

GROUP CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S STATEMENT

Delivering an Innovation Culture

With our shared vision, we have repositioned our business and aligned our organisation structure.



SULTAN AHMED BIN SULAYEM
GROUP CHAIRMAN AND CHIEF EXECUTIVE OFFICER

Progress comes in many forms and I am pleased to say that 2017 showed just how diverse and different it can be.

Strong progress in any walk of life is not possible without change, which in turn calls for innovation, sometimes disrupting the way we operate in order to move forward and grow.

So, our ambition to lead the industry for all our stakeholders, and add value wherever we are, was marked by efforts to transform – through new technologies and digitisation, by creating new businesses and extending our services beyond ports in our drive to make trade smarter, faster, safer and more rewarding.

Changes came thick and fast with our global footprint of 78 operating marine and inland

terminals across 42 countries, with a significant presence in both emerging and mature markets, enhanced by a series of acquisitions in complementary sectors and consolidation of existing terminals.

On the financial side, we delivered another strong set of financial results. We repeated another key milestone by breaching the \$1 billion earnings mark for the second year in succession. Our revenue grew 13.2% to \$4,715 million, while our adjusted EBITDA increased by 9.1% to \$2,469 delivering an adjusted EBITDA margin of 52.4%. Encouragingly, our volumes grew ahead of the market at 10.1% and we continued to deliver value for our shareholders with a return on capital (“ROCE”) of 8.8%. These measures, coupled with our robust growth, saw our credit rating upgraded to BBB+

from BBB, a sign of confidence in our strategy and performance from Fitch Ratings, one of the world's leading credit rating agencies.

The recovery of global trade in 2017 outperformed previous expectations despite continuing challenges to the global macroeconomic environment, including persistently low commodity prices and geopolitical tensions. Trade has benefited from the weaker US dollar and stronger economic growth in the Eurozone, US, Japan and emerging Asia along with robust growth in China. Our portfolio has not only benefited from the improved trading environment but also market-share gains from the new shipping alliances, and continues to deliver ahead-of-market growth.

DELIVERING

We are confident that the improved macroeconomic growth momentum will continue and the International Monetary Fund (“IMF”) has recently revised the global growth forecasts for 2018 and 2019 upward. Any upswing in growth will positively affect global trade and DP World’s global portfolio of ports. However, while the trade environment may appear more benign, geopolitical headwinds in some regions continue to pose a challenge. Nevertheless, we still expect to grow ahead of the market and see increased contributions from our new developments.

Progress through an Innovation Culture

Innovation is embedded in our culture, rooted in Dubai’s history and our DNA. It manifests itself in our commitment to constantly challenge ourselves and rethink what we do, and the way we do it. That is why we launched an innovation department to drive innovation across the business, with a new platform to harvest ideas and bring them to life. The platform, innoGate, is a digital portal that provides all our people with a mechanism to share their thoughts, their dreams, and their ideas, so that they can collaborate and brainstorm together regardless of background, language, title, age or gender.

We have created an environment where any employee in the world can tap into an immense pool of expertise to help achieve their objectives, solve their challenges and share their success stories. It is a place where they can join a team of individuals in a different part of the world to build an idea together and, if successful, results in greater productivity and efficiencies for the business.

This initiative empowers our colleagues to advocate for innovation in every business unit across all of our regions, ensuring that all ideas are considered and that the right ones will be implemented. We have already received thousands of encouraging ideas and developed hundreds of success stories that capture every aspect of our business.

Our commitment to innovation is being realised through many projects. We joined the Board of Hyperloop One to support the progress of development of this new transport technology, which could change the way that goods are moved in the future.

Progress Through Strategic Acquisitions and Consolidation

Progress was achieved in other ways. In recent years we have invested in port-related businesses such as Jebel Ali Free Zone and inland terminals, which have diversified our business and improved the quality of our revenues. In 2017, we launched a broader strategy to grow complementary sectors in the global supply chain to add further value for all our stakeholders. By acquiring new assets such as Dubai Maritime City (“DMC”) and Drydocks World (“Drydocks”) in Dubai, UAE, we further accelerated our position as a leading maritime service provider and strengthened the Group’s port-related businesses.

