

KEY PERFORMANCE INDICATORS

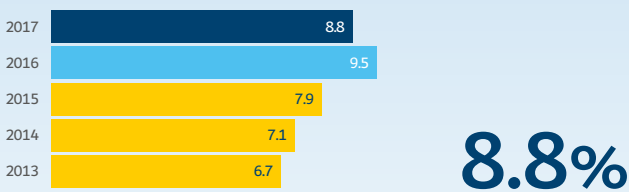
Measuring our progress

Benefitting from the improved trading environment and market share gains, our global portfolio once again delivered ahead-of-market growth in 2017 and has seen strong performance across all three regions.

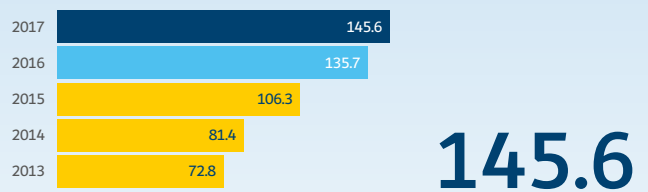
FINANCIAL

DRIVING SUSTAINED LONG TERM SHAREHOLDER VALUE

RETURN ON CAPITAL EMPLOYED (“ROCE”) %



EARNINGS PER SHARE (excluding SDI) (“EPS” in US cents)



Definition

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

Comment

Return on capital employed (ROCE) is a key measure of how well our investment strategy is delivering value to shareholders and in 2017 our ROCE was at 8.8% from 9.5% in 2016. The year-on-year decline in ROCE is mostly explained by the timing of acquisitions which increased the asset base in the second half of the year. We expect our ROCE to continue to increase as our portfolio matures. Currently, the average life of our port concession stands at 36 years.

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.

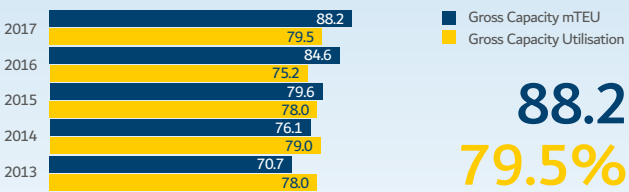
Comment

In 2017, our EPS grew by 7.3%. This was driven by strong volume growth across all three DP World regions and resulting revenue and EBITDA growth.

CUSTOMER

PROVIDING A SATISFIED AND PROFITABLE CUSTOMER EXPERIENCE

GROSS CAPACITY MTEU/GROSS CAPACITY UTILISATION %



CAPITAL EXPENDITURE IN 2017



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 3.6 million TEU to 88.2 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.

Definition

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

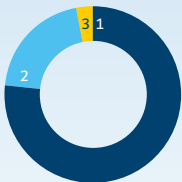
Comment

Capital Expenditure totalled \$1,090 million during the year and was predominantly related to expansion of existing facilities and their maintenance.

## PEOPLE

### CREATING A LEARNING AND GROWTH ENVIRONMENT THAT ENCOURAGES INNOVATION

#### DP WORLD INSTITUTE TRAINING PROGRAMME PARTICIPANTS IN 2017



- Middle East, Europe & Africa  
Leadership: 488, Operation: 271
- Asia Pacific & Indian Subcontinent  
Leadership: 103, Operation: 72
- Australia & Americas  
Leadership: 25, Operation: 10

TOTAL: **969**

#### DP WORLD INSTITUTE E-LEARNING MODULE COMPLETION IN 2017



TOTAL: **13,000**

#### 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.

#### Definition

The number of modules completed on the DP World e-learning platform during 2017.

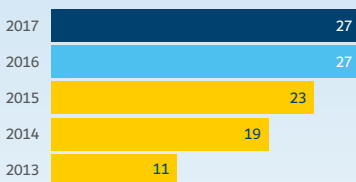
#### Comment

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

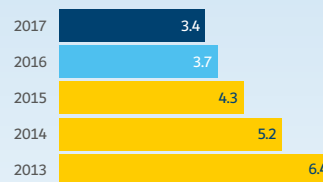
### DELIVERING HIGH LEVELS OF PRODUCTIVITY, EFFICIENCY AND SAFETY

#### INCREASE IN GROSS BERTH MOVES (“GMPH”) %



**27%**

#### LOST TIME INJURY FREQUENCY RATE (“LTIFR”)



**3.4**

#### Definition

GMPH is the average number of containers moved over the quay wall from and to a vessel divided by the sum of hours in the period, for all quay cranes, between first and last lift. Deducting vessel and agency related delays, as well as force majeure related delays.

#### 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.

#### Definition

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

#### Comment

Ports and terminals are a dangerous environment and working safely is at the heart of our business and we will only be able to achieve this by increasing safety awareness in our workplace. In 2017, there has been increased safety awareness within our businesses, which has led to an increase in incident reporting. our lost time injury increased by 8% and lost time injury frequency rate reduced by 7% compared to last year. The downwards trend from 2013 in our LTIFR is evidence that our efforts to reduce harm are effective, but there are still improvements that can be made.