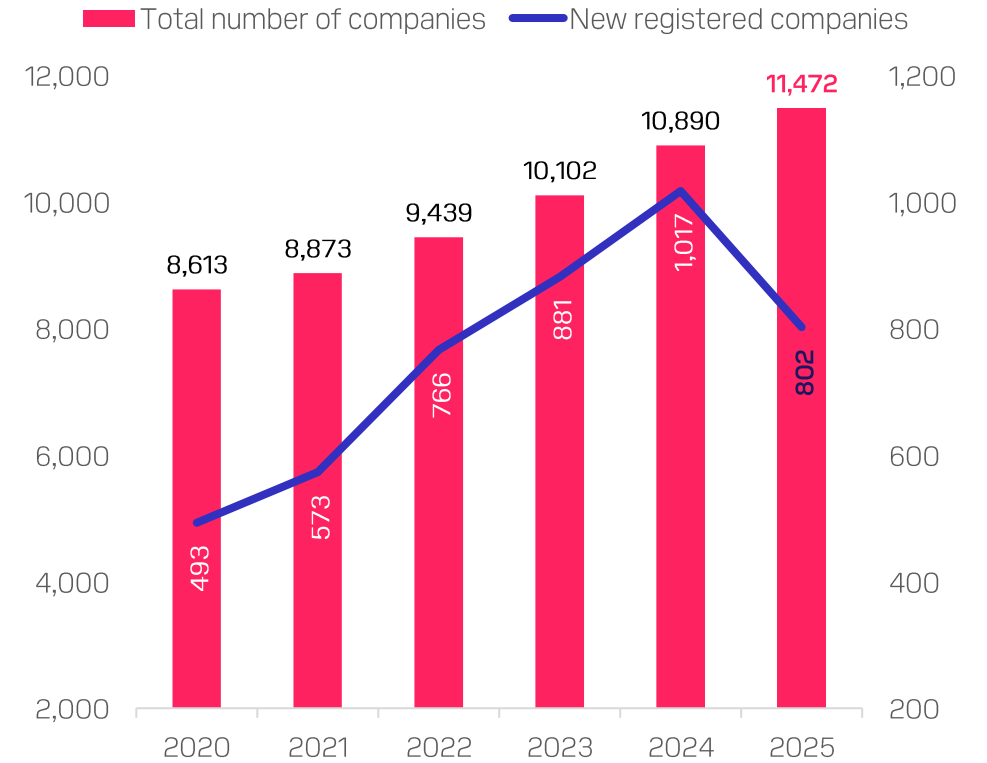
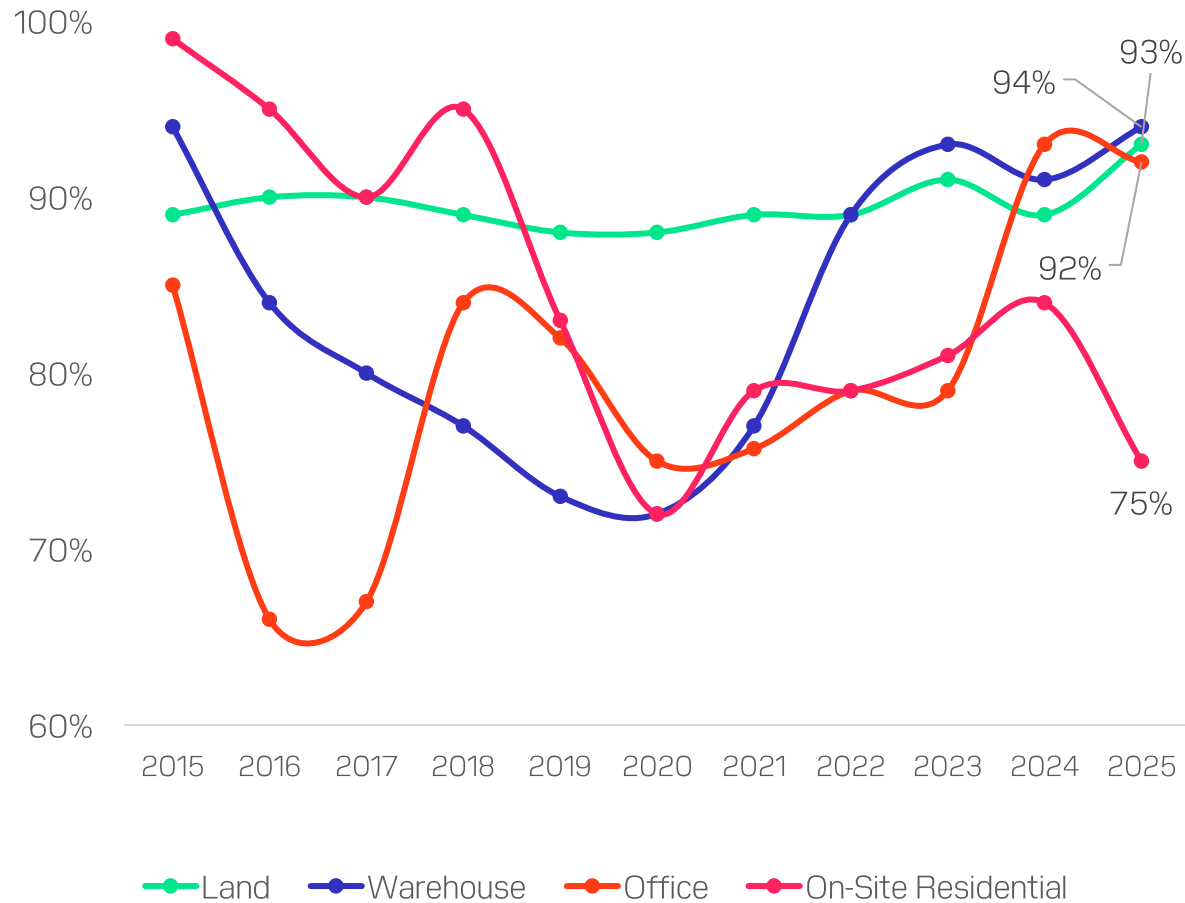
Hard-to-replicate portfolio of assets and services developed over 3 decades