Going forward, we expect this trend to continue as we seek opportunities in complementary sectors and leverage on new technology and data to provide better solutions to our customers that will remove inefficiencies in trade and deliver stakeholder value.

Elsewhere, London Gateway provided further evidence that our diversified growth strategy is working. We won the renowned Asia-Europe service from one of the major shipping alliances and signed new customers to our 9.25 million square feet logistics park. We are the only operator to offer two deep-water ports in the UK and, combined with Europe’s largest logistics facility, we are well positioned to be a key player in the UK supply chain.

In addition to investing in new assets, disciplined investment in existing facilities has also been one of our priorities in delivering ahead-of-market growth in 2017. We invested \$1,090 million of capital expenditure across our portfolio in markets with strong demand and supply dynamics. Globally, we added approximately 3.6 million TEU of new gross capacity to take total capacity to 88 million TEU. By the end of 2018, we expect to take that to 90 million TEU and by 2020 aim to have over 100 million TEU of capacity available, subject to demand.

Our consolidated portfolio grew to 50 million TEU with the outright ownership of DP World Santos in Brazil and a majority stake in Pusan, South Korea. DP World Santos is the largest private multi-modal port terminal in Brazil with strategic connections via sea, road and rail transport links that enable 90% of the cargo to reach Brazil’s most populous city, São Paulo.

ORGANISATION CULTURE TRANSFORMATION

Organisation Culture Transformation – Our People. Engagement with our employees and stakeholders to build better processes that will result in increased efficiencies, productivity, and quality. One example – through automation, artificial intelligence and robotics we are increasing human safety in an industry that features heavy machinery that can cause fatal accidents. Simple solutions are making that happen – from a wheel nut indicator that analyses any loss of torque on equipment that may cause failure, to tyre blast protection cages and screens that protect staff when replacing or re-filling tyres.

IDEAS

1,972



USERS

7,535



ENGAGEMENT

17,496



SUCCESS STORIES

139



GROUP CHAIRMAN AND CHIEF EXECUTIVE OFFICER'S STATEMENT

Delivering an Innovation Culture continued

Meanwhile, we added 1.5 million TEU of new capacity in Jebel Ali (UAE), 0.8 million TEU in London Gateway (UK) and 0.5 million TEU in Prince Rupert (Canada). Operations also began at Berbera in Somaliland and we started the greenfield construction of the first deep-water multi-purpose port at Posorja, Ecuador. In 2018, we plan to add further capacity in various locations including UAE, Pusan (South Korea), and Maputo (Mozambique).

Progress through partnerships

We believe in the significant medium to long-term growth potential of the ports and terminals sector as well as complementary businesses, many of which we worked to nurture through partnerships. To capitalise on this growth potential, we forged strategic bonds during the year, through our agreement with the Indian National Investment and Infrastructure Fund ("NIIF"), to develop the ports, transportation and logistics sector in India, which can deploy up to \$3 billion in the next few years. These investments will also target opportunities beyond sea ports such as river transportation, freight corridors, cold-chain storage and port-led special economic zones and inland terminals.

A major highlight was our agreement to develop an integrated industrial and residential zone at Sokhna in Egypt with the Suez Canal Authority. Over time, it will cover 95 square kilometres, with more than 400,000 jobs to be created for future generations long term, with work to start in 2018. At the same time, our existing facility at DP World Sokhna will be developed, increasing its capacity and linking it to the industrial zone. The development of the zone will support the sustainable growth of the country, helping it to attract more business investment and transforming the Suez Canal into a major trading hub in the region.

In other parts of Africa, we are contributing to the development of economies through partnership. This includes in Senegal, via the blueprint for Port De Futur, a multi-purpose port with an economic and logistics zone adjacent to the new Blaise Diagne International airport. Work is scheduled to start in 2018 and we have also provided a master plan for the redevelopment of the old port of Dakar.

In Somaliland, we marked the start of our concession for the up to \$442 million project phased over time to develop the Port of Berbera to serve landlocked countries in the Horn of Africa. The building of a new quay, yard extension and a free zone will help create jobs and a new regional trading hub.

