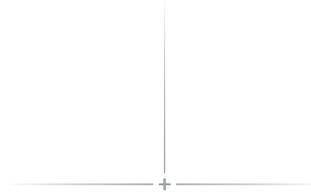


OUR STRATEGY

Delivering the Future



A year of change as our business embarked on a new journey – to create more business opportunities across the global supply chain, offering more, adding value.

OUR STRATEGIC OBJECTIVES

THE FUTURE

<p>DRIVE PROFITABLE AND SUSTAINABLE GROWTH THROUGH A WORLD-CLASS PORTFOLIO OF ASSETS AND SERVICES</p>	<ul style="list-style-type: none"> • Focus on origin and destination cargo. • Grow our value-adding services encompassing marine and inland terminals and maritime services. • Be known as a trusted brand that can be relied on by our customers globally. • Leverage our global portfolio to bring about economies of scale on all fronts. • Drive productivity, efficiency and safety improvements through continuous innovation. • Recruit, retain and train the best employee talent globally. • Enhance value through optimal acquisitions and divestments. • Maintain a strong balance sheet with disciplined capital allocation to deliver the right capacity to meet customer requirements.
--------------------------------------------------------------------------------------------------------------	------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>DEVELOP NEW REVENUE STREAMS THROUGH ACQUIRING NEW CUSTOMER SEGMENTS AND SERVICE PORTFOLIO</p>	<ul style="list-style-type: none"> • Acquire new customers and cross-sell our portfolio of services. • Forge strong partnerships with customers, governments and local communities. • Expand our service portfolio around the port by providing services across industrial parks, economic zones, and logistics services. • Target underserved growth markets. • Balance operations in both growing and mature markets, diversifying geographical risks.
---------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

<p>MAINTAIN STRATEGIC ADVANTAGE THROUGH INVESTING IN DIGITAL AND INNOVATIVE OPPORTUNITIES</p>	<ul style="list-style-type: none"> • Invest in innovative ideas and businesses to maintain strategic advantage. • Develop innovative businesses to generate new revenue streams. • Harness cutting edge technologies to develop our enterprise and operations.
------------------------------------------------------------------------------------------------------	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------

IMPLEMENTING OUR STRATEGY

CAPACITY

During this year, we continued to add significant capacity across our portfolio, creating new capacity in Jebel Ali (UAE), Prince Rupert (Canada), London Gateway (UK) and Berbera (Somaliland) amongst others.

PEOPLE

In 2017, we continued to invest in developing our valuable employees, and our DP World Institute delivered over 13,000 online modules and face-to-face training sessions to over 5,000 people. We also continued our effort to ensure the safety of our people.

SUSTAINABILITY

2017 saw our global sustainability programme grow its impact and reach. We joined the World Food Program's Logistics Emergency Teams, helping the humanitarian community respond to major disasters, and in partnership with IMPACT 2030 helped educate school children on the SDGs through the World's Largest Lesson. We have also built on the successful launch of our Global Education Programme, delivering classes to over 3000 children in various countries in 2017.

BEYOND THE GATE

We embarked on our plan to develop a free zone next to DP World Berbera in Somaliland. We have also witnessed the first shipment of containers heading overland to China on the first ever UK to China export train which departed from our rail terminal in London Gateway – this was a landmark moment for DP World and for our involvement in the development of China's One Belt One Road initiative, the trade gateway linking east and west. We also completed the acquisition of Spanish Maritime services operator Remolques y Servicios Maritimos, S.L. ("Reyser"), and announced our agreement to acquire Drydocks World and Dubai Maritime City, further expanding our services across the supply chain.

PORTFOLIO

We completed the "Phase 2 North" expansion project at DP World Prince Rupert in Canada, adding 0.5 million TEU capacity. DP World Limassol in Cyprus launched a new cruise terminal, and work began on our new multi-purpose port project in Posorja, Ecuador.

We also acquired 100% ownership of Embraport in Brazil. In Somaliland, we marked the start of our concession for the project of up to \$442 million (phased over time) to develop the Port of Berbera which serves landlocked countries in the Horn of Africa.

INNOVATION

In 2017, we continued to run innovation campaigns and initiatives to add value to our business, customers and partners. We have gathered 1000's of ideas that have led to the exploration, release and prototyping of 100's of unique and proprietary ideas to DP World. Going forward, our innovation campaign will include a co-creation approach with both our customers and partners.

TECHNOLOGY

In 2017, we developed a 2021 Global Technology Strategy to enable growth, connect our global businesses, increase collaboration, and operational efficiency. The strategy focuses on introducing new technology capabilities, modernising our systems, creating R&D centres of excellence, as well as harnessing Big Data to inform decision making and explore new areas.

PRODUCTIVITY

Productivity throughout our business operations remains a key responsibility for our employees. In 2017, we set a shared improvement target across the organisation covering P&L productivity, working capital efficiency, capital allocation, and operational efficiency. This will ensure that we deliver the best customer experience and maintain strategic advantage in the market.