- DP WORLD PORT TERMINAL
- FORWARDING OFFICE
- DP WORLD RAIL TERMINAL / CFS
- PARTNER RAIL TERMINAL
- FREE TRADE ZONE
- EXPRESS & CONTRACT LOGISTICS

UPDATE ON JEBEL ALI FREE ZONE

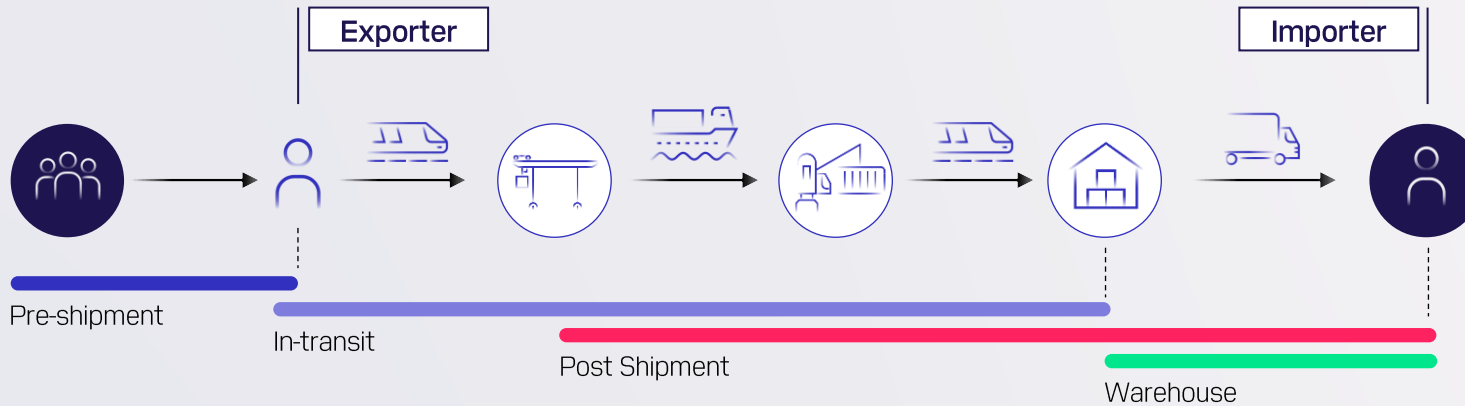
Occupancy Rates (%)



- Over 800 new companies registered during 2025.
- Total number of companies exceeds 11,450 (from over 1,000 new companies and 10,890 total in FY2024).