In Mali, we have developed a master plan to unlock the resource-rich country's economic potential, with a transportation and logistics strategy featuring electronic customs processes. In Ghana, discussions are also ongoing on customs technology, port operations, free-zone development, rail transport and inland container depots to develop trade and support businesses aiming to reach international markets. In Algeria, we have met our government partners to discuss plans for the development of DP World Algiers, looking at ways to increase capacity and efficiency as the economy grows.

Sustainability

Our flagship sustainability programme, Our World, Our Future, also gathered momentum during the year. The programme has increased our impact and engagement across a variety of crucial social and environmental issues, from tackling the illegal wildlife trade to supporting local communities through employee volunteering aligned with the Sustainable Development Goals ("SDGs") of the United Nations ("UN").

We continue to play an active part in the United for Wildlife Transport taskforce which brings together 40 of the world's leading wildlife organisations to tackle the illegal wildlife trade. Training of employees to spot smuggling and engagement of young people is also part of our strategy.

Work with the UN continued when we joined the Logistics Emergency Teams ("LET") – composed of four organisations that provide pro-bono expertise and resources to support humanitarian groups in natural disasters. Our involvement with IMPACT 2030 has also reinforced the value and impact of employee volunteering, and our role chairing the Global Ports Group allows us to share best practice and leadership examples of sustainable business activities with our peers.

Our Global Education Programme also continues to be implemented across the world.

Over 10,000 students took part by the end of the year (since the start of the programme) and we are on track to meet our target of 34,000 participants by 2020.

People equal progress and these excellent achievements would not have been possible without the dedication and hard work of our talented employees. On behalf of the Board, I would like to thank each member of our global family for their commitment, contribution and continuous innovation and improvement – without which our success would not have been achievable. Their work has made 2017 another successful one in our evolution, success that is founded on our culture of innovation, and our founding principles.

Corporate Governance and Board

We continue to add value to our corporate performance and improve our strategic vision through the development and adoption of strong governance practices, which are an integral part of DP World's values, culture and business model. The Corporate Governance report can be found on page 46.

We are pleased that DP World has again been awarded first place in the S&P Hawkamah Pan Arab ESG Index in recognition of our robust corporate governance practices, which ranks the transparency and disclosure practices of regional listed companies based on environmental, social and corporate governance measures. This demonstrates our full commitment and continued efforts to maintain the highest standards of corporate governance practices.

Being at the centre of DP World's corporate governance framework, our Board possesses the correct balance of skills, knowledge and industry experience to lead DP World effectively, achieve our strategic objectives and long-term goals and drive sustained long-term value for our shareholders.

I have been proud to lead DP World and witness its growth and success as a leader in global trade since my appointment as Chairman in 2007, and look forward to another prosperous year as DP World continues on its path to achieving greater success and leading the future of world trade. I would like to thank our Board members for their continued support, dedication and commitment, I

am confident that the skills and expertise of our Board will drive the long-term success of the Company, enabling DP World to expand its horizons further.

The full biographies of our Board members and information on the roles and responsibilities of our Board and Board Committees can be found in the Corporate Governance section commencing on page 46.

Dividend

The Board is recommending a final dividend of \$340.3 million or 41.0 cents per share, an increase of 7.9%, reflecting sustainable step change in our earnings. Subject to shareholder approval, the dividend will be paid on 02 May 2018 to shareholders on the register at the close of business on 27 March 2018.

Leading the Future of World Trade

2018 has started on a promising note with current trading in line with expectations. However, macroeconomic and geopolitical uncertainties continue and will likely create headwinds in some regions.

It is also worth emphasising that 2017 was an exceptionally strong volume-growth year. We expect the growth rate to ease, nevertheless we are well positioned to continue to outperform the market, see increased contributions from our recent investments and deliver stakeholder value.

