

# Our Strategic Objectives

Our strategic aim is to lead the future of world trade and, in so doing, to create value for all our stakeholders. To achieve these aims we have to identify sustainable growth opportunities and drive innovation in our sector.

As we continue to expand our world-class portfolio of assets, we add value along the industrial chain and enhance world trade. We measure our progress towards achieving these goals through key indicators that evaluate our performance in finance, human resources, customer efficiency and operations.

## Strategic Objectives

### Develop and operate a world-class portfolio of assets and create innovative trade solutions:

- Be known as a trusted brand that can be relied on by our customers globally.
- Drive productivity, efficiency and safety improvements through continuous innovation.
- Leverage our global portfolio to bring about economies of scale on all fronts.
- Recruit, retain and train the best employee talent globally.
- Continuously strive to find more sustainable ways of doing business.

#### Link to Values



### Identify unique and visionary opportunities that strengthen world trade:

- Forge strong partnerships with customers, governments and local communities.
- Target underserved growth markets.
- Focus on origin and destination cargo.
- Develop value-adding services encompassing marine and inland terminals, maritime services, logistics and ancillary services to technology-driven trade solutions.

#### Link to Values



### Manage risk and return to drive sustained long-term shareholder value:

- Balance operations in both growing and mature markets, diversifying geographical risks.
- Maintain a strong balance sheet with disciplined capital allocation to deliver the right capacity to meet customer requirements.
- Enhance value through optimal acquisitions and divestments.

#### Link to Values



## Implementing Our Strategy

2016 was a busy year, with a number of important developments and significant changes.

### Capacity

During the year we continued to add significant capacity across our portfolio; creating additional capacity in Jebel Ali (UAE), London Gateway (UK), Yarmca (Turkey), Antwerp (Belgium) and Mumbai (India).

### Sustainability

Building on our commitment to operate as a sustainable business we launched a number of initiatives with our people participating across the world. Our Global Education Programme aims to reach over 34,000 school children by 2020, building awareness and stimulating interest in ports, trade and logistics - a crucial part of the world economy. We have started our Solar Programme to install 154,000 solar panels across our Dubai operations, and aim to supply 39MW of electricity during peak hours, delivering estimated annual CO<sub>2</sub> savings of 48,800 tons of carbon.

### Funding

We continuously review our funding plans and 2016 was no exception. We raised \$1.2 billion in a new 7-year Sukuk transaction at significantly improved terms, refinancing \$1.1 billion of the existing 2017 Sukuk through a tender offer and extending the debt maturity profile. We successfully raised a £650 million unsecured loan in the private placement market to refinance London Gateway Port. We also created a \$3.7 billion investment platform in partnership with CDPQ to invest in ports and terminals globally outside of the UAE.

### Innovations

During 2016, a range of new innovations were implemented across our operations, including drones for security, automated quay cranes and driverless trucks. To drive innovation we have introduced a Group-wide online portal "innoGate" to collect ideas from over 36,500 colleagues from around the world. We are also exploring the use of Hyperloop technology for carrying goods from an inland container terminal in Dubai to Jebel Ali port.

### Beyond the Gate

Our "Beyond the Gate" initiatives continue to provide value-adding services and infrastructure to support the movement of cargo beyond our terminals. In 2016 we opened the first smart logistics centre in Peru. Based in Lurin, the centre uses optical fibres to connect with our terminal at Callao Port. It connects customers to the port and customs, enabling them to manage the movement of their cargo on their own electronic devices and smartphones. We were also granted a 25-year concession to develop and operate a new logistics centre in Kigali, Rwanda.

### People

We constantly invest in our greatest asset, our people – enabling them to grow and flourish is crucial to our future success. In 2016, our DP World Institute delivered over 10,000 online modules and face-to-face training sessions. We invested in developing those employees who inspire and support our people and launched two new offerings to our global leadership programmes; Harvard Essentials of Leadership and Harvard Business Acumen. We also work to ensure the safety of our people and our programmes during the year resulted in a 11.6% reduction in reportable injuries during the year.

### Portfolio

We continued to diversify our portfolio in 2016 and achieved a number of firsts. Our 50-year concession to build and manage Ecuador's first deep-water port in Posorja will position us to capitalise on the expansion of the Panama Canal. We worked to complement our existing portfolio servicing the Atlantic trade routes and entered into an agreement to operate the New Brunswick container depot in Saint John; Eastern Canada's largest port by tonnage and our first port on the east coast of North America. We also extended our commitment to emerging trade routes by entering into a 30-year concession to manage and develop a multi-purpose cargo complex in Berbera, Somaliland. Our investment in modernising the deep-water port will attract shipping lines to Eastern Africa and act as a catalyst for the regional economy. It also affords us access into developing sea trade with landlocked Ethiopia, the region's largest economy.

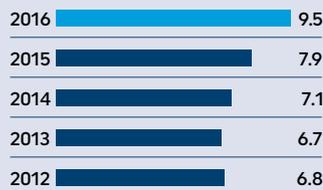
# Measuring Our Progress

## Financial

Driving sustained long term shareholder value

### Return on Capital Employed ("ROCE") %

9.5%



#### Definition

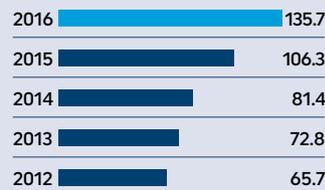
ROCE is earnings before interest and tax and before separately disclosed items ("SDI"), as a percentage of total assets less current liabilities.