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

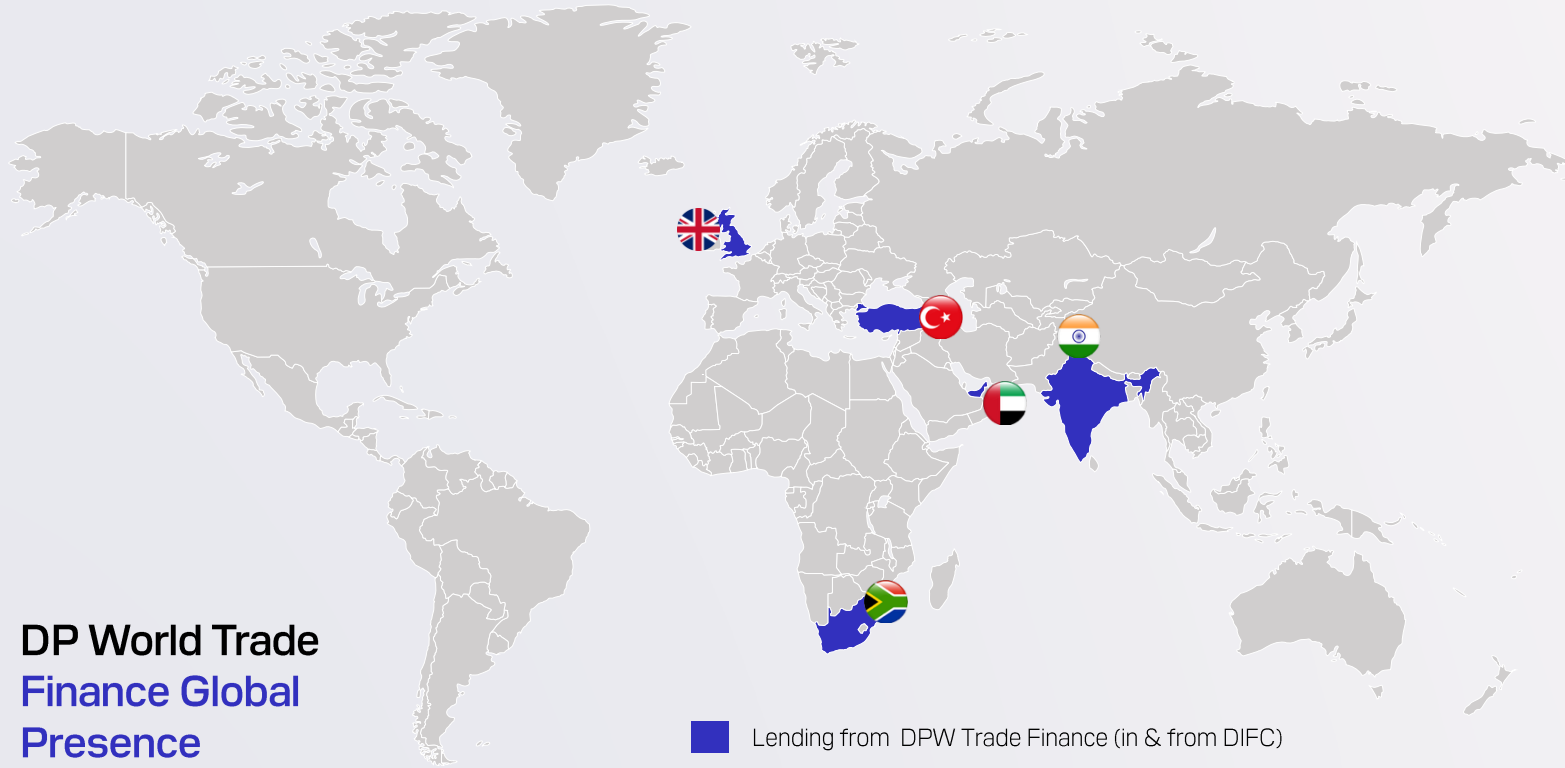
**World's Best Challenger
For Trade Finance - 2025**

Euromoney

**Best Non-Bank Trade
Finance Provider - 2024**

Global Trade Review

DP WORLD TRADE FINANCE HIGHLIGHTS



\$1.5 Bn+
TOTAL TRADES FINANCED



COUNTRIES LIVE



45

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

DP WORLD INVESTOR RELATIONS APP

Our IR app will keep you up-to-date with the latest development - from latest share prices and press releases to investor days, financial results and our document library on the go.

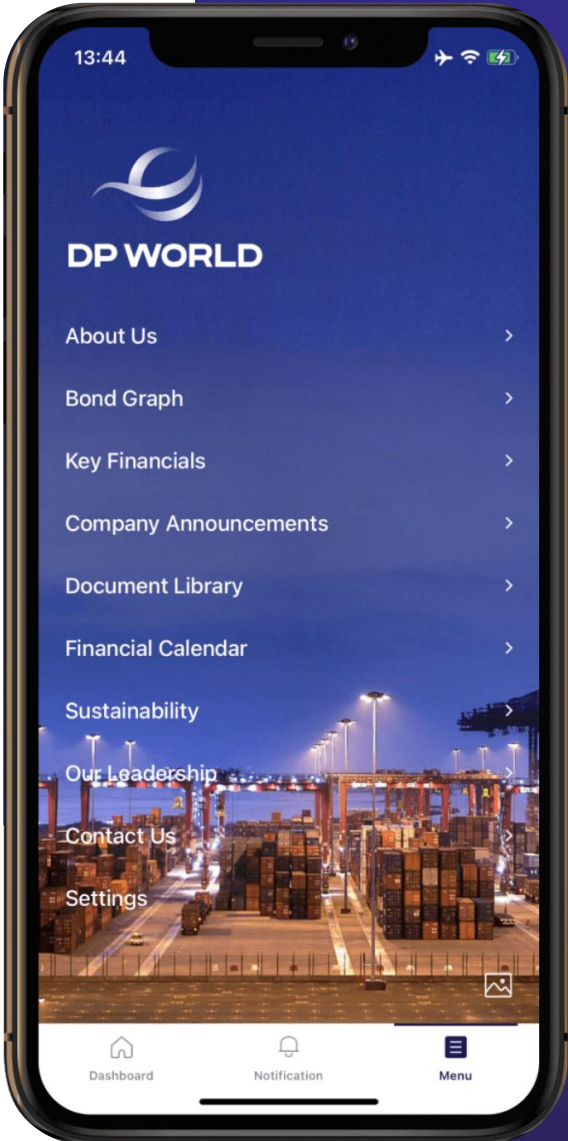
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THANK YOU

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