With innovation and constant transformation, we face exciting times ahead and we will continue to progress together with our employees, customers, partners and shareholders. The ongoing pursuit of progress means that the process of improvement is never ending. That is why we look forward to further disrupting our organisation and becoming even more productive and efficient, as we embark on the next stage of our journey – to lead the future of world trade



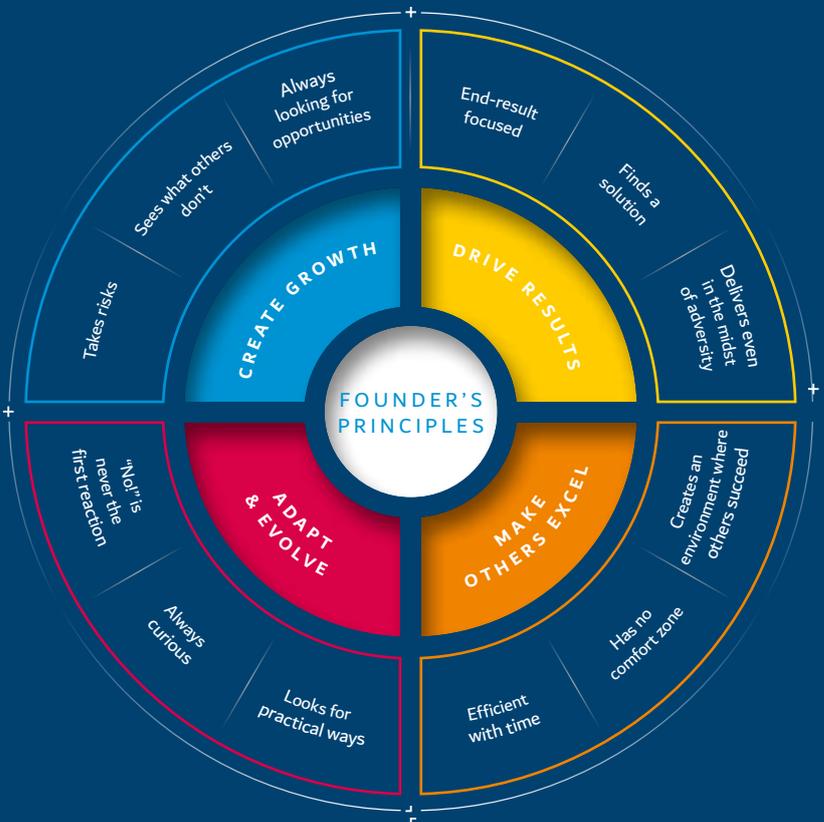
Sultan Ahmed Bin Sulayem

Group Chairman and Chief Executive Officer

22 March 2018

FOUNDER'S PRINCIPLES

As DP World continues to grow and we repeatedly announce results that outperform the industry, it is a good time to identify how we got here and what keeps us at the leading edge of world trade.



+ CREATE GROWTH

In the early 1980s I was Assistant Director of Customs at Jebel Ali Port. The newly completed port was losing money as ships chose the more established Mina Rashid. I began to research free zones and realised it would be the perfect solution to bring cargo to Jebel Ali. It was a risk, but JAFZA became a reality and the Jebel Ali Port & Free Zone is now a global success story.

+ ADAPT & EVOLVE

The world is changing and we recognise that we must change to remain relevant. That is why in recent years we have strengthened and diversified our business, growing the ports and terminals division while expanding our logistics and maritime services offerings. We are also investing in disruptive technology (such as Virgin Hyperloop One) and embracing innovation to safeguard our future success.

+ DRIVE RESULTS

When DP World acquired P&O in 2006, a site on the River Thames was already earmarked for development into a new port. The project was vast, with many hurdles to overcome including funding, local infrastructure gaps and environmental concerns. Despite this, we delivered London Gateway, the UK's newest deep-sea port and adjacent logistics park which continues to attract new business and save our customers time and money.

+ MAKE OTHERS EXCEL

We create an environment where others succeed. We help people to improve, helping them to achieve more. This extends to our customers as well as our colleagues. By staying outside the comfort zone, learning and growth is part of everyday life at DP World. Part of helping people improve is valuing their time. It is our precious resource.

I am proud of the training and development offered to our people, encouraging everyone to fulfil their full potential.