#### Comment

For the fifth consecutive year we have seen growth in our ROCE. Our ROCE is reduced by the very low age profile of our portfolio and the consequent up-front capital investment required. We expect our ROCE to continue to increase as our portfolio matures.

### Earnings Per Share (excluding SDI) ("EPS")

135.7



#### Definition

EPS is calculated by dividing the profit after tax attributable to the owners of the Company (before separately disclosed items) by the weighted average number of shares outstanding.

#### Comment

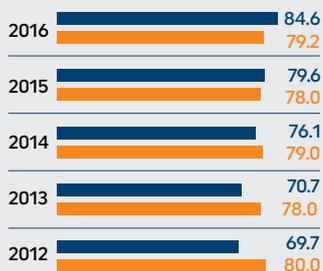
In 2016, our EPS grew by 27.65%. This was driven by robust revenue growth which was supported by full-year contribution of Jebel Ali Free Zone (UAE) and Prince Rupert (Canada) – and our disciplined capital allocation.

## Customer

Providing a satisfied and profitable customer experience

### Gross Capacity mTEU/Gross Capacity Utilisation %

84.6mTEU / 79.2%



#### Definition

Gross capacity is the total capacity of our global portfolio of terminals. Gross capacity utilisation is the total throughput in the year divided by the total capacity.

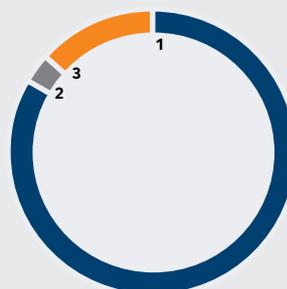
#### Comment

Gross capacity increased by 5 million TEU to 84.6 million TEU at the year end, reflecting our continued investment in additional capacity across the Group. Our utilisation remains high and above the industry average.

- Gross Capacity mTEU
- Gross Capacity Utilisation %

### Capital Expenditure in 2016

1,298m



#### Definition

Capital expenditure is the total cost of property, plant, equipment and port concession rights added during the year.

#### Comment

Capital Expenditure totalled \$1,298 million during the year and was predominantly related to expansion of existing facilities and their maintenance.

- 1 Existing Facilities 83.6%
- 2 New Facilities 3.3%
- 3 Maintenance 13.1%

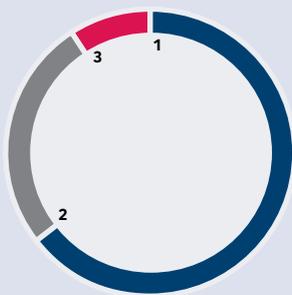
DP World identifies clear, measurable key performance indicators that assess how we are delivering on our strategy. The DP World Balanced Scorecard is structured around four core areas and allows us to measure our progress.

## People

Creating a learning and growth environment that encourages innovation

### DP World Institute Training Programme Participants in 2016

1,040



- 1 Middle East, Europe & Africa**  
Leadership – 325, Operations – 357
- 2 Asia Pacific & Indian Subcontinent**  
Leadership – 113, Operations – 155
- 3 Australia & Americas**  
Leadership – 48, Operations – 42

#### Definition

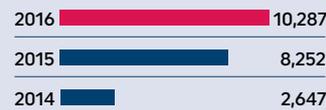
The number of participants who took part in face to face training programmes run by the DP World Institute across the Group.

#### Comment

The DP World Institute continued to deliver a wide range of operational and leadership training with high levels of engagement across the Group.

### DP World Institute e-Learning Module completion in 2016

10,287



#### Definition

The number of modules completed on the DP World e-learning platform during 2016.

#### Comment

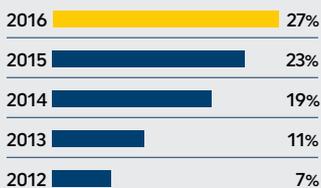
The DP World Institute continues to deliver a wide range of programmes via our e-learning platform. We expect this trend to continue as further e-learning programmes are developed and released.

## Operations

Delivering high levels of productivity, efficiency and safety

### Increase in Gross Berth Moves ("GMPH")

27%



#### Definition

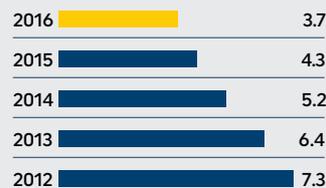
GMPH is the number of containers moved over the quay from and to a ship divided by the sum of hours in the period, for all cranes, between first and last lift.

#### Comment

We have calculated GMPH as an average across our portfolio and the graph shows our GMPH improvement as a percentage against our 2011 baseline.

### Lost Time Injury Frequency Rate ("LTIFR")

3.7



#### Definition

LTIFR is the total number of lost time injuries divided by the total hours worked and then multiplied by 1 million.

#### Comment

We aim for zero harm to our people; ports and terminals are a dangerous environment and we constantly work to improve our processes to mitigate the inherent risks. The downwards trend in our LTIFR is evidence that our efforts to reduce harm are effective, but there are still improvements that can